



THE OHIO STATE UNIVERSITY

THE WOMEN'S PLACE



2017 Status Report
on Women at Ohio State

• WOMEN IN THE LEADERSHIP PIPELINE

Evidence shows women continue to earn the majority of all college degrees,* are nearly half of all assistant professors,* and hold more than 60 percent of executive staff positions at Ohio State and at institutions across the United States.* Not enough progress has been made, however, in advancing women to top leadership roles at universities, including Ohio State. As this report will show, there are many well-prepared women in the pipeline and poised to take on advanced leadership roles. *Source: Bureau of Labor Statistics

Research shows that gender stereotypes, which inform cultural assumptions about leadership potential and effectiveness, continue to impede women's progress. The careers of women caught in the pipeline can stagnate, often leading women to leave their institution for advancement elsewhere. Eliminating differential standards and gender disparities experienced by women requires innovative "pipeline practices," which are collaborative and system-wide initiatives designed to cultivate a culture in which women can thrive. This report will highlight women in the pipeline for leadership, as well as Ohio State's continuously evolving "pipeline practices" to catalyze change leading to greater gender equity and inclusive excellence.

• IN THE PIPELINE AND POISED TO ADVANCE: WOMEN DEPARTMENT CHAIRS

While representation of women in the most senior administrative leadership positions at Ohio State shows no upward trend over time, there is an increase in the number of women department chairs: forty percent of the 2016 cohort of new chairs (in tenure initiating units) at Ohio State are women. While overall 26 percent of department chairs are women, the significant recent increase in the appointment of women as chairs indicates the existence of a critical mass of competent and committed leaders ready to advance and move the needle towards gender parity in senior administrative positions.

Why has progress for women in academic leadership been so slow? Barriers still exist. For example, despite increasing gender diversity in her college, Professor Rebecca Harvey, chair of the Department of Art, is the first woman to hold the role in her department in over 100 years. The last woman department chair was Associate Professor Mary Laver, who served from 1909 to 1913.

What draws women to a position considered to be one of the most challenging on campus? Many endeavor to make a difference; to create inclusive environments that foster excellence, allow faculty to do their very best work, and bring the next generation of students to their programs.



Dr. Shari Speer, chair of the Department of Linguistics, was encouraged by her peers to accept the position. What drew her to being a chair was her commitment to the department.

"I value our department — our tradition of excellence at both the undergraduate and graduate levels, the strong collegial and collaborative environment, and the prominence of our research programs nationally and internationally," said Dr. Speer. "It has been a wonderful place for me to develop my career, and I want to keep it that way for my junior colleagues."

Research confirms, and women chairs as well as those in senior leadership roles have noted, challenges when transitioning into leadership positions. "I used to think there weren't gender barriers, but now I'm convinced they do exist. Much of it is implicit, but I'm learning that honesty and straightforwardness tend to cut through those barriers," said Dr. Karla Zadnik, dean of the College of Optometry.

Women are leading within their divisions in more ways than one. For example, the position of divisional chair, while having different responsibilities than department chairs and not represented in the data included in this report, also provides an opportunity to support progress. According to Dr. Susan Mallery, chair of the Division of Oral Pathology and Radiology, “The position provided an opportunity to make meaningful changes in our division regarding everything that we do including patient care and teaching.”



Hadley

Arts and Sciences
Divisional Dean of Social
and Behavioral Sciences
Dr. Jan Box-Steffensmeier is encouraged by the gender shift of incoming chairs. “The increase in women chairs shows an openness to all who want to serve and lead, and demonstrates a welcoming atmosphere on campus,” she said.

Moving the needle toward gender parity in the new department chairs cohort points to a growing wealth of well-trained, homegrown talent in the pipeline and poised to lead. According to Professor Susan Hadley, chair of the Department of Dance, the position offers valuable experiences.

“Chairs sit at the intersection of student and faculty concerns on one side, and deans’ and provosts’ initiatives on the other,” she said. “For faculty with higher leadership aspirations, serving as chair involves dealing with daily university operations in the trenches.”



