

The Women's Power Gap at Elite Universities: Scaling the Ivory Tower

January 20, 2022



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ABOUT THE WOMEN'S POWER GAP INITIATIVE

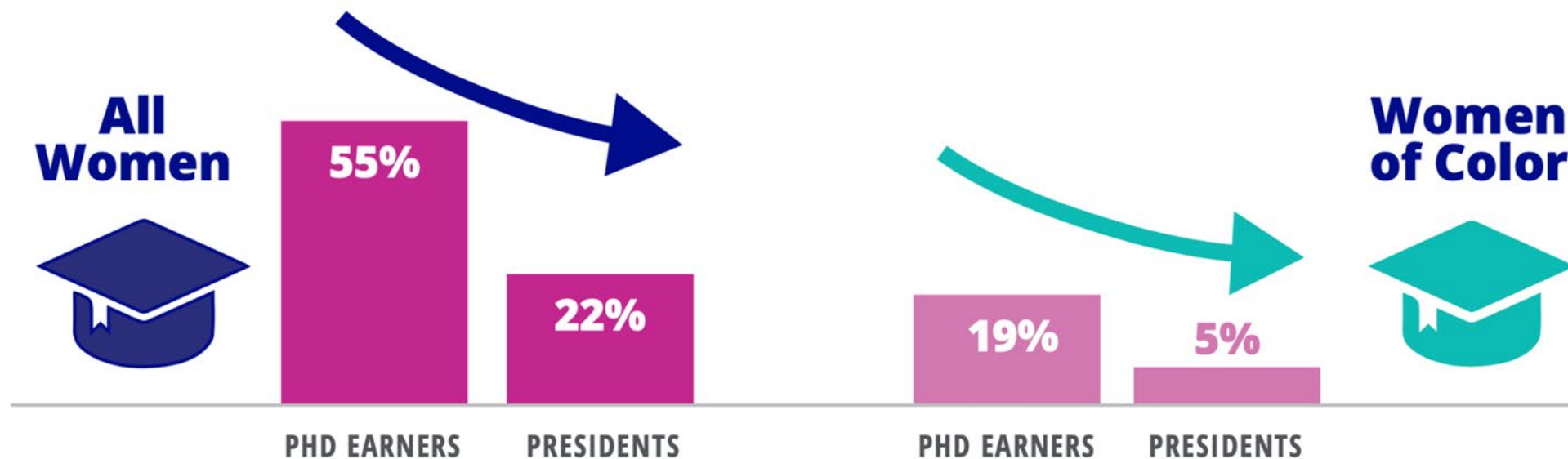
GOAL: To dramatically increase the number of women from diverse backgrounds in leadership positions nationally

APPROACH:

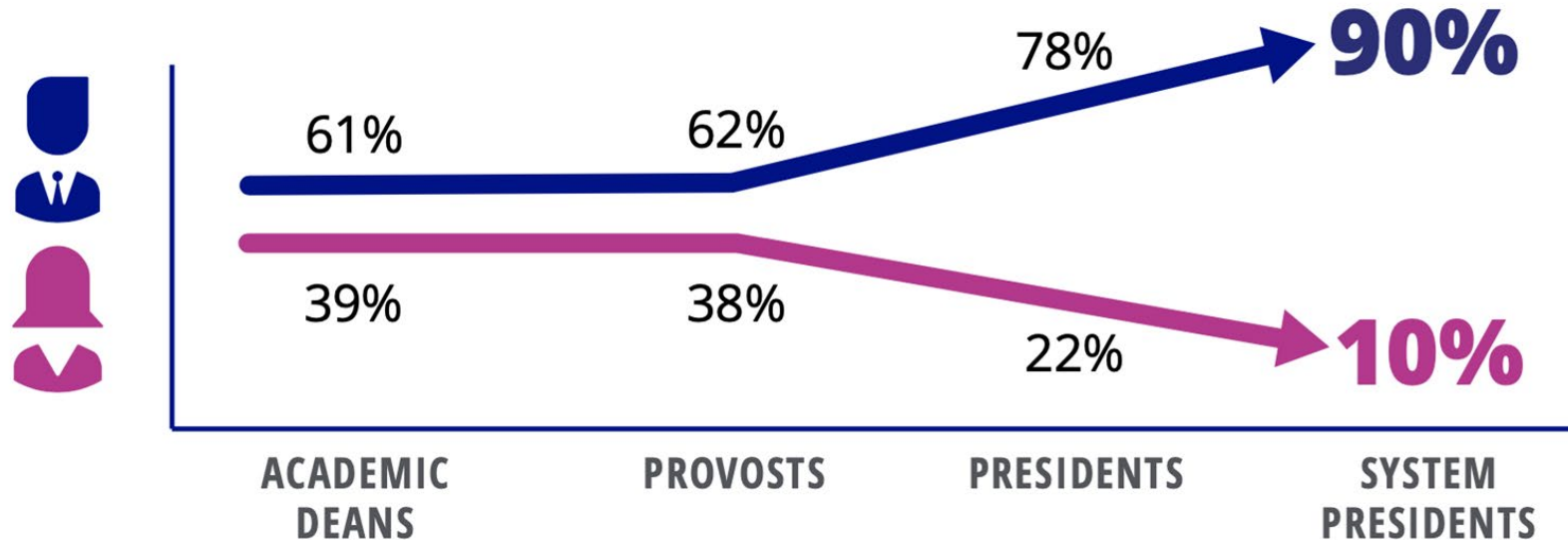
- C-suite or equivalent – glass ceiling
- Disaggregated analysis (gender/race) at the organization level
- Use comparative analysis and rankings, wherever possible

WOMEN ARE RECEIVING PHDS IN RECORD NUMBERS

So Many Women PhDs, So Few Women Leaders



...BUT THEY FACE A GLASS (OR CONCRETE) CEILING

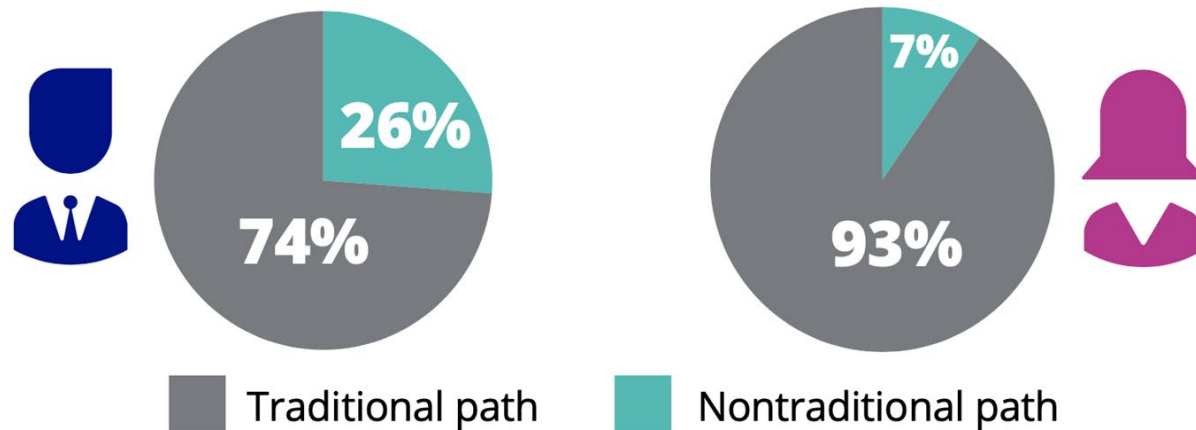


Is It a Glass or Concrete Ceiling?

“I wish I could share my story with you however, I am still here under the glass ceiling.” — R1 provost

THE GLASS ELEVATOR: LET'S HELP WOMEN JUMP ON

More Paths to the Top for Men

