

## Self-Assessment

**Canan Bilen-Green, Vice Provost for Faculty and Equity, Title IX/ADA Coordinator**

**September 2017**

I began my appointment as full-time Vice Provost for Faculty Affairs on July 1, 2015, and have completed just over two years in the position. On July 1, 2015, I also assumed the responsibility of supervising the work of five staff members (4 FTE) from the division of EDGO. On July 1, 2016, I assumed the responsibilities as Title IX/ADA Coordinator. As of July 1, 2017, International Student and Study Abroad Services, Disability Services, and Multicultural Programs report to me.

Overall, I conduct myself with integrity and transparency; ensure stability; foster an environment of trust; create a culture of support that acknowledges the strengths and contributions of everyone; encourage and model commitment, empathy, and respect for all thoughts and ideas; mentor and support those who report to me; enhance operational and organizational effectiveness; use available resources efficiently, ethically, and equitably; generate resources whenever possible; utilize system design and continuous improvement principles in all activities; abide by policies and procedures; and represent NDSU well at all times. While promptly addressing issues, I also lay the foundation for developing organizational processes that function effectively and efficiently regardless of who is in charge. I worked to establish role clarity, accountability, and performance reviews of staff and improve information flow and decision making processes. I contribute to NDSU's strategic priorities and support NDSU students, faculty, staff, and academic programs.

Below, I list accomplishments, organized by the responsibilities listed on the job description for the Vice Provost for Faculty Affairs. I also provide priorities that I will be focusing on this academic year. While the nature of this self-assessment means that I highlight my contributions, everything I do depends on the assistance of superb staff; input of many faculty, staff, and administrators; and guidance of the Provost.

The **Faculty Affairs** Unit welcomes and orients new faculty to NDSU; serves as a central resource for information about faculty and faculty policies; oversees faculty appointments and promotion and tenure processes; assists deans, department chairs with searches, hiring, retention, and advancement; coordinates faculty development programs across campus; assists faculty with grievances; offers programs to orient new academic administrators and improve their leadership skills; facilitates nomination and selection process for faculty awards; ensures compliance with University's affirmative action plan; and works with departments, colleges, and other offices to enhance faculty work-life climate satisfaction and diversity.

### **Direct and implement new faculty orientation and faculty development programs**

- Organized new faculty orientations and annual conferences for returning faculty. This year's annual faculty conference featured over 20 sessions offered by 30 faculty and staff for close to 250 participants. Both the orientation and the annual conference are designed to support and enhance success of faculty in a land-grant research university. The conferences feature presentations on new technologies and campus resources for research, instruction, and advising; research, grants, and compliance; methods for reaching a variety of learners including international students and students with disabilities; taking leadership roles; strategies for preventing bullying; and avoiding burnout and thriving. Overall, the feedback has been positive and will be used to improve next year's events.
- In year 1, organized the new faculty monthly workshops and mentoring program.
- Organized Faculty Monthly Luncheons (in year 2 due to budget constraints only two presentations were offered.)
- Worked with the Promotion to Professor Task Force and helped organize faculty panel discussions (in year 2, due to budget constraints only two panel discussions were offered.) Participant feedback highlights the value of the panel discussions in encouraging faculty to apply for promotion.
- Created content for a new website ([www.ndsu.edu/facultyresources](http://www.ndsu.edu/facultyresources)).

### **Direct and implement leadership development programs for chairs and heads**

- In year 1, initiated Academic Leaders Orientation for new chairs/heads/directors/deans and the Academic Leaders Series. The Academic Leaders Series is a year-long program for academic unit leaders including department heads and chairs, program and center directors, assistant and associate deans, and assistant, associate, and vice chairs, and emerging faculty leaders. The program is designed to help develop leadership, communication, and conflict management skills of academic administrators and faculty leaders.
- Organized Provost's Chair/Head Monthly Meetings.

### **Manage Promotion, Tenure and Evaluation process in the office of the Provost**

- Managed PTE process for the Office of the Provost. Specifically, developed the Guidelines and Timeline for the PTE process; reviewed PTE applications; answered questions; maintained website; organized campus-wide advisory committee meetings; ensured timely notification of candidates of decisions. In Year 2 reviewed 40 applications.
- Offered workshops for PTE reviewers and new faculty.
- Reviewed department and college PTE documents to ensure compliance with Policy 352.
- Served on Senate Policy 352 Committee to enhance and clarify PTE related policies (contributed to policy work; researched promotion and tenure policies of other institutions).

### **Review tenure-track appointments and review appointment paperwork as needed**

- Drafted, reviewed, and approved faculty appointment letters and position change contracts; approved faculty tenure clock extensions.
- Collaboratively developed forms for processing and tracking dual career hiring requests; and facilitated dual career hiring for faculty partners.
- Developed policy 309 and related procedures/ forms for faculty credentialing to meet HLC Faculty Qualifications requirements.
- Provided information on candidate pool diversity available/actual to various search committees.
- Facilitated faculty early-phased retirement incentive program.

