



Subject: President and Provost's Council on Women (PPCW) 2017 Report

Date: February 20, 2017

From: Lisa Borelli, Chair
Jacquelyn Meshelemiah, Incoming Chair
Joanne Turner, Past Chair

To: Michael Drake, President
Bruce McPheron, Executive Vice President and Provost

EXECUTIVE STATEMENT OF THE CHAIRS

The PPCW's mission involves “*advocating to the President and Provost for the advancement of all women at The Ohio State University and providing leadership for the development of policies and practices that positively affect the working environment for women employed at The Ohio State University.*”

Each year, the Council is charged to examine and make recommendations on issues of concern. For the period of August 2016 – February 2017, the original charges were to:

1. **Continue the Analysis of Attrition Task Force to identify specific trends that can be addressed to improve faculty and SAP retention at The Ohio State University.** The charge was to provide data on individual group demographics (e.g., gender, ethnicity, rank, etc.) that may identify specific at-risk groups for attrition within faculty and SAP ranks. The Analysis of Attrition Task force was advised to connect with the Vice Provost for Academic Policy and Faculty Resources (Dr. Kay Wolf) and the Chief Diversity Officer/Vice Provost for Diversity & Inclusion (Sharon Davies) to synergize the data analysis being collected within their offices.

Postponed: This charge was postponed until the 2017-2018 year so that the PPCW could gather current data and information from offices already working in this area (ODI, IRP & TWP).

This charge was a continuation of the 2015-2016 charge from The Women's Place. The Women's Place requested that their 2016-2017 charge be postponed until 2017-2018.

2. **Highlight successful career paths of women staff and faculty at The Ohio State University.** The PPCW was charged to continue to highlight and celebrate the successful career paths of individual women staff and faculty at The Ohio State University (Glass Breakers), and to acknowledge and celebrate those units at the University that have positively changed the workplace for women and/or improved unit gender diversity.
3. **Identify communication paths that can highlight the positive efforts on campus to increase diversity and representation.** The last charge involved identifying an ongoing communication path that extends the scope of communication related to efforts at The Ohio State University. Specifically, this involved improving the workplace for individuals of different genders, races/ethnicities, and sexual orientation.

In response to the charges of the President and Provost, The Women's Place and the PPCW established, or extended Two Task Forces:

- Glass Breakers: Paths to Leadership Task Force (Chair: Claire Meeks)
- Communications Task Force (Chair: Jacquie Aberegg)

**RECOMMENDATIONS FOR EXECUTIVE ACTION BY THE OFFICE
OF THE PRESIDENT and PROVOST**

- 1. Institutionalize Glass Breakers.** The induction process has now been incubated and standardized through the PPCW and is now ready for transition to a permanent home.
 - a. Formally carry out the annual induction process in an academic unit or The Women's Place.
 - b. Continue to highlight and celebrate women who break through the glass ceiling.
 - c. Display the names of the highlighted members on a plaque in Bricker Hall.
 - d. Use rotating digital signage in the Hale Hall to highlight inductees.
 - e. Vocalize support for Glass Breakers to Deans, Chairs, and VPs.
- 2. Hire additional staff at The Women's Place in an effort to continue to advance high quality program and resources.** The Communications Task Force reviewed women's initiatives this year at peer institutions and concluded that OSU and the TWP are exemplary in our efforts to cultivate a culture of inclusive excellence.
 - a. Hire one Research and Policy Coordinator
 - Person will be charged with continuing the Attrition Task Force work and other data and policy driven research projects birthed out of the PPCW and TWP.
 - b. Hire one Office Associate
 - Person will be charged with taking care of fiscal duties and administrative assistance for the extensive programming and projects undertaken by the office.
- 3. Advance the work of the Communications Task Force.** The Communications Task Force and the Closing the Loop Task Force both gleaned input from University constituencies confirming the additional awareness regarding existing diversity initiatives could promote greater participation, collaboration, and ultimately enhance the university's inclusive culture.
 - a. Maintain consistent communications between the President's Office and the PPCW by holding regular meetings throughout the year as is currently done.
 - b. Increase the intensity and presence of Katie Hall, Chief of Staff with the President and Provost's Council on Women.

**Report of the President and Provost's Council on Women
Glass Breakers: Paths to Leadership**

February 2017

Submitted to
President Michael Drake
Provost Bruce McPheron

Task Force Members

Claire Meeks (Chair), Younkin Program Coordinator, Office of Student Life
Jacquie Aberegg (ad-hoc), Assistant Vice President, Brand and Marketing, University Advancement
Sara Childers, Assistant Director, The Women's Place, Office of Diversity and Inclusion
Kristen Cole, Division Administrator, Hematology, College of Medicine
Theresa Delgadillo, Associate Professor, Comparative Studies, College of Arts and Sciences
Emily Howard, Human Resources Generalist, College of Pharmacy
Emily Irwin (ad-hoc), Director of Corporate and Foundation Partnerships, College of Food, Agricultural, and Environmental Sciences
Anne Marie La Bue, Vice President, Associate General Counsel, Cardinal Health
Amy Lahmers, Program Director, College of Medicine
Tiffany Quattlebaum, Fiscal Manager, Psychology, College of Arts and Sciences
Binaya Subedi, Associate Professor, Comparative Studies, College of Arts and Sciences Newark Campus
Hua Wang, Professor, Food Science and Technology, College of Food, Agricultural, and Environmental Sciences

