

Status Report

2011 on Women

at The Ohio State University



Prepared by
The Women's Place and
The President and Provost's
Council on Women
The Ohio State University
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Message from The Women's Place



Leadership of All Types

The Women's Place (TWP) views leadership development as a critical component of its mission to catalyze institutional change and expand opportunities for women's growth, leadership, and power in an inclusive, supportive, and safe university environment. In this context, leadership is a capacious term that can apply to any members of the university community who, in the words of the Ohio State Medical Center's values statement, "live in alignment with our values" and are "thoughtful about how we influence others."

This sort of leadership is practiced throughout the university by those doing administrative and professional service and also by many others. Members of the university community can exhibit leadership by undertaking new tasks, learning new skills, stepping forward to correct a stereotype, offering suggestions in meetings, volunteering in their communities, and in many other ways. Leadership can include activities within a department or unit, on behalf of the university as a whole, or in communities outside Ohio State. The university benefits from the changes that such leadership fosters.

Leaders of all types, no matter their university rank, job description, gender, gender identity, sexual orientation, race, ethnicity, nationality, religion (or lack thereof), and age, are needed to create an inclusive climate that supports all people in making their full contributions during their time at Ohio State. In particular, TWP supports the growth of women in leadership roles and works to ensure that a diverse group of women is included. The tables in this report provide data on the diversity represented in different roles at the university. These tables are directly comparable to the tables in previous status reports, and they indicate the change between 1999 and 2010.

Table 1 and Figure 1 summarize the proportion of women in a variety of positions at the university. The proportion of women has increased in all categories except the Board of Trustees (lower than in 1999) and the combined senior vice presidents and vice presidents (the same as 1999). The good news is that the university added another woman vice president in the summer of 2011. Table 2 shows the change in the number and proportion of women of color among the faculty. While there has been some increase since 1999, there is a great deal of room for improvement in these numbers. Table 3 shows the number of women senior staff by race/ethnicity. Again the numbers show improvement since 1999, but there is a long way to go before all groups are well represented. These tables and figures list information on women based on their formal titles. The data provide one important way to track leadership over time.

Another way to look at leadership is to examine the work of the many women leaders throughout the university. Some examples of Ohio State women exercising leadership in a wide variety of fields can be seen on the cover and within this report, as well as on TWP's website, womensplace.osu.edu. Specifically, each of these women is included in at least one of the following: *An Encyclopedia of Pathbreaking Women at The Ohio State University* (womensplace.osu.edu/additional-publications.html), the "Highlighting Accomplishments" project (womensplace.osu.edu/highlighting-accomplishments.html), "An OSU Woman Who Changed My Life" audio project (womensplace.osu.edu/an-osu-woman-who-changed-my-life.html), or the Critical Difference for Women website (criticaldifference.osu.edu/recipient-testimonials.html).

Women faculty, staff, and students receiving scholarships and grants from Critical Difference for Women (CDW) continue to show leadership in a variety of disciplines. For example, one recipient is using the funds to pilot a psychological intervention tailored for women with breast or ovarian cancer recurrence. Another is using CDW funds to

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measure the economic impact of growing numbers of women in the workforce and in small businesses, an area in which little research has been conducted.

The data and examples in this report tell us that women are making progress and having an important impact throughout the university. In order to extend that impact and to expand opportunities for women's growth, leadership, and power in an inclusive, supportive, and safe university environment, TWP sponsors leadership training opportunities. The remainder of this report focuses on TWP's programs to enhance both leadership ability and the diversity of leaders at the university.

Leadership Programs

Leadership within the university plays a critical role in creating a climate in which people can use their diverse backgrounds and perspectives to do their best work. Leadership development is too important to leave to chance, and women at Ohio State have a variety of leadership cultivation options.

Faculty and staff leaders at all levels help to create an environment characterized by equity, freedom, and dignity for all people. Their influence benefits the university enormously by allowing diverse people to bring creativity, innovation, and enthusiasm to bear on their jobs and to grow in those jobs. TWP's programs to help faculty and staff learn or hone leadership skills include short- and longer-term workshops, on-campus experiences, and opportunities to attend national and international leadership training programs.

ON THE COVER: *Honoring Ohio State Women*

The cover of this report depicts a few examples from TWP's ongoing initiatives to commemorate the remarkable and inspiring contributions of Ohio State women. Learn more about the talented women below on the TWP website, womensplace.osu.edu/honor, and the Critical Difference for Women website, criticaldifference.osu.edu/recipient-testimonials.html.