Lee

Dr. Valerie B. Lee, interim chair, Department of African American and African Studies; professor emeritus, Department of English (chair, 2002-2009); vice provost for Diversity and Inclusion and chief diversity officer (2010-2015); and vice president for Outreach and Engagement (2012-2015), also emphasizes how the chair role prepares leaders and builds the pipeline.

“Chairing is the most challenging, yet most engaging of all leadership roles,” she said. “To chair is to be a Renaissance woman. Chairs know how to dodge bullets, put out fires, advance agendas, rescue budgets, forge relationships, resolve conflicts, and then stand ready to do these tasks all over again the next day.”

As more women advance, the argument that the pool of qualified women is limited is less easy to justify. The impact of the increase in women department chairs, and the goal to have more women in senior positions, goes beyond numbers. Seeing more women leading departments and universities will have a lasting impact on women’s lives.



Harvey

As Professor Harvey so clearly states, “More than half of our students now are female, and they are high performing, exceptional learners. They need to see that they have a place at the table here, that their views and strengths are measured as equal. The goal of the university should be to hold none back, to help all of our students achieve and excel in whatever way brings their highest self to the forefront.”

● APPLYING PIPELINE PRACTICES TO SUPPORT EQUITY AND ADVANCEMENT

In higher education, continued professional development, networking, and leadership opportunities are traditional keys to success. In addition to acquiring these keys, women who want to advance their careers have hurdles to clear, such as gender bias and long-held stereotypes.

Organizations across the university are actively working to cultivate the pipeline, remove barriers, and create a welcoming, equitable environment for women. These volunteer-driven groups advocate to Ohio State leadership and educate women staff about the pipeline to career advancement. The Women's Place collaborates with the groups below to support their efforts.

The President and Provost's Council on Women (PPCW)

The President and Provost's Council on Women is charged with 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 university.

"Our work involves being aware of all the initiatives on campus to help women advance and to make the working environment a healthy one that affects women in a positive way," said PPCW Past Chair Lisa Borelli. "From there, we make specific recommendations to the president and provost to get buy in from them to make things happen quicker."

PPCW Chair Jacquelyn Meshelemiah feels the council, president, and provost have common goals. "The university has not yet achieved equity for women but President Drake and Provost McPherson are supportive of the PPCW and our efforts to create policies that foster equity," she said.

PPCW connects with and on behalf of faculty and staff across the university to identify specific issues that women face. According to Meshelemiah, "PPCW leadership relies heavily on the voices of its diverse members to bring issues to our attention."

A recent PPCW task force conducted in-depth focus groups that resulted in six recommendations for university leadership. The President and Provost's Council on Women 2016 Report stated that staff women want Ohio State to address salary inequities, flexible work policies, more women in leadership positions, childcare options, and career progression paths.

Task Force Chair and PPCW Chair Elect Amy Lahmers said the report has already fostered change at the university, including equity pay raises in some colleges. See the 2016 report, including the PPCW work related to faculty retention, attrition, paths to leadership and women Glass Breakers, at ppcw.osu.edu.



Task force co-chairs Lila Andersen and Cindy Davis

USAC Diversity and Inclusion Task Force

Since 1986, the University Staff Advisory Committee (USAC) has served as an advisory body to the university president. Staff can raise issues and make recommendations to USAC that support Ohio State's mission. In 2015, USAC created a Diversity and Inclusion Task Force to examine workplace equity for Ohio State staff and reinforce existing advocacy programs, such as the President and Provost's Council on Women, by supporting their efforts.

"Cultivating an equitable environment requires ongoing research, advocacy, and communication," said Lila Andersen, task force co-chair.

The fact that 64 percent of nonfaculty executive and managerial staff at Ohio State are women and only 15 percent of these women are women of color, points out the importance of the task force’s focus on equity for staff. Though still in its early stages, the group has gathered benchmark data from Ohio State and other large universities on the missions of diversity offices and groups and on staff development programs.