### **Coordinate activities related to FORWARD/CLIMATE**

- Coordinated efforts with FORWARD Committee and Advocates, Commission on the Status of Women Faculty and Faculty Ombud to enhance campus climate for all faculty.
- In year 1, reviewed and processed applications for FORWARD grant programs (mentor travel, course release, and leadership development, climate and leap research/lab renovation). Hired and met regularly with FORWARD Director. Collected, cleaned, analyzed, and reported various faculty related data.
- Answered questions and provided information to faculty and administrators on conflict management, faculty grievance policies, and processes.
- In year 2, formed and worked with Inclusion Committee to develop campus-wide strategic plan for diversity and inclusion.
- Received funding from NSF ADVANCE PLAN Program to implement Advocates and Allies programs at four institutions (Ohio State University, Rochester Institute of Technology, University of North Texas, and University of Wyoming) and offer Ally workshops at a professional organizations (American Society of Engineering Education, WEPAN).

### **Oversee policy and procedure revision, in collaboration with faculty, staff and students**

- In years 1-2, served on Senate Coordinating Council and provided Provost's Office feedback on policies. In year 3, chairing this committee as the Senate Coordinating Council will be housed in the Provost's Office.

- Worked with Provost and others to update and enhance several faculty and academic program related policies, including policies on Emeritus Faculty, Early Retirement, and Class Attendance.
- Supported Faculty Service/Faculty Senate. My staff provides administrative support (with meeting agendas and minutes, room scheduling, and committee memberships) to Faculty Senate. Offered suggestions to faculty senate president to streamline and focus faculty work.

#### **Coordinate university-wide faculty awards**

- Developed content for email and website for campus wide announcement of award deadlines, eligibility and selection criteria, and nomination materials.
- Through a campus-wide election, formed the Faculty Awards and Recognition Committee to streamline and formalize faculty award nomination and selection processes. The committee solicits, reviews, and selects finalist for the faculty awards and professorships. Worked closely with this committee to manage nomination, selection, and recognition processes for 13 faculty awards and professorships.
- Worked with the Faculty Awards and Recognition Committee to improve faculty award nomination and selection processes including accepting self-nominations to enhance the inclusiveness of the process.
- Organized Faculty Lectureship, Phi Kappa Phi Lectureship, and the Celebration of Faculty Excellence event. In Year 2, the Celebration of Faculty Excellence event recognized 76 faculty and academic staff; while registration was not required, 120 signed up to attend.

#### **Serve as liaison on academic searches**

- Provided assistance to department chairs/ heads and deans on faculty recruitment, dual career policy, and opportunities.
- Met with faculty and administrator candidates to provide information about NDSU.
- Managed faculty search committee training sessions and reviewed training content.
- Monitored searches for process compliance and candidate pool quality; recruited candidates for various searches using personal networks as well as the Chronicle Vitae tool.
- Facilitated the search for Dean of Engineering. Recruited candidates (sent over 100 individual emails to potential candidates, answered candidate questions); developed search timeline, screening sheet, interview questions; and prepared interview/hiring forms.
- Chaired two interim dean searches (AHSS and HDE).

#### **Prepare university responses to SCOFR appeals**

- Assisted units with conduct issues. Drafted templates and reviewed letters of expectation, warning/reprimand for deans and chairs/heads. Coordinated efforts with Campus Police and Legal Counsel.
- Managed the process for two academic misconduct cases; provided support for involved faculty and inquiry committee members; researched policies of other institutions. In year 3 will initiate committee to review and improve the Academic Misconduct Policy, 326.

#### **Represent the Provost as needed**

- Represent Provost as Ex Officio on Faculty Senate Committees including Faculty Affairs, Academic Integrity, Equal Opportunity Hearing Panel, Equity and Diversity, Conflict of Interest Advisory and Senate Coordinating Council.
- Served on NDUS Faculty Sick Leave Task Force. Drafted the policy task force submitted to NDUS.

### Other duties as assigned by the Provost

#### Facilitate campus-wide implementation of Digital Measures (DM)

- Reviewed and worked with DM staff to customize screens, data fields, and reports. Worked with various offices to have centrally available data (such as teaching, advising, service, grants, and NDSU appointments) uploaded to the DM database; and worked with staff to have other information from faculty CVs entered to DM database. Faculty can now use DM to create PTE portfolios, CVs in various formats, and annual activity reports. Deans and chairs/heads can now use DM to compile unit and accreditation reports.
- Developed DM user guidelines and frequently asked questions, created content for NDSU DM website; trained staff to enter faculty CVs.
- Offered DM help sessions for faculty, PTE candidates, administrative assistants, and chairs/heads/deans.

#### Facilitate approval of International Agreements

- Worked to improve and streamline the process for approval of international agreements. Developed process and forms, created website content working with International Agreements Committee.