Judy Fountain (1), featured in *Pathbreakers*, was the first director of TWP and one of the founders of the Critical Difference for Women program. **Tally Hart** (2), former director of financial aid, also featured in *Pathbreakers*, is regarded nationally as a leading authority on and advocate for access to higher education for all and is the university's first senior advisor for economic access.

The following women are spotlighted in "An OSU Woman Who Changed My Life" audio project: **Prudence Gill** (3), director of Hopkins Gallery, has a talent for herding disparate ideas and input into a collective, meaningful whole; **Angelett Anthony** (4), program coordinator of the Program for Advising and Scholarship Services, helps those around her see the value in what they have to offer, constantly encouraging them to realize their dreams; and **Carole Anderson** (5), former dean of the College of Dentistry, brings strong morals and values and understanding of diversity to her work.

The following women are featured on our Highlighting Accomplishments website page: **Glenda La Rue** (6), director of Ohio State's Women in Engineering program, has been appointed president-elect of the national Women in Engineering



ProActive Network; **Ellen Mosley-Thompson** (7), director, Byrd Polar Research Center and Distinguished University Professor of Geography, was elected to the American Academy of Arts and Sciences; and **Bebe Miller** (8), Arts and Humanities Distinguished Professor and artistic director, Bebe Miller Company, was awarded a \$50,000 fellowship from United States Artists.

Lisa McCoy (9), financial aid coordinator at Ohio State Marion, is featured on the Critical Difference for Women (CDW) website. Lisa was a CDW re-entry scholarship recipient. Not only did her scholarship inspire her to return to college as a single mom, but it indirectly inspired all three of her children to attend college as well.



Short-Term Leadership Training Programs

These programs include workshops on specific methods and skills, such as running effective meetings and resolving conflicts, as well as lectures focused on specific groups of women leaders, and many others. Campus offices and units often partner to offer them. For example, one of the programs offered by a

partnership of TWP, Office of Academic Affairs, and Office of Human Resources was the Academic Leadership Development workshop for chairs on preparing associate professors for promotion. This training was part of a longer-term project on moving associate professors into full professorships. Helping women faculty members make that move is particularly important because it is a necessary step toward making them eligible for named professorships, endowed chairs, and many administrative leadership positions. As noted above, the tables in this report indicate much room for improvement in the gender balance of those positions at Ohio State (see Table 1).

During the past year TWP sponsored a three-day training in the Art of Hosting (AoH) Conversations that Matter—the first time this international training process was conducted with Ohio State trainers and Ohio State participants (about 40 staff, faculty, and graduate students). This technique optimizes the participants' ability to have conversations around important questions that do not have simple answers. The practice allows a group of stakeholders, through addressing thoughtful and provocative questions, to move their issues and ideas into wiser action and more sustainable solutions. Utilizing AoH practice and principles can be transformative for participants and, consequently, the culture in which they exist. To learn more, look for the dedicated page under the Initiatives tab of the TWP website, womenspace.osu.edu/art-of-hosting-meaningful-conversations.html.

The NSF-funded ADVANCE grant project “Comprehensive Equity at Ohio State” (CEOS) (www.aceg.org) and TWP are cosponsoring a series of workshops during the 2011-2012 academic year on lab management for faculty women. Lab management is an important form of academic leadership that is particularly crucial in the science, technology, engineering, and mathematics disciplines.

CDW Professional Development Grants for Women are used for many different forms of leadership growth. For example, last year the funds helped recipients attend the EDUCAUSE Institute Learning Technology Leadership Program, which is designed to develop leadership abilities, enabling the participants to assume leadership roles in applying learning technology to improve teaching and learning within their institutions. Grants were also awarded to help staff attend the National Association of Black Social Workers National Steering Committee Meeting in Washington, D.C.

Longer-Term Leadership Training Programs

TWP offers two longer-term leadership training programs and assists women to attend national and international development opportunities with travel grants and scholarships for the programs. The two programs offered at Ohio State are the President and Provost's Leadership Institute (PPLI) and the Staff Leadership Series (SLS). These programs emphasize research and data related to gender differences and the critical role of women's contributions in higher education and at Ohio State in particular. Both were on hiatus during the 2010-11 academic year while TWP performed full evaluations. Those evaluations have been completed and are available at womenspace.osu.edu/leadership-programs.html. Both programs have been reinstated for the 2011-12 academic year.

“I don't know of anything else in my academic career that made such a big difference to me.”