Two changes the task force is investigating are using the medical center’s Employee Resource Groups (ERGs) program as a model for university wide expansion (see more about these groups below) and facilitating consolidated diversity training for new and existing staff. Both of these efforts would promote a more equitable environment, which not only helps women and underrepresented groups advance, but helps the university advance toward inclusive excellence.

Association of Staff and Faculty Women (ASFW)

Founded in 1930, the Association of Staff and Faculty Women focuses on supporting the professional and personal development of university women regardless of their position or stage of their career. The ASFW offers a variety of programs for both personal and professional development, such as the Voice & Influence Series, which empowers participants to realize their professional potential and cultivate workplaces where all employees thrive. Their Women You Should Know initiative features Ohio State “trailblazing professional” women who share their stories of navigating and/or dismantling barriers within the pipeline to leadership.

“We want to have conversations that educate both staff and management about the importance of a diverse workplace. It takes all of us to change things.”
—Wanda Dillard



Quattlebaum

According to ASFW President Tiffany Quattlebaum, the association is an empowerment and networking group. “Our programs connect women who may not meet each other otherwise, which opens opportunities and creates a broader university experience,” Quattlebaum said.

At its Annual Ballam Women's Symposium, ASFW recognizes the contributions of outstanding women through the leadership and professional development awards.

Medical Center Employee Resource Groups

Although nearly 80 percent of healthcare professionals are women,* hospital leadership positions are most often held by men. The Ohio State University Wexner Medical Center offers several Employee Resource Groups (ERGs) that are working to move more women into management and executive positions. **Source: www.cdc.gov/niosh/topics/healthcare/*

ERGs provide professional development, mentoring, and networking opportunities for their members and advocate for a positive workplace environment for all hospital employees. Depending on their interest, staff can join the Women’s Leadership Connection, Women of Color, LGBTQ, Black Faculty and Staff, and Mobility ERGs.



Dillard

By promoting a more equitable environment, ERGs can remove barriers and advance women in the pipeline, said Wanda Dillard, co-chair of the Cultural Competency Committee.

“We want to push past implicit bias and make sure talented staff are not overlooked,” Dillard said. “We want to have conversations that educate both staff and management about the importance of a diverse workplace. We are one university. It takes all of us to change things.”

● **ADVOCATES & ALLIES: OPENING THE PIPELINE**

To create a more inclusive and equitable environment at the university, Ohio State recently launched Advocates & Allies for Equity. Funded by a grant from the National Science Foundation and part of the President's 2020 Vision of Inclusive Excellence, this initiative engages male colleagues as advocates and allies for the advancement of faculty and staff women.

"The Advocates & Allies initiative offers awareness, training, and engagement to improve our culture and to position us as a national leader in higher education," said Executive Vice President and Provost Bruce A. McPheron, a champion of the program.

Advocates are senior male faculty and administrators who guide facilitated conversations with other men, Allies. In these conversations Advocates share evidence-based knowledge, skills, and strategies with Allies to effect positive personal, departmental, and institutional change. Allies are then charged to encourage fair and equitable treatment throughout the university, creating a more welcoming environment for women, people of color, people with disabilities, and LGBTQ faculty and staff, too. The program will recruit 900 Allies over three years.

The Women's Place is leading the implementation and institutionalization of Advocates & Allies for Equity along with the College of Engineering, Professor Emerita Hazel Morrow-Jones, Professor Joan Herbers, Ohio State ADVANCE, and the Advocates & Allies Women's Advisory Council.

Additional information on how to become involved is available at The Women's Place website or email womensplace@osu.edu.

● **BUILDING A MORE DIVERSE POSTDOC TO FACULTY PIPELINE**

In an effort to build a more diverse pipeline of postdoctoral scholars who transition into faculty positions, Ohio State participates in the Professorial Advancement Initiative (PAI), a program that targets underrepresented minorities in science, technology, engineering, mathematics, and medicine (STEMM). Ohio State currently has five postdocs in the program, four of whom are women. The goal of PAI is to double the number of underrepresented minority faculty hired across the Big Ten Academic Alliance.