#### Oversee the following areas

- **Faculty Immigration** (and International Visiting Researchers/Scholars). Operations are handled by Associate Director (Deb Maertens) and one staff (total: 1.5 FTE).
- **International Student and Study Abroad Services** (*starting Year 3*). Operations are handled by Director (Alicia Kauffman) and nine staff (total: 10 FTE).
- **Multicultural Programs** (*starting Year 3*). Operations are handled by Director (Jaclynn Walette) and three staff (total: 4 FTE).
  - **Office of Gender and Sexual Diversity** (*starting Year 3*). No FTE. Director of Multicultural Programs has undertaken the responsibility of managing the programs of this office.
- **Disability Services** (*starting Year 3*). Operations are handled by Director (Gail Bollinger) and four staff (total: 5 FTE).

The **Institutional Equity and Compliance** Unit is responsible for monitoring NDSU's compliance with federal and state laws, regulations, and policies concerning equal opportunity, affirmative action, and non-discrimination; administering and developing institutional policies and procedures related to equal opportunity, affirmative action, and non-discrimination; receiving and resolving complaints from students, faculty, and staff regarding discrimination, harassment, and retaliation; overseeing the recruitment and selection process for all NDSU positions to ensure equal opportunity and affirmative action compliance; providing consultation and trainings related to equal opportunity issues; and coordinating the development and implementation of the University's affirmative action plan.

#### Manage **Equity Office** and serve as **Title IX/ADA Coordinator**

- Starting year 1, served as Equity Director responsible for all functions of the Equity Office. Organized office work and staff, provided daily oversight of all functions, developed processes and position descriptions, and hired staff. Monitored and responded to complaints, bias reports, and investigations. Incorporated regular review of processes and investigations by external experts and solicited feedback from those involved in investigations (reporting/responding parties, witnesses, and review committee members). In year 2, processed 53 employee reports and complaints.
- Developed content and schedule for Title IX/EO training for faculty, staff, and students.
- In year 1, researched and coordinated efforts to ensure compliance with Office of Civil Rights requirements per a resolution agreement. Developed Policy 156, Discrimination, Harassment, and Retaliation Procedures. Developed complaint forms and processes. Provided regular compliance updates to OCR.

- In year 2, assumed Title IX/ADA Coordinator responsibilities. Completed ATIXA Title IX Coordinator Certification (four-day training). Will complete ATIXA ADA Coordinator Certification in October (two-day training).
- Developed NDSU's Policy 162, Sexual and Gender-Based Harassment, Sexual Misconduct, and Title IX Policy.
- In years 2-3, worked with consultant to develop NDSU's Affirmative Action Plan (*researched requirements; reviewed data, analysis, narrative; etc.*)
- Starting Fall 2017, all investigations, including those involving students, will be conducted by the investigator(s) reporting to me.
- In year 3, the Equity Office, in collaboration with the Office of Institutional Research and Analysis, will conduct the Faculty and Staff Work-Life Climate survey.
- Worked with various offices, including Legal Counsel, Student Life/Conduct Office, Campus Police, and Sexual Assault Prevention.
- Oversee Faculty and Equity Office staff, namely Angela Bachman (faculty searches/appointments), Kara Gravley-Stack (climate/diversity initiatives), Heather Higgins-Dochtermann (equity investigations), and Kelly Hoyt (faculty senate, SCC, and office/staff support).

### **Goals and Priorities for Year 3**

#### *New*

- Enhance success of all students, including students with disabilities, international students, and multicultural students, with a focus on retention and graduation rates.
- Work with the Provost to define the role of Faculty Affairs in faculty development.
- Ensure successful integration of Student Affairs functions into Provost's Office.

#### *Expanded*

- Coordinate, lead, and improve Title IX/ADA/Equity compliance to ensure all our spaces are safe, healthy, and nondiscriminatory for all, including processes for addressing potential violations by students; training across campus; and resolution of complaints.
- Coordinate campus-wide professional development programming and direct services for faculty.

#### *Continuing*

- Foster culture of collaboration, support, equity, inclusion, and trust.
- Support the growth and professional development of faculty throughout their career; enhance faculty development initiatives; increase faculty diversity; and improve the quality of faculty life.
- Institutionalize ADVANCE FORWARD goals and programs.
- Support the Provost's vision and implement strategic priorities for the Provost.

### **Select Scholarly Activities**

- Co-authored journal articles and book chapters.
- Advisee completed PhD degree in Industrial and Manufacturing Engineering.
- Reviewed articles for International Journal of Production Research and conference proceeding articles for American Society for Engineering Education.
- Served on NSF site visit teams and review panels, and served as an external advisory board member for Clemson University.
- Offered workshops and presentations on faculty advancement at various conferences and provided information to other institutions.
- Submitted proposals to NSF, including a collaborative NSF ADVANCE Partnership project, with Iowa State and Michigan State.