(President and Provost's Leadership Institute participant)

The PPLI is an 18-month program specifically for faculty, primarily women and faculty from diverse, underrepresented groups, who are at the associate professor rank or higher and are nominated by their deans. The deans nominate individuals for whom they have high expectations of leadership and for whom they see possible administrative roles. Four cohorts have completed the program and approximately 20% of the 90 participants have taken formal administrative positions (vice provost, associate provost, associate dean, assistant dean, chair, director, and faculty fellow in the Office of Academic Affairs). Many of the other graduates hold important leadership positions within their programs or national professional associations such as research team leader, graduate or undergraduate studies chair, search committee chair, board member, or officer.

Graduates of the program commented on the experience and their growth in highly positive terms, making comments such as:

- “I don’t know of anything else in my academic career that made such a big difference to me.”
- “I’ve benefited from the relationships that I developed with colleagues whom I never would have met otherwise. Those relationships facilitate cross-campus engagement and collaboration, which move us towards the One University vision.”

Based on the evaluation, the PPLI has been redesigned and the fifth cohort will begin in January 2012 with over 20 outstanding nominees from all areas of the university.

The entire evaluation document, as well as the description of the newly redesigned program and a list of graduates, is available on the TWP website, womensplace.osu.edu/leadership-programs.html.

Recognizing the importance of the leadership roles that staff women play in the university, in 2005 TWP launched the Staff Leadership Series (SLS). The series brings to life the university’s value of collaborating as one university by diminishing internal boundaries, promoting the sharing of information, and facilitating university-wide teamwork. In alignment with TWP’s vision of a university that supports women’s efforts to thrive, advance, and make their full contribution, the SLS goals are: **1)** to improve participants’ leadership capacity; **2)** to cultivate supportive professional networks; and **3)** to create a pool of potential staff leaders from diverse groups that have been traditionally underrepresented in key leadership roles.

Ninety-two staff leaders have completed the program. Graduates have shared the following comments regarding their experience with the SLS:

- “Participation in the Staff Leadership Series has truly been a life changing experience. I have benefited from the wisdom of many women leaders from across the university who shared their leadership journeys and from the insights and advice from excellent leadership trainers.”
- “This helped me learn a lot about myself. . . . As a manager, it helped me to see why I am frustrated with certain personalities but to see also that there is a common ground that can be reached.”

“Participation in the Staff Leadership Series has truly been a life changing experience. I have benefited from the wisdom of many women leaders from across the university who shared their leadership journeys and from the insights and advice from excellent leadership trainers.”

(Staff Leadership Series participant)



The evaluation of the SLS confirmed its effectiveness and also identified which components of the series participants found most beneficial. Those components have been enhanced in the redesigned program.

The entire evaluation document and a list of graduates are available on the TWP website, womensplace.osu.edu/leadership-programs.html.

National and International Leadership Programs

The Higher Education Resource Service (HERS) offers a summer institute at Bryn Mawr University for women (both faculty and staff) in higher education administration. This intensive leadership and management curriculum brings women together from the United States, Canada, and Africa to learn from current higher education administrators and others. Ohio State has sent many women to this training over the years. In the last two years, TWP, the Office of the President, and participants' home departments have joined together to send 14 women to the HERS institute.

A second highly regarded leadership training institute is offered internationally by the Authentic Leadership in Action (ALIA) organization. For a decade, this summer institute has been held in Halifax, Nova Scotia, but during the summer of 2011, for the first time Columbus hosted the institute, which was held in the Ohio Union.

In 2010 Ohio State sponsored six women (both faculty and staff) to attend the ALIA program in Halifax. In 2011 Ohio State sent more than 30 people: men and women; faculty, staff, and students. These participants were sponsored in a variety of ways by many offices and units of the university, including TWP, the College of Social Work, Pryor Health Sciences Library, the Office of Student Life, and individual departments, among others.

These national and international programs allow Ohio State women to gain exceptional training, in environments that embrace and encourage diversity, and to bring new skills and knowledge back to campus. Here they are called on to use these skills as leaders, teachers, and mentors.

Although administrative positions are not the only way to exercise leadership, they play an important role in improving the climate for women at Ohio State. Not only do the individuals holding formal leadership positions have the power to create supportive environments (or not), but a diverse representation of women and other groups among the leaders of the university sends a strong message to everyone within the university and beyond. Having a diverse pool of people ready to take on these leadership positions will benefit the university in the long term.

“My [new] view of administrators makes me more cooperative and understanding as a faculty member, which ultimately helps the university grow and respond swiftly to challenges.”