Funded by a \$1.2 million National Science Foundation grant, PAI supports postdocs with professional development as well as cross-institutional mentoring and coaching with faculty across the Big Ten Academic Alliance. Additionally, the PAI works toward systemic change through offering faculty hiring workshops for campus search committees that facilitate discussion and awareness of fair and inclusive hiring practices to improve diversity.



Hernandez

Not understanding the hiring process can significantly undercut a postdoc's chance of success, according to PAI Director Dr. Marcella Hernandez.

"Many underrepresented minority postdocs are first-generation students who have not been exposed to the university system and do not have mentors to teach them," Hernandez said. "PAI gives them a structure and an opportunity to create a plan, and a network they can go to for help when they need it."

Dr. Ines Valdez is a tenure-track faculty member at Ohio State who made the transition from postdoc at the same university, which is an atypical accomplishment. Although she

was not part of the PAI program, Valdez used similar strategies to advance her career. She participated in a mentorship program in her department and reached out to other faculty members both within and outside her field.

“It is easy to stay focused on your research, but it is important for postdocs to be proactive and strategic,” Valdez said.

One way the political science professor connected with faculty was to seek their input on her research papers before submitting them for publication. Not only was it a way for faculty to learn about her research (and for her to learn about theirs), but their input also helped her polish her work before submitting it to journals.

“I purposely sought out a diverse group of faculty to discuss my work,” Valdez said. “A similar group would give me similar feedback, which would result in marginal improvements. The best feedback comes from a diverse audience.”

A diverse faculty is important to Ohio State, Hernandez said, so she plans to pursue institutionalization (beyond STEM) of the PAI.

“I purposely sought out a diverse group of faculty to discuss my work. A similar group would give me similar feedback, which would result in marginal improvements. The best feedback comes from a diverse audience.”
 –Dr. Valdez

Postdocs Hired as Faculty



On the cover, top left, women chairs at Ohio State:

Front row, left to right: Lisa Florman, Sheryl Barringer, Phyllis Pirie, Valerie Lee, Yana Hashamova, Eugenia Romero, Rebecca Harvey, Jennifer Willging.

Second row, left to right: Shari Speer, Deborah Larsen, Monica Cox, Karla Zadnik, Sharyn D. Baker.

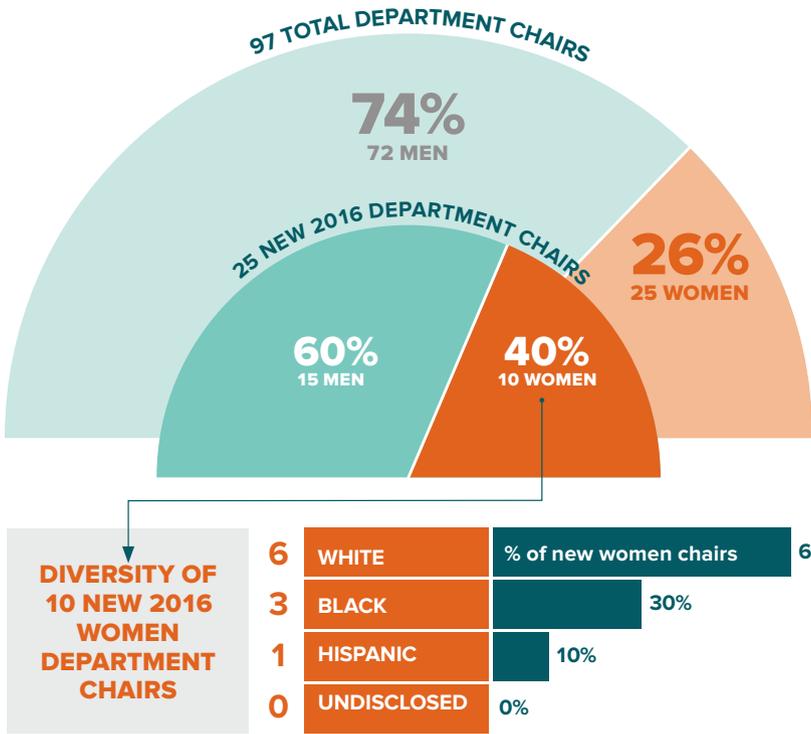
Third row, left to right: Susan Hadley, Karen Hutzler, Kellie J. Archer, Mary A. Beecher, Elizabeth Marschall, Janet Parrott, Shannon Winnubst.