Ohio State's culture survey responses and focus group feedback have illustrated that women staff and faculty at the University experience the impact of implicit bias on their career trajectories and that staff often lack a well-defined career path. Believing that "you can't be what you can't see," we set out to shine a spotlight on how successful women advanced into their leadership roles at Ohio State. We also set out to celebrate the efforts of those who have helped others to advance their careers, and the successful efforts of units to create an environment where women's careers are supported.

For the third year in a row, PPCW has solicited nominations for Glass Breakers. This year five feature stories on women leaders are being developed, will be shared through various University communications channels, and will be housed on the PPCW website. These unique stories from leaders across the University offer valuable insights for women looking to make their own mark within their chosen field. Previous year's Glass Breakers stories can be found here: <http://ppcw.osu.edu/spotlight/> .

Process

The task force solicited nominations both internally and from PPCW partner organizations including USAC, college deans, diversity officers, regional campuses, and previously recognized Glass Breakers. A call for nominations was sent out via email and they were collected using an online Qualtrics survey. We received sixty-five nominations, almost three times the nominations received in 2016. Nominations came from many different people in various roles including students, deans, vice presidents, vice provosts, peers, department chairs, and supervisors. The task force is very proud of our successful efforts to reach a wider audience in order to collect a diverse nomination pool.

Glass Breakers nominees are women who (A) Currently serve as an OSU staff or faculty member at any level; (B) Demonstrate career progression within the University; (C) Work towards creating a workplace environment that is supportive of women and diversity; and (D) Expand her sphere of influence by mentoring junior professionals, participating in professional organizations, serving on search committees, or other examples of service and engagement.

Nominators were asked to respond to the following prompts in their nomination:

1. Describe the career of your nominee.
2. How many years of service does your nominee have at Ohio State?
3. What traits or skills does your nominee demonstrate that have supported her career progression?
4. How does your nominee expand her sphere of influence through service and engagement?
5. How does your nominee work towards a culture supportive of women's careers?
6. How has your nominee inspired you to grow your career at Ohio State?
7. Please provide an attached resume or CV.

The initial nominee pool was split into two groups with task force members each reading one group and selecting the top ten. From the top twenty the full task force selected ten to present to PPCW for consideration and comments. Through this process five candidates clearly emerged as the strongest candidates for this project.

We believe that the 2017 Glass Breakers have demonstrated incredible career growth here at Ohio State and have made it a priority throughout their careers to support the progression of other women. It is a privilege to share their stories with the Ohio State community.

2017 Glass Breakers

Kay Bea Jones, Professor, Knowlton School of Architecture, College of Engineering

Randi Love, Associate Professor-Practice, Health Behavior and Health Promotion, College of Public Health

Shelly Martin, Patient Transportation Manager, Diagnostic Transportation, Wexner Medical Center

Gail Marsh, Senior Associate Vice President and Chief Strategy Officer, Wexner Medical Center

Maggie Merry, Chief Administrative Officer, College of Pharmacy

Next Steps

Announcement of the 2017 Glass Breakers will be made in early March 2017 following by timed-releases of individual interviews throughout 2017. University Advancement is in the process of arranging interviews, photos, and filming of the finalists. It is our intention to work intentionally with college-level communications staff to share these stories within the unit.

Conclusions and Recommendations

We recommend that the Glass Breakers project continue as it is beneficial for OSU women looking to advance their careers to have pathways for reference and inspiration. In addition to celebrating individuals who broke through the glass ceiling in their own careers, we believe it is also valuable to celebrate the efforts of individuals who "break the glass" for others through mentorship, effective policy changes or other actions within the areas they work. We recommend continuing to solicit nominations across the University to draw a diverse pool. We also recommend the development of a physical method to house and display the Glass Breakers project as it continues to build. We will have future discussions about this task force and consider institutionalizing it through The Women's Place. In 2017, we will also re-evaluate the mission for Glass Breakers to ensure we are addressing the needs of staff women, as originally intended.