(President and Provost's Leadership Institute participant)



Table 1

Status of Women at The Ohio State University

Number of women to total number of positions in category, Autumn 1999 to Autumn 2010

	1999	2010	Change in percentage
Board of Trustees	4/11 (36%)	3/18 (16.7%)	-19.3%
Vice presidents and senior vice presidents	2/10 (20%)	3/15 (20.0%)	0%
Senior administration (assistant and associate VP's)	10/40 (25%)	31/74 (41.9%)	+16.9%
Non-faculty executive staff	342/687 (50%)	942/1503 (62.7%)	+12.7%
Other professional staff	4304/6662 (65%)	7773/11,572 (67.2%)	+2.2%
Deans (including regional and divisional deans and the director of libraries)	5/24 (21%)	8/24 (33.3%)	+12.3%
TIU heads	16/96 (17%)	20/111 (18.0%)*	+0.01%
Eminent scholars**	1/12 (8%)	2/20 (10.0%)	+2.0%
Endowed chairs**	7/68 (10%)	15/111 (13.5%)	+3.5%
Named professors**	8/55 (15%)	16/76 (21.1%)	+6.1%
Faculty	848/3132 (27%)	1276/3767 (33.9%)	+6.9%
Full professors	149/1139 (13%)	286/1326 (21.6%)	+8.6%
Associate professors	328/1087 (30%)	441/1179 (37.4%)	+7.4%
Assistant professors	370/905 (41%)	549/1262 (43.5%)	+2.5%

* Data are from summer 2011.

** Data are from 2001 and 2010; 1999 data are not available.

Figure 1

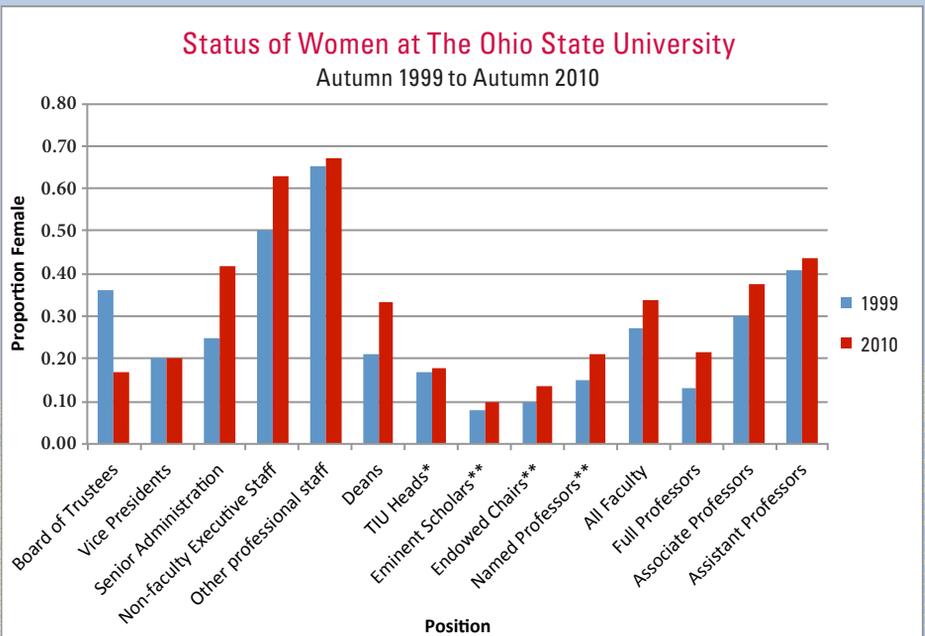


Table 2

Women of Color Faculty Profile

	Autumn 1999 (% of total faculty)	Autumn 2010 (% of total faculty)	Change in Percentage
Black	46 (1.5%)	68 (1.81%)	+0.31
Asian American	44 (1.4%)	135 (3.58%)	+2.18
Hispanic	9 (.3%)	39 (1.03%)	+0.73
American Indian	3 (.1%)	2 (.05%)	-0.05
2 or more races	Not available	5 (.13%)	Not available
Total	102 (3.3%)	249 (6.61)	+3.31

Table 3

Women in Senior Staff and Administrative Positions

	Race/Ethnicity	Autumn 1999 Women as % of Total	Autumn 2010 Absolute Number of Women
Senior vice presidents	Black	0	1
	Asian Am.	0	0
	Hispanic	0	0
	Am. Indian	0	0
	White	0	0
Vice presidents	Black	0	1
	Asian Am.	0	0
	Hispanic	0	0
	Am. Indian	0	0
	White	0	1
Associate vice presidents	Black	0	0
	Asian Am.	0	0
	Hispanic	0	0
	Am. Indian	0	0
	White	0	15
Assistant vice presidents	Black	0	1
	Asian Am.	0	1
	Hispanic	0	1
	Am. Indian	0	0
	2 or more races	Not available	0
	White	0	10
Executive, administrative and managerial staff	Black	5.3%	70 (7.0%)
	Asian Am.	4.7%	19 (1.9%)
	Hispanic	1.9%	12 (1.2%)
	Am. Indian	0.2%	3 (.3%)
	White	Not available	860 (86.5%)