Bottom right, USAC Diversity Task Force:

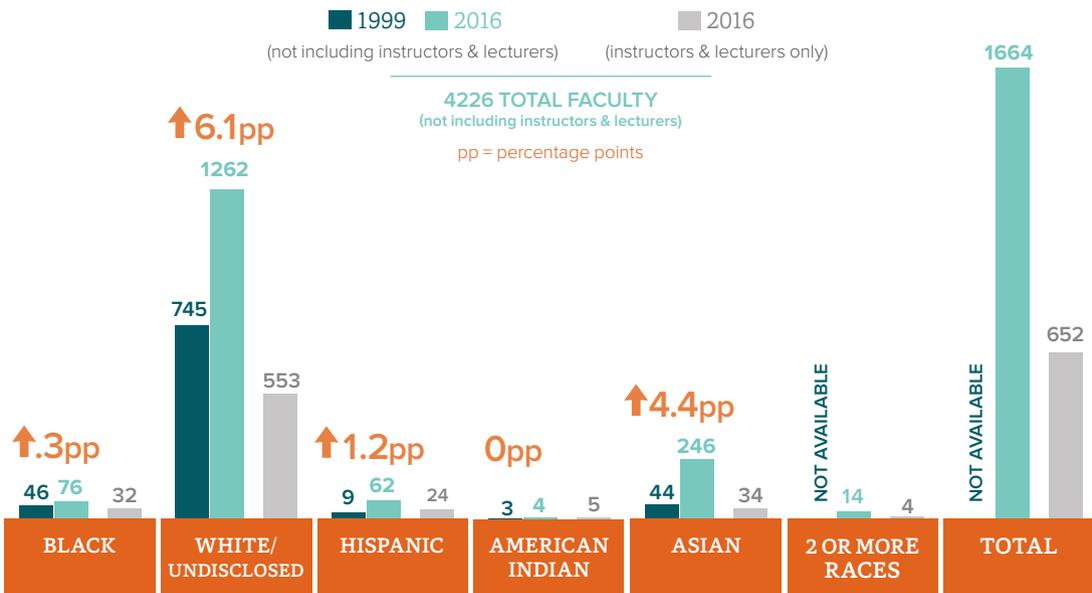
Front row, left to right: Megan Hasting, Diane Florian, Krystyne Savarese, Laura Stehura, Robin Wright.

Back row, left to right: Cesar Seguil, Amy Lahmers, Cindy Davis, Jerri Dillard, Lila Andersen, Wanda Dillard, Terra Metzger.