Report of the President and Provost's Council on Women Communications Task Force

February 2017

Submitted to
President Michael Drake
Provost Bruce McPheron

Task Force Members

Jacque Aberegg, (Chair), Senior Director of Enterprise and Brand Marketing, University Marketing
Wanda Dillard, Director of Community Development ,Wexner Medical Center
Molly Driscoll, Manager of Learning & Development, Office of Human Resources
Diana Erchick, Professor, Newark Campus
Katie Hall, Chief of Staff, Office of the President
Jacquelyn Meshelemiah, Associate Professor, College of Social Work
Ansel Oakleaf, Resource Planning Analyst, Institutional Research and Planning
Robert Perry, Professor and Vice Chair Physics
Brenda Reader, Graduate Student (ad-hoc)
Cassandra Shaffer, Detective Public Safety, Police Division
Shannon Winnubst, Professor and Chair, Department of Women's, Gender and Sexuality Studies

Charge: Identify communication paths that can highlight the positive efforts on campus to increase diversity and representation. Identify an ongoing communication path that extends the scope of communication about efforts at Ohio State to improving the workplace for individuals of different gender, race, ethnicity, and sexual orientation

Approach: Based upon findings of focus groups conducted across the University by the PPCW during December 2015 and January 2016, awareness of resources for women and seeing women in leadership positions are two challenges facing women staff and faculty at The Ohio State University.

The Communications Task Force Recommendations

- 1) focus on integration versus additive tactics
- 2) leverage current communication channels with greater consistency and frequency
- 3) utilize metrics to track results

Mid-Year Recommended Strategies

- Audit existing websites and information sources serving women as a primary audience.
- Establish a “clearinghouse” for resources and information through cross-unit partnerships with an emphasis on:
 - Professional development resources aligned to career stages
 - Programs and initiatives such as implicit bias with the potential to position Ohio State as a national leader

- Expedite the collaboration between University Marketing and The Women’s Place, PPCW and Critical Difference for Women in redesigning and merging the respective websites
- Cultivate greater awareness of “*leading women*” at Ohio State through existing internal communication channels:
 - Continuation of the Glass Breakers program.
 - Prominently feature new hires and transitions of women into leadership and influencer roles.
 - Highlight faculty and staff, regardless of gender, advocating on behalf of women in notable ways.
 - Identify and form a pilot group of contributors to support a distributed content creation model.
 - Explore coordination of a calendar of events and promotion with sustained frequency and determine where the calendar will be housed.
 - University Marketing and the Women’s Place to collaborate on the Women’s Place website refresh.
- Incorporate resources and information into new-employee orientation and onboarding, with particular emphasis on senior and mid-level managers.

End-of-Year Progress Report

1) A search was completed across the osu.edu domain for ‘women’s resources ohio state university’ with the purpose to identify those websites with best search results and comprehensive resource listings. The most comprehensive site for faculty and staff was **The Women’s Place (TWP)**.

In addition to an audit across our ecosystem, a directional benchmarking effort was conducted based on secondary information available online and in the public domain for 15 universities noted for their programming and support for women. The universities included:

East Division – Indiana University, University of Maryland, Michigan State University, Pennsylvania State University, Rutgers University, Stanford University;

West Division – University of Illinois, University of Iowa, University of Nebraska-Lincoln, Northwestern University, Purdue University, University of Wisconsin-Madison, and University of California-Irvine.

No one school offered a single resource as comprehensive as The Women’s Place at Ohio State. We recommend more staff resources for TWP to continue the quality and advancement they currently have.

2) The following offices have been identified as potential partners to amplify awareness of key initiatives: Office of Diversity and Inclusion, Office of Academic Affairs, Human Resources, Ohio State ADVANCE, University Staff and Advisory Council, Association of Staff and Faculty Women, and the Department of Women’s, Gender and Sexuality Studies. This work informed considerations and current communication platforms for enhanced the “find-ability” of resource information and awareness of ‘*leading women*’ at Ohio State:

- a) Optimize the planned redesign of TWP site to position as a definitive resource (Jan-May 2017);
- b) Maximize organic search during the website design period and coordinate more effective back-links to and from partner units sites;
- c) Organize resource information more clearly by audience—faculty, staff, graduate students and cross-link to undergraduate site and by career stages.
- d) Expand the collaboration between University Marketing and The Women’s Place to include eNewsletter optimization to expand reach with opt-in re-launch to all women staff.

3) Cultivate greater awareness of Ohio State women and those advocating on behalf of women will be on going through FY16-17 including:

- **2017 Glass Breakers** will debut in March with more in-depth coverage of individuals between April and November to sustain awareness. Last year's metrics conveyed that the group feature yielded higher reader engagement and indicated refinements for improving individual story performance. University Marketing will partner with TWP on implementation and measurement for continuous learning.
- Focused integration to submit Ohio State women engagement opportunities to **OnCampus Today** and a dedicated push in partnership with University Marketing for weekly highlights of women faculty and staff between February and April to leverage World Black History month, Women's History Month and a dedicated period following the March 21st Hidden Figures-related events.
- The **Hidden Figures-related events** will serve as a platform to inspire conversations and increase awareness of initiatives, at multiple levels, about the cultural change in our environments needed to enable environments in which women can thrive, advance and make their full contributions.
- Pilot a marketing communication work group with representation from units identified for enterprise integration.

Recommendations: It is recommended that this Task Force continue with a refined focus next year.