

FORWARD 

2024

THE WOMEN'S PLACE Impact Report

The Status of Women at Ohio State



THE OHIO STATE UNIVERSITY

THE WOMEN'S PLACE MISSION

The Women's Place (TWP) 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.

Vision

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

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How Words Matter

Although sex and gender are often used interchangeably, it is important to recognize the difference and how both affect experiences in the workplace. Many researchers propose that sex is a biological categorization, while gender is the social meaning associated with one's identity and expression. Gender is self-identified and may not align with biological sex. In focusing on gender equity, The Women's Place addresses the experiences of individuals identifying as women as well as those with gender expansive identities. Our programs and services are open to people of all genders.

[Source: National Institutes of Health, Office of Research on Women's Health, <https://orwh.od.nih.gov/sex-gender>]

Message from the Director of The Women's Place



“What’s good for women is good for everyone.”

That’s become my personal motto at The Women’s Place (TWP). The phrase reminds me to look at everything around us with an eye to how women are present, represented and empowered. If we structure our practices to remove barriers for women’s advancement, we often find that people of all genders and backgrounds benefit. For example, the strides that earlier advocates made for maternity leave have expanded over time into gender-inclusive parental leave. By building spaces and opportunities that keep in mind those who are seldom at the center of power, we can transform Ohio State and its local and global reach.

I believe that change often happens on two levels: on an individual basis, as one becomes more self-aware and focused on personal development; and at a collective or systemic level, as we re-evaluate long-standing structures and processes. At The Women’s Place, we aim to address both. Our offerings such as webinars and leadership programs educate people of all genders in grappling with sexism and pursuing professional success. Meanwhile, our partnerships with university leaders, units and organizations serve as a catalyst for deeper evaluation of policies and culture towards greater equity and inclusion. As a sign of progress, Ohio State is honored to be recognized as a top 50 employer in the 2024 Forbes list of America’s Best Employers for Women.

One of TWP’s focal points this past year was conducting salary negotiation workshops across five Ohio State campuses. This is a timely issue when we remember that, nationally, most women still earn only a fraction of what’s fair. We recognize that closing the gender pay gap takes a great deal of awareness and action across industries, especially when female-dominated fields and disciplines traditionally are paid less. Learning to negotiate is a small, but important step that individuals can take. We’ve been pleased to hear testimonies of the difference this makes.

As you read the following pages, you’ll learn more about the work of The Women’s Place in our four focus areas: leadership development, culture change, policy review and advocacy, and reporting on the status of women. From awarding small grants and hosting networking events to engaging in community outreach, we remain excited to promote what works for women. Thank you for joining us in achieving what’s good for everyone.

Moving forward,

Andrea Williams, PhD

Director, The Women’s Place

Interim Associate Vice Provost, Office of Diversity and Inclusion

Message from Chair of the President and Provost's Council on Women

The President and Provost's Council on Women (PPCW) champions all women at The Ohio State University. PPCW is a council of 27 people, some elected and some ex officio, who advocate for policies and practices that positively affect the working environment for women across the university. PPCW partners with The Women's Place and senior leaders in its work. The council submits recommendations to the university president and provost in our annual report.



Recent developments at Ohio State include progress in the following key areas:

Flexible Work Policy: PPCW collaborated with the University Staff Advisory Committee (USAC) in recommending better access to and tracking of the university's flexible work policy. Additional resources now make the process for applying for a flexible work arrangement clearer.

Enhanced family benefits for child, adult and elder care: Ohio State expanded family care benefits through the Bright Horizons partnership in 2023 to improve work-life balance for everyone.

Pay equity: PPCW has long had a focus on pay equity. Former PPCW chair, Joyce Chen, conducted a study published in 2019 that showed female Ohio State faculty persistently earned less than their male colleagues. More recently, PPCW representatives participated on the university's Tenure-Track Faculty Compensation Committee, whose work helped bring about salary adjustments that went into effect for Columbus faculty on January 1, 2024. PPCW continues to seek ways to collaborate on issues of pay equity for staff and faculty across the university.

We are encouraged by this progress and excited about the work ahead.

Sincerely,
Katrina Lee
Professor of Law, Moritz College
2024-2025 Chair, President and Provost's Council on Women

Equality Versus Equity

Equality is treating everyone the same regardless of individual needs or differences. But this often does not lead to equity. Equal treatment ignores the impact of our diverse backgrounds and experiences, which compounds systemic and historical barriers. For example, a 2% salary adjustment across the board is equal but may perpetuate existing gender and race/ethnicity-related pay disparities.

The Women's Place Year in Review

HIGHLIGHTS

426 Participants in Work Smart negotiation training workshops

\$72,666 Awarded for research and professional development grants

40 Leadership program sessions

290 Registered for FORWARD symposium

50 One-on-One professional consultations with TWP staff

MAJOR EVENTS

- Women's Achievement Reception
- Advocates & Allies trainings
- Black Women Faculty & Professional Staff (BWFPS) gatherings
- Art of Hosting Meaningful Conversations training
- Regional campus visits and workshops
- Sojourner Truth Luncheon
- Build-a-Bike with Leadership Initiatives for Women of Color (LIWOC) student group



Year in Review

Each year, The Women's Place hosts programs and services to educate, support, and recognize faculty and staff at Ohio State. Our goal is to create an Ohio State community that is stronger, better, and fairer by how we build on our strengths and our differences.

- One of our signature events is the FORWARD symposium, which brings together thinkers, advocates, and campus and public audiences to share strategies for promoting women's advancement and moving us all forward. This year's theme, "THRIVE: Advancing at Every Age," explored the joys and complexities of aging in the workplace. Keynote speaker Ashton Applewhite, a renowned age activist, urged us towards policies and attitudes that better account for a multigenerational workforce and society. The virtual event drew hundreds to hear expert speakers and community leaders.