Breakdown of Department Chairs

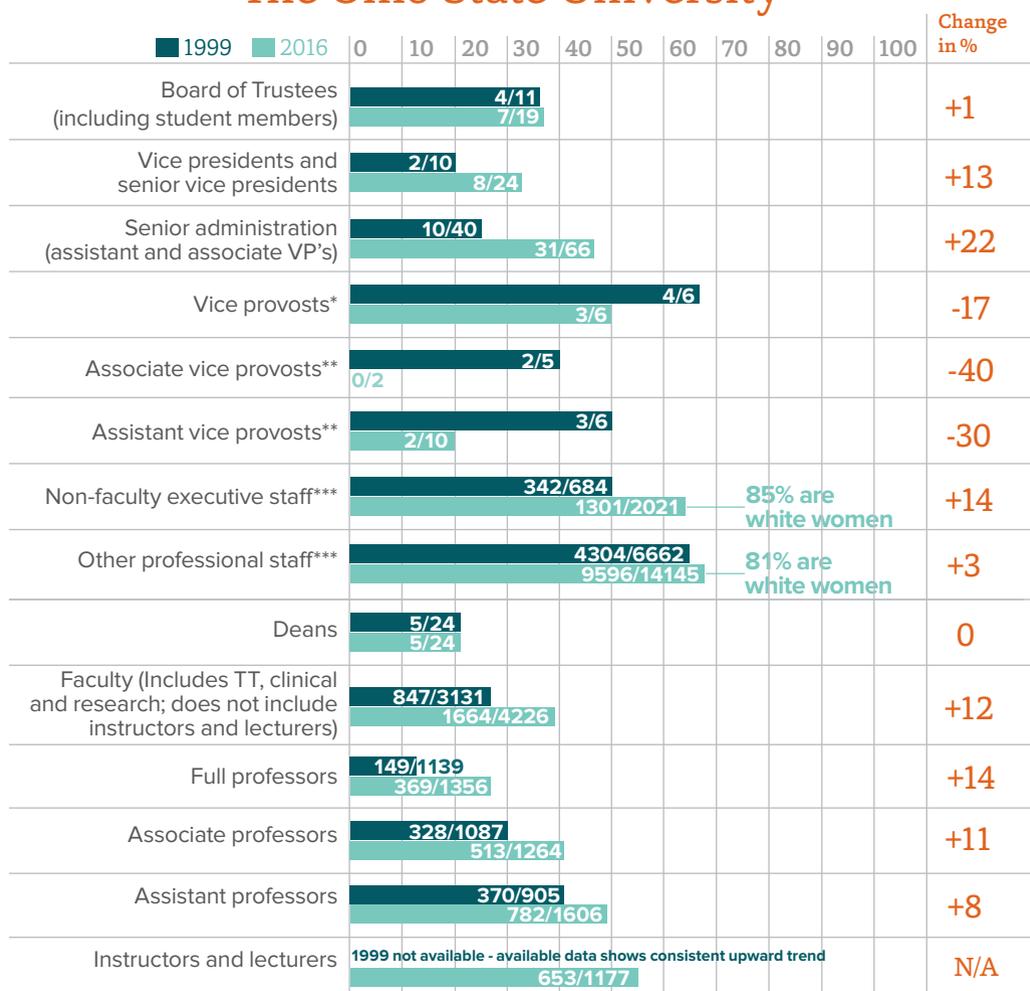


Women of Color Faculty Profile



Hawaii = 0 for 1999 and 2016

Status of Women at The Ohio State University

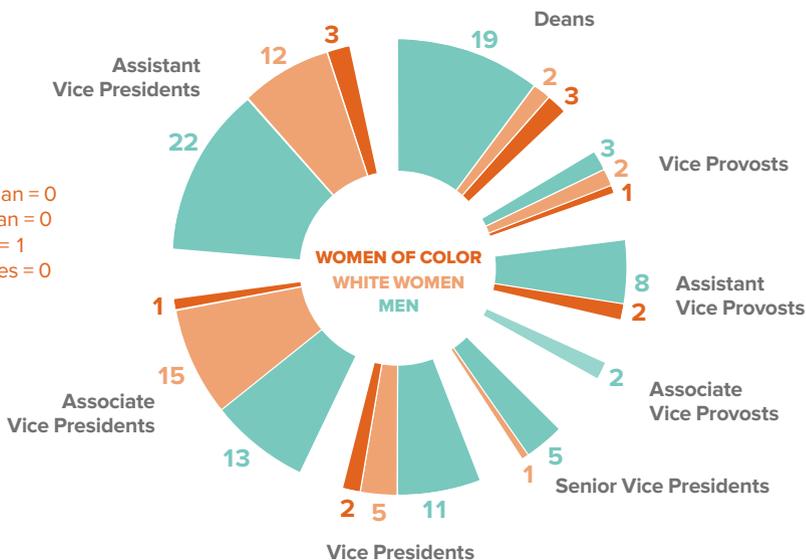


Women of Color in Senior Administrative Positions

WOMEN OF COLOR TOTALS:

- Black = 9
- Hispanic = 2
- American Indian = 0
- Asian American = 0
- Undisclosed = 1
- 2 or more races = 0

If not indicated in graph the number is 0.



* Data are from 2005 and 2016; 1999 data are not available.