Final Words

TWP's focus on leadership is an important way to change the climate for women at the university. In addition, the work helps to achieve President Gee's goals for the university: focusing on faculty success, commitment to our communities, simplifying university systems, and, especially, forging "One" Ohio State University (president.osu.edu/speeches/fac_100407.php). Even more importantly, this work illustrates and supports the university's values. TWP's leadership training encourages excellence, acting with integrity and personal accountability, openness and trust, diversity in people and ideas, change and innovation, simplicity in our work, and collaboration as one university. These are the hallmarks of successful leaders at all levels and in all positions at the university—one does not need a formal leadership title to put leadership skills into practice. TWP is helping Ohio State move forward by supporting growth in leadership skills and in the opportunities to exercise those skills for women faculty and staff.

Message from the Chair

Last year the President and Provost's Council on Women (PPCW) underwent a self-assessment and restructuring with an eye on ensuring that our work is relevant to all members of the university community. The PPCW 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 impact the environment for all women at the university. PPCW also works closely with The Women's Place to assist in accomplishing its mission.

I am pleased to announce two projects the PPCW will work on during the 2011-2012 academic year.

The Technology & Work/Life Project

A multigenerational and diverse focus group of faculty and staff will examine the effects of technology on work/life balance. Issues such as technology-related barriers to communication, expectations of always being connected, and generational differences in the impact of technology on faculty and staff will be addressed. This PPCW subcommittee will provide opportunities for members of the university community to participate in its work.

Dual Career (Partner Hire) Project

This project will examine the status of campus-wide practices in recruitment of faculty and professional staff and their partners. PPCW will assign a subcommittee the task of formulating specific recommendations for a process to be used to attract and retain the best and brightest couples to Ohio State. Two focus groups will be created. The first group will include recent hires who have had successful and unsuccessful partner-hiring experiences. The second focus group will be comprised of department chairs.

These projects are based on input from the president's office, the Office of Academic Affairs, The Women's Place, and members of the council. The council believes that both are important issues for the university community as a whole. The effect of technology on work/life balance is a topic that is pervasive at every level across our campus, just as the complexity of successful dual career hiring is shared among all academic and administrative units. It is especially challenging in those disciplines where start-up costs for faculty research programs can be very expensive.



The members of the PPCW recognize that our work to improve the environment for the women at Ohio State also will create a better culture for all.

Mary C. Juhas
Chair, President and Provost's Council on Women

The Women's Place (TWP)

Strategic Goals

- Provide high-quality consultation and innovative strategies for individuals and university units seeking to make constructive change.
- Expand development opportunities for women in, and aspiring to be in, leadership roles.
- Create and strengthen connections for, and between, women.
- Implement systematic and ongoing data collection to inform efforts related to the progress of women.
- Identify barriers to recruitment, retention, and advancement of women and actively lead change efforts.
- Support and encourage university efforts to provide meaningful career and professional development opportunities for women.
- TWP recognizes that men as well as women need to be freed from the constraints of stereotypes.
- TWP emphasizes the necessity to create constructive, system-wide change, not just to enable individual women to cope with issues that they currently face.
- TWP works in partnership with units across campus. It does not solve problems for units, but rather works with them to identify and remove barriers to the recruitment, retention, and advancement of women.
- TWP uses current research and data to identify issues and recommend intervention when needed.
- TWP uses collaborative approaches to decision making that serve as a model to other units on campus; these approaches emphasize open, democratic, and respectful ways of working together that foster true dialogue and mutual understanding.

Guiding Principles

- TWP is committed to an equitable environment for all people.
- TWP recognizes that gender powerfully affects experience and opportunity.
- TWP recognizes that sexism intersects with and is amplified by other oppressions.
- TWP is a safe haven for individuals and units to seek resources for identifying problems and finding constructive solutions.
- TWP is focused on the future, as informed by the past.

Vision

The Women's Place embraces a vision of the university that supports all women to thrive, advance, and make their full contributions within an environment characterized by equity, freedom, and dignity for all people.

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.



womensplace.osu.edu

womensplace@osu.edu
(614) 292-3960

criticaldifference.osu.edu