"This is an urgent and important topic that affects all of us, our institutions, and our society. So important to learn and remember how to contribute starting in our own circles towards a bigger change."

– FORWARD Symposium attendee



THE WOMEN'S PLACE AT OHIO STATE PRESENTS:

FORWARD

THRIVE: Advancing at Every Age

The Women's Place presents keynote speaker Ashton Applewhite, distinguished author and activist for age-inclusivity.

October 27, 2023
IIAM-IPM
Virtual

 @WomensPlaceOSU
<https://womensplace.osu.edu/>



- In keeping with our mission to promote positive culture change, we co-hosted an **Art of Hosting** (AoH) Meaningful Conversations training. AoH is a transformative collection of techniques to use for brainstorming, discussions, planning and collective decision-making. Practicing this style of collaboration helps to highlight more voices through respect and inclusion.
- The Women's Place stands as a resource for campus leaders and individual employees to remove barriers to recruiting, retaining, and promoting a diverse and skilled workforce. Visit us for a **one-on-one consultation** about seeking mentorship, growing as a leader, creating equitable workloads, preparing for internal job searches and more. We conducted 50 of these consultations this year.
- While the primary audience for The Women's Place is faculty and staff, we extend our support to students through grants and professional development. In partnership with the Office of Diversity and Inclusion and Student Life, TWP also hosts the **Leadership Initiatives for Women of Color** (LIWOC) program for undergraduate and graduate students. Students benefit from sessions throughout the year and a weekend retreat.
- Near the end of each spring, The Women's Place hosts two celebratory events. **The Sojourner Truth Luncheon** builds community for Black women and their allies at Ohio State, carrying forward the bold leadership legacy of antislavery and women's right activist Sojourner Truth. The annual **Women's Achievement Reception** marks the accomplishments of women employees, particularly those newly promoted or hired. Nearly 300 people attended to make and renew connections. Special guests were Karla Zadnik, interim executive vice president and provost, and Katie Hall, senior vice president of talent, culture, and human resources.

You'll find more details about our other events and programs throughout the report.

Status of Women at Ohio State: By the Numbers

Ohio State’s mission of educating students, serving the local and global community, and treating patients depends on the work of talented faculty and staff across the university. That’s why having women well represented among Ohio State’s workforce matters both for the present and the future. Recent trends show how women continue to contribute to the university, while also indicating why our work of gender equity is not done.

The Ohio State human resources system, which is the source of data used in this report, currently categorizes individuals only by biological sex, with incomplete data for those who identify as neither male nor female and those who decline to report sex. Data for these groups is not shown. Self-identification of gender identity is not available in the data used to produce these statistics. For accuracy, discussions of the data refer to sex instead of gender.

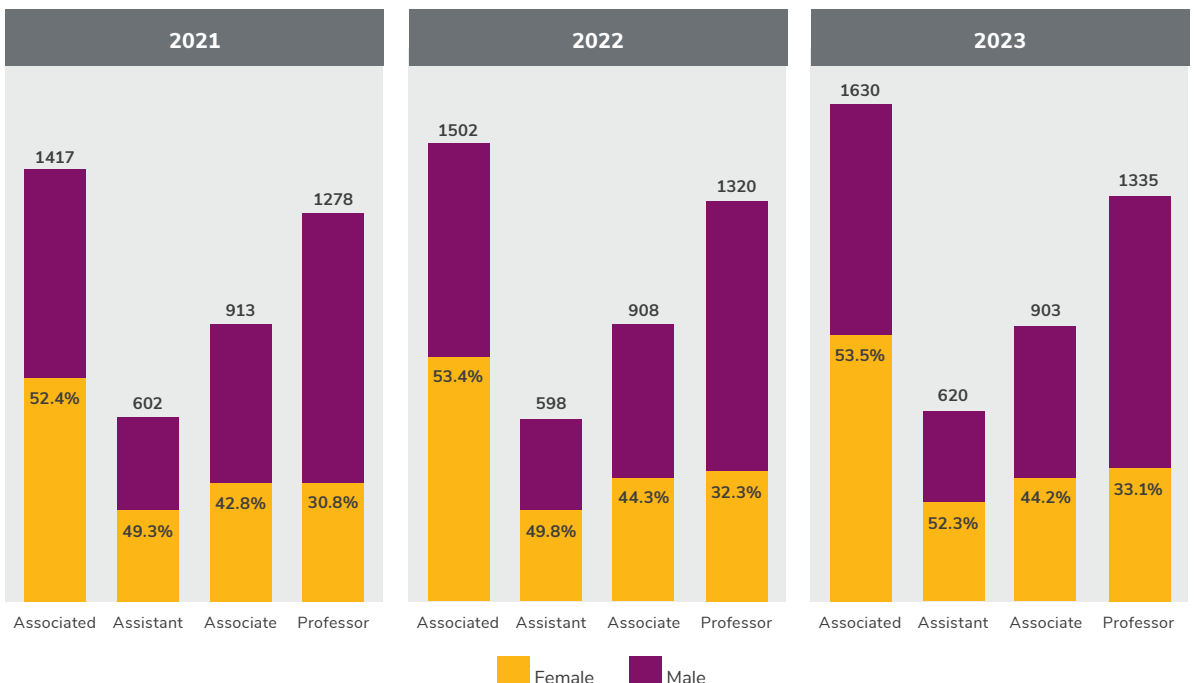
The data snapshots in this report were taken on September 30 for each year designated, except for 2024.

Faculty and Teaching Roles

For the past three years, females constitute an increasing share of faculty in all categories. They are most represented as associated faculty and assistant professors, but growth has been slower at the associate professor and full professor ranks.

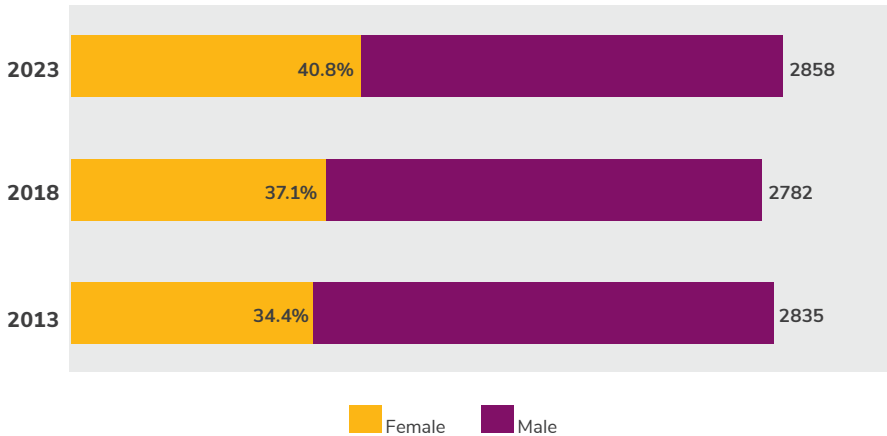
In 2023, females are the majority of associated faculty (54%) and yet only a third of the most senior tenure-track professors (full professors). Because tenure-track faculty generally enjoy greater job security, higher compensation, and increased access to resources for professional development, having females pooled in lower-ranked faculty categories still suggests their lesser power in the academy.

Teaching Faculty, by Rank and Sex

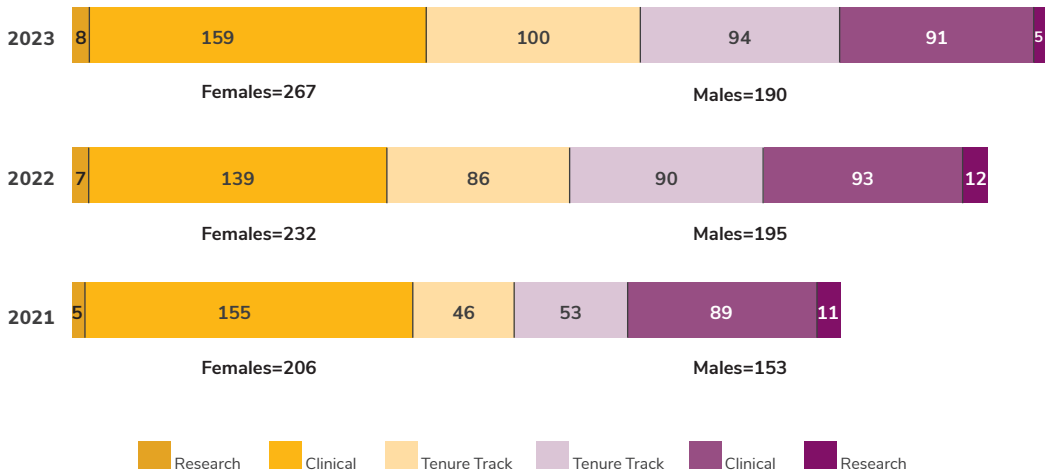


Over the last 10 years, the total number of tenure track-faculty at Ohio State has remained fairly steady, at around 2,800, while the percentage of females in these roles has increased. In this way, recent hiring trends at Ohio State have improved gender balanced representation among faculty.

Tenure-track Faculty

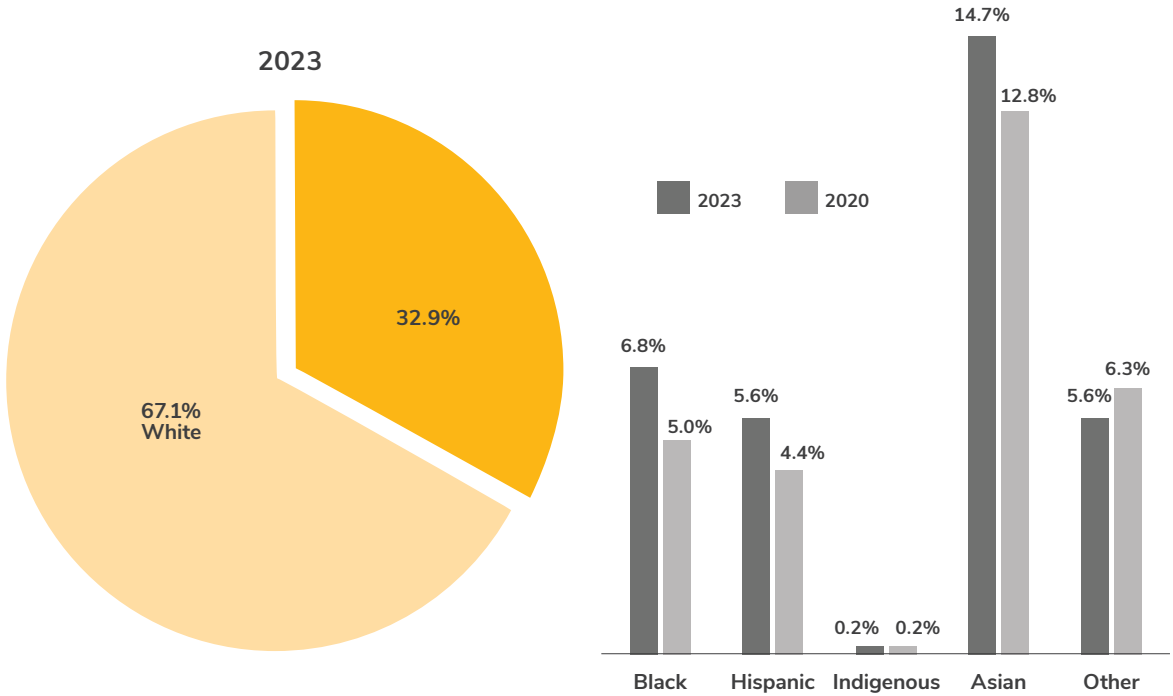


Faculty New Hires



Associated faculty include those with clinical practice, adjunct, visiting and lecturer titles, as well as faculty with an appointment totaling less than 50% full-time. Clinical faculty are those who primarily engage in clinical teaching and practice but contribute to all university missions, while research faculty are those who engage exclusively in research and scholarship. Assistant, associate and professor ranks refer above to tenure-track or tenured faculty on more than 50% appointments.

Female Tenure-track Faculty, by Race/Ethnicity



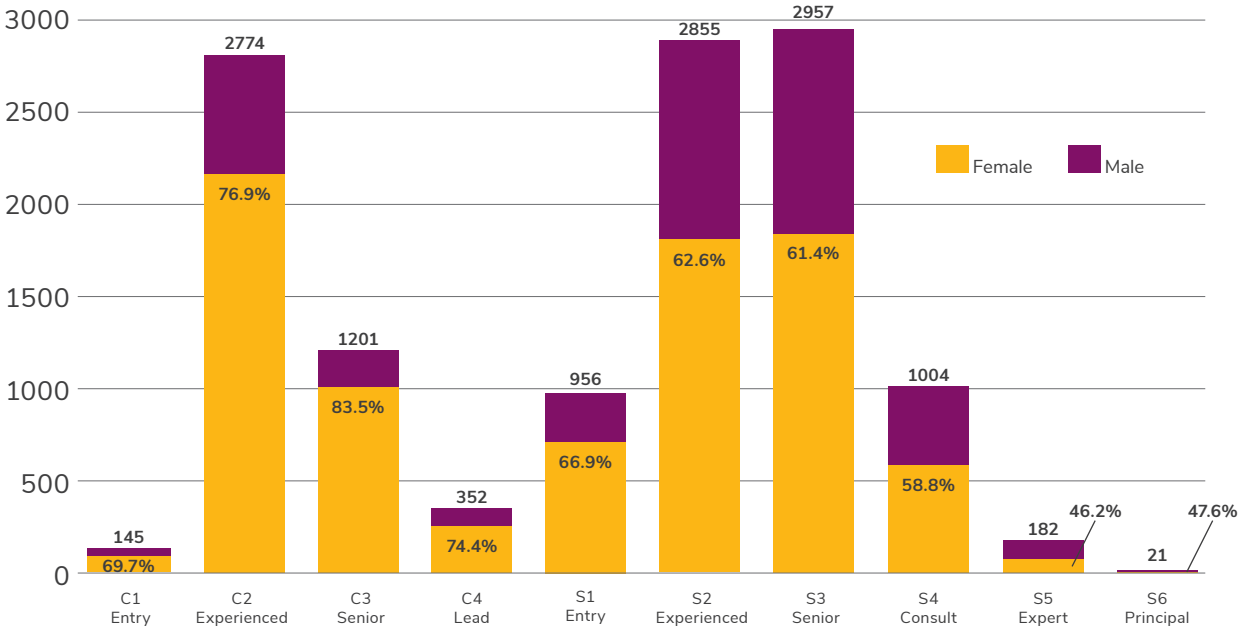
“Other” race/ethnicity category includes individuals choosing two or more races and those choosing not to disclose.

In 2023, more females than males were hired in all faculty categories—research, clinical and tenure track. Among tenure-track female faculty, there have been modest increases in racial and ethnic diversity, except for Indigenous people. Since 2020, Ohio State has added 12 white females, 25 Black females, 18 Hispanic females, and 32 Asian females to its tenure-track faculty.

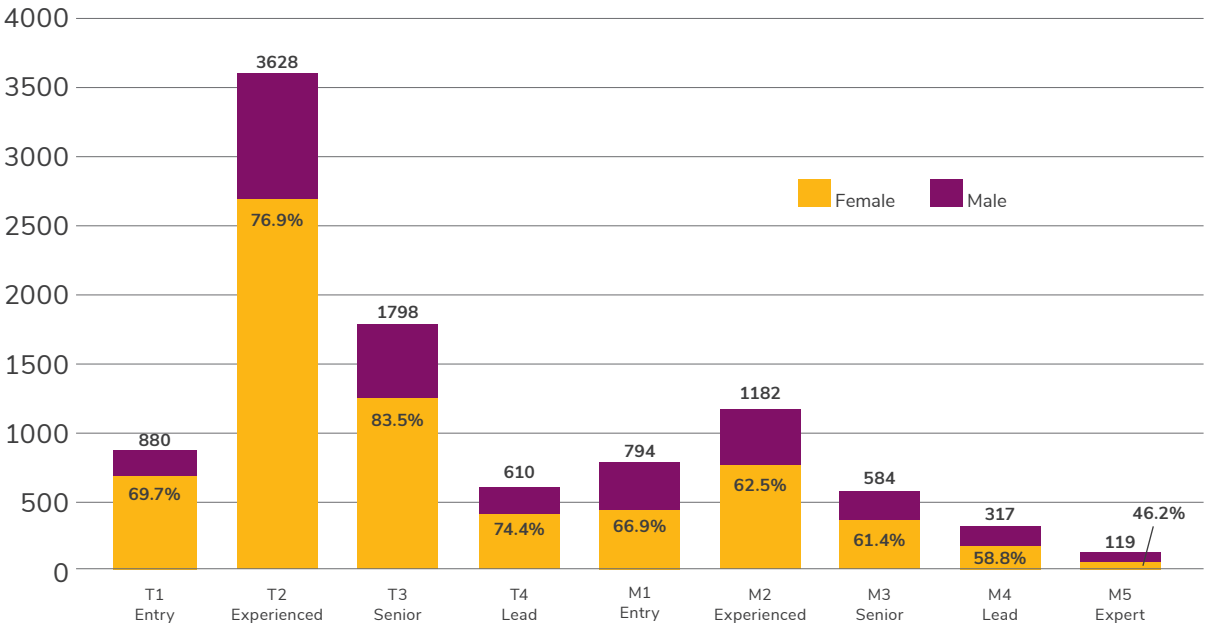
Staff Roles

Females continue to make up the majority of staff at Ohio State. With the implementation of the Career Roadmap classification system in 2022, staff roles have been mapped to job families or career bands and job levels to clarify stages in career paths. Yet in all job families, representation of females declines at the highest levels. For example, they constitute a more minimal percentage of S6 specialist employees than S1 entry-level staff.

2023 Clinical and Specialized Staff, by Level and Sex



2023 Technical and Managerial Staff, by Level and Sex



Note: Coaching staff are not included.

Leading Change at Ohio State

Through hosting the **Staff Leadership Series (SLS)** and **President and Provost's Leadership Institute (PPLI)** for faculty, The Women's Place is instrumental in cultivating a more diverse, dynamic group of leaders at the university. Expanding leadership opportunities remains important to having more bright minds lead change and innovation in higher education. In 2023, women accounted for only 30% of presidents at research-intensive institutions like Ohio State.^[1] Meanwhile among staff nationally, women still face hurdles compared to men in being promoted from entry-level positions to manager—creating what some call the “broken rung” of women’s career ladder.^[2]



At The Women's Place, we believe that leaders are made, not born. That's good news because it means that leaders can rise and shine from anywhere when we're intentional about them succeeding. The SLS and PPLI programs aim to sharpen new and emerging leaders' self-awareness, concrete skill building, problem-solving, and communication.

“The [program] represents the ideal articulation of how the university should function through the collaboration of intelligent, thoughtful and ambitious people,” said one faculty participant.



Many alums of SLS and PPLI go on to assume administrative roles as department chairs, associate deans, vice provosts, senior directors, and more. Others choose to lead from wherever they already are in the institution, equipped with new skills and insights.

[1] The Women's Power Gap at Top Research Universities, 2021-2023 Progress Report, WomensPowerGap.org

[2] Women in the Workplace study, LeanIn.org and McKinsey & Company, 2023

“[SLS] was a transformational experience for me. Despite things I’ve accomplished, I hesitated to call myself a leader and would minimize my accomplishments. Now, I’ve gained confidence to know there are multiple paths to formal leadership and informal leadership is an important skill to build.”

– SLS participant

“I have become more aware of my own strengths and of ways to manage people with different strengths. It’s been eye-opening to see the effects of putting the principles into practice both with my own research team and at the department level.”

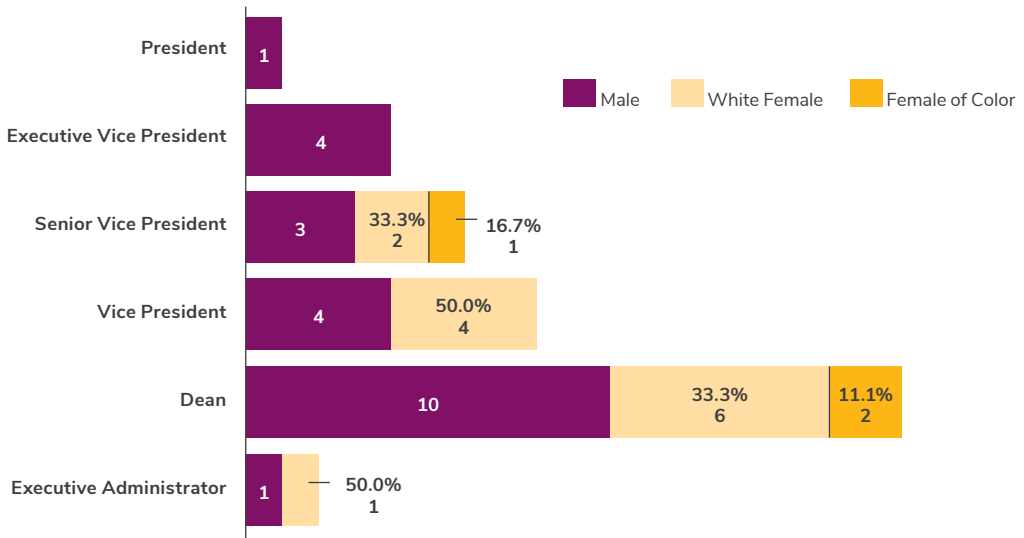
– PPLI participant

Ohio State Senior Leadership

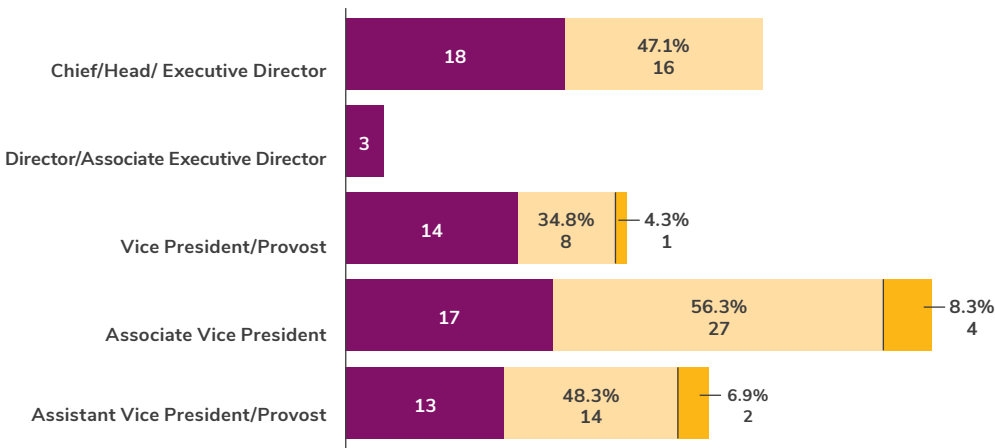
Executive leadership at Ohio State consists of two tiers, with tier one roles subject to the purview of the board of trustees. As of January 30, 2024, there are 16 females in tier one leadership roles, just over 40%. Females are at parity in senior vice president, vice president, and executive administrator roles, and under-represented in all other categories. Females of color (Asian, Black, Hispanic, Indigenous and other race not specified) comprise less than 8%, with only three in tier one leadership roles. Among tier two leaders, for most roles, white females are at parity or beyond with men, and females of color comprise 5% (n=7).

2024 Executive Leaders

Tier 1

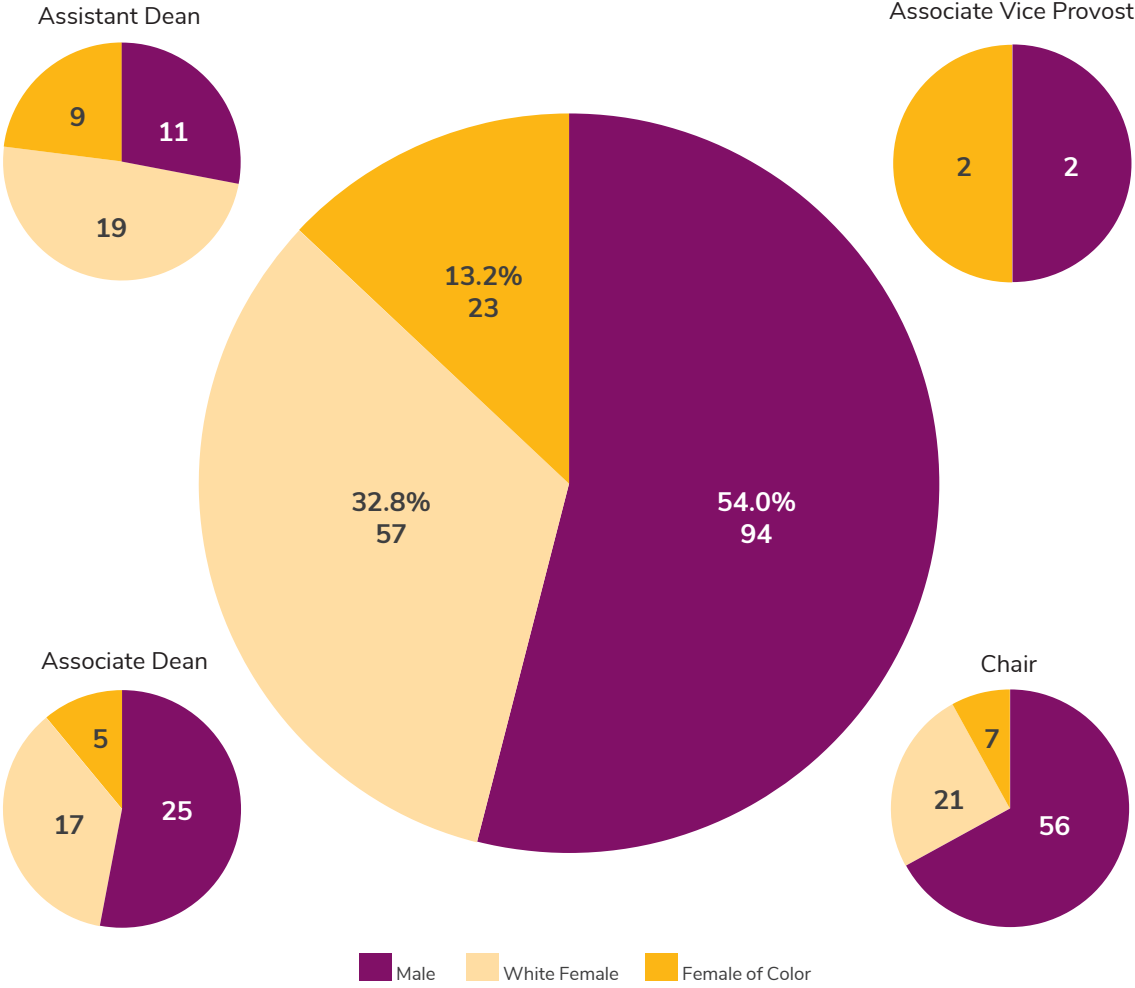


Tier 2



2024 College-level Leaders

Among college-level leaders, females comprise 46%, with females of color comprising 13%. Females remain under-represented as department chairs at only 33%. Notably, however, this is up from 26% in 2016-2017.



As Ohio State promotes its shared values—including **Excellence and Impact**, as well as **Inclusion and Equity**—The Women’s Place stands to advocate for hiring, promotion and retention practices that will close some of the current gaps and accelerate promising steps towards gender equity.

Enhancing Negotiation Skills

In collaboration with the American Association of University Women (AAUW), The Women's Place joined a campaign to raise awareness about the gender pay gap. **Work Smart** is a workshop designed by AAUW to build skills and confidence in negotiating fair pay and career advancement. This initiative aims to close this gap by providing training in researching market values, requesting stretch projects, and sealing the deal. With this information and increased understanding, participants gain tools for advocating for their needs and communicating their value.

Through our quarterly virtual and in-person workshops, we trained over 400 faculty, staff and graduate students at Ohio State this year alone. Additionally, we partnered with the Columbus Women's Commission to host a Work Smart negotiation workshop for members of the Columbus community. Visit our website to find out when we will be hosting our next Work Smart workshop.

Negotiation Tips: Know Your Worth

- The first step to negotiating your salary and benefits is **knowing your value**. We advise Work Smart participants to create a detailed account of their accomplishments, contributions and skills that they've acquired through both professional and personal experiences.
- **Do your research.** There are several factors that you must consider before negotiating. Websites like salary.com and Ohio State's online salary data can give you an idea of what to negotiate for.
- **Practice, practice, practice!** These conversations can put many of us outside of our comfort zones. But negotiation can be conversational rather than adversarial. Talk with friends, allies and mentors to craft and practice your ask and anticipate likely questions.



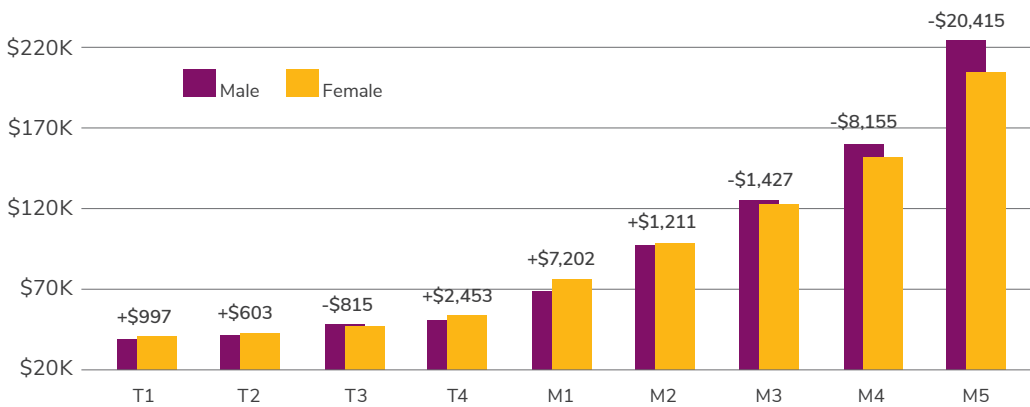
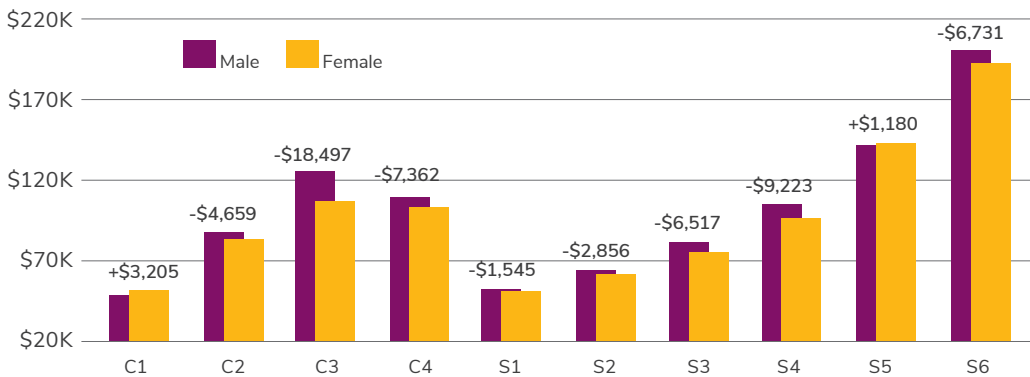
"I am truly grateful to The Women's Place for their leadership and guidance through their Work Smart negotiation session. [It] taught me how to negotiate my value and my needs. Since [then], I have secured a promotion to an associate director position with a significant salary increase."

– Karess Gilcrease
Associate Director, Access Strategies
Office of Strategic Enrollment Management
Undergraduate Admissions

Addressing Pay Equity

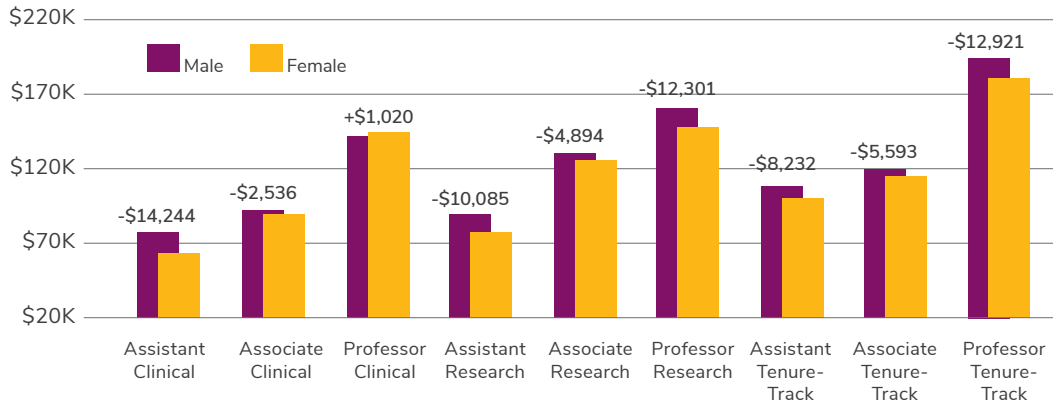
Pay equity continues to be a challenge at Ohio State. Looking at 2023 average base pay among males and females, female pay lags behind male pay in most categories, with gaps often exceeding \$5000 and even \$10,000. These numbers reflect individuals at comparable career stages: same career band and level for staff; same track and rank for faculty; same tier and title for executive leadership.

2023 Staff Salaries, by Career Band, Level and Sex

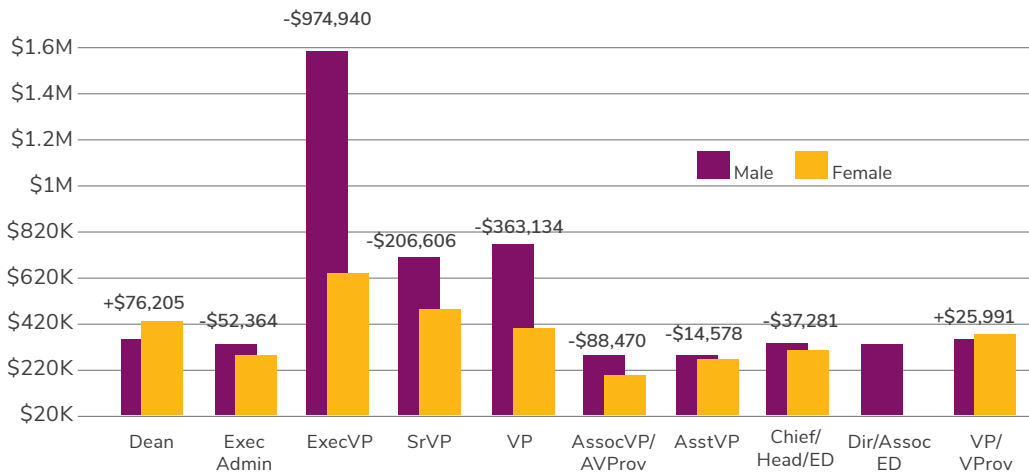


It should be noted, however, that these figures do not fully account for differences in education, work experience and performance that may justify modest differences in compensation. Additionally, among faculty, compensation differs across disciplines; female-dominated fields typically pay less. Among executive leaders, gaps are driven by a small number of individuals in each category.

Faculty Salaries, by Rank and Sex



Leader Salaries, by Rank and Sex



Exec Admin = Executive Administrator; ExecVP = Exec Vice President; SrVP = Senior Vice President; VP = Vice President; AVP/AVProv = Assoc. Vice President/ Assoc. Vice Provost; AVP = Asst Vice President; Chief/Head/ED = Chief/Head/Executive Director; Dir/Assoc ED = Director/Assoc. Exec Director; VP/VProv = Vice President/Vice Provost (non-board purview)

Challenging Gender Disparities is Everyone's Responsibility

Now in its ninth year, the **Advocates & Allies for Equity** program continues to broaden its scope and influence. Women are often at the forefront of the important, but hard work of removing gender barriers — as though inequity is a “woman’s issue” alone. The Advocates & Allies (A&A) program aims to change this. The program focuses on encouraging men to take greater responsibility in challenging gender disparities and is open to anyone interested in raising their awareness. Through education, group conversations and concrete action, A&A participants commit to identifying and addressing challenges for women and other underrepresented groups in workplaces. To date, more than 900 men at the university have participated in the workshop to become Allies.

Allies who are new to the program are led by more advanced Advocates, volunteers who facilitate conversations about recognizing and challenging inequity. Together Advocates and Allies serve to disrupt bias and inspire other colleagues to imagine how they, too, can address disparities at work.

The Women’s Place schedules in-person and virtual Advocates & Allies sessions. You can learn more and request a session for your unit on the Advocates & Allies section of our website.



Bobby Srivastava, an Advocate from the College of Engineering, explains, “For me, it is not enough to simply be an employee at OSU, but rather to be an engaged and contributing member of this community in more ways than just my position. My former boss, Scott Osborne, was an Advocate before me, and I saw the way he used his professional and personal experiences to create a better work environment for women in the workplace.”

Ohio State's Program Receives National and International Attention

The Advocates & Allies for Equity program began with a National Science Foundation (NSF) ADVANCE grant focusing on women faculty in STEM. The Women’s Place has consulted with domestic and international colleges, businesses and agencies interested in hosting a discussion or adopting the program. Thanks to Leon McDougle, past president of the National Medical Association and a champion of Advocates & Allies, the program especially has gained recognition in Ohio State’s College of Medicine and in medical colleges across the nation.



Now The Women’s Place is taking part in a second NSF ADVANCE grant with a similar focus: STEM Intersectional Equity in Departments. The NSF has awarded The Ohio State University along with two partner universities a \$1.2 million grant to enhance work cultures that attract, retain and advance inclusion in STEM disciplines.

Andreá Williams, director of The Women’s Place, serves as a co-principal investigator. Through this project, the Ohio State team will develop training modules to help leaders become active, engaged and well-versed advocates for advancing women and faculty of all backgrounds in STEM fields.

Supporting Academic and Professional Goals

Critical Difference (CD) grants from The Women's Place offer timely support to faculty, staff and students in pursuing their academic and professional goals. Whether planning to travel to a conference or trying to develop a new idea, Ohio State employees and students of all genders are eligible to apply for funding.

In 2023-2024, The Women's Place awarded more than \$72,000 to awardees who represent 65 departments and units across the university.

TWP offers two grant programs:

- Critical Difference grants for research on women, gender or gender equity
- Critical Difference grants for professional development to enhance career mobility

Particularly for many staff, CD professional development grants are one of the few available university funding sources to support career growth. Meanwhile, the research grants help make possible cutting-edge scholarly innovations. They strengthen our faculty and encourage graduate and professional students in completing their degrees.

This year, The Women's Place was pleased to increase the amount of professional development grants to make new opportunities more affordable and accessible for students and employees. Your support allows us to see more Buckeyes thrive and reach their fullest potential.



“[My] work considers how safety net initiatives interact with childcare availability and family structure to shape women’s and men’s economic outcomes and lived experiences during the COVID-19 pandemic. [Over] the past year, I have developed a manuscript and accompanying presentation... None of this would have happened without the support of the Critical Difference for Women Research Grant.”

– Donna Bobbitt-Zeher, Associate Professor of Sociology, Ohio State - Marion



“This [conference] provided many tangential benefits to my current career trajectory, but just as significantly, I find myself reinvigorated and inspired to continue my career growth in new ways... I am so appreciative for all the Women’s Place does.”

– Maria Kapral, physical therapist, Ohio State Wexner Medical Center

THE WOMEN'S PLACE

Ways to Support The Women's Place

Moving the needle towards gender equity is a collective effort. You can join The Women's Place in this mission. Stay connected with our office to receive news, volunteer, and be notified about our programs and relevant events in the Columbus area. Learn more by subscribing to our monthly newsletter, following us on X, connecting on LinkedIn, and visiting our website.

Your financial gift to The Women's Place supports our work of providing grants, training, professional development resources, and more. Every dollar can make a critical difference in making Ohio State a better place to learn, work and grow.

Give a one-time gift or set up a monthly recurring donation: womensplace.osu.edu/donate.

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.**



The Women's Place at Ohio State



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