** Data are from 2011 and 2016; 1999 data are not available.

*** See The Women's Place website, womensplace.osu.edu, for a break out of Wexner Medical Center personnel data in these categories.

The Women's Place (TWP)

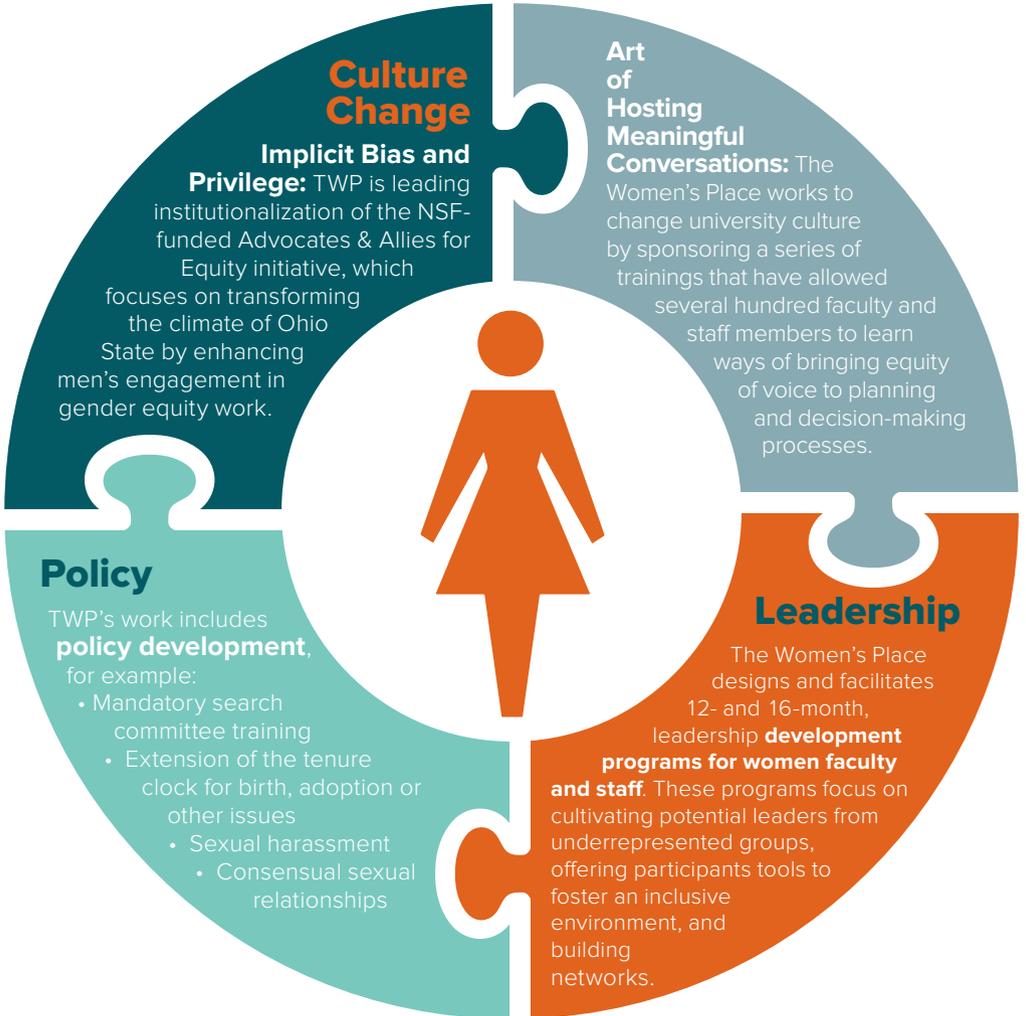
Mission

The Women's Place serves as a catalyst for institutional change to expand opportunities for women's growth, leadership and power in an inclusive, supportive and safe university environment consistent with the goals of the Academic and Diversity Plans.

Vision

To be a 21st century leader in the equity and advancement of all women in higher education.

The Women's Place works to catalyze change at Ohio State by focusing on these four areas: policy, culture, leadership, and reporting the status of women.



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Closely associated units: criticaldifference.osu.edu • ppcw.osu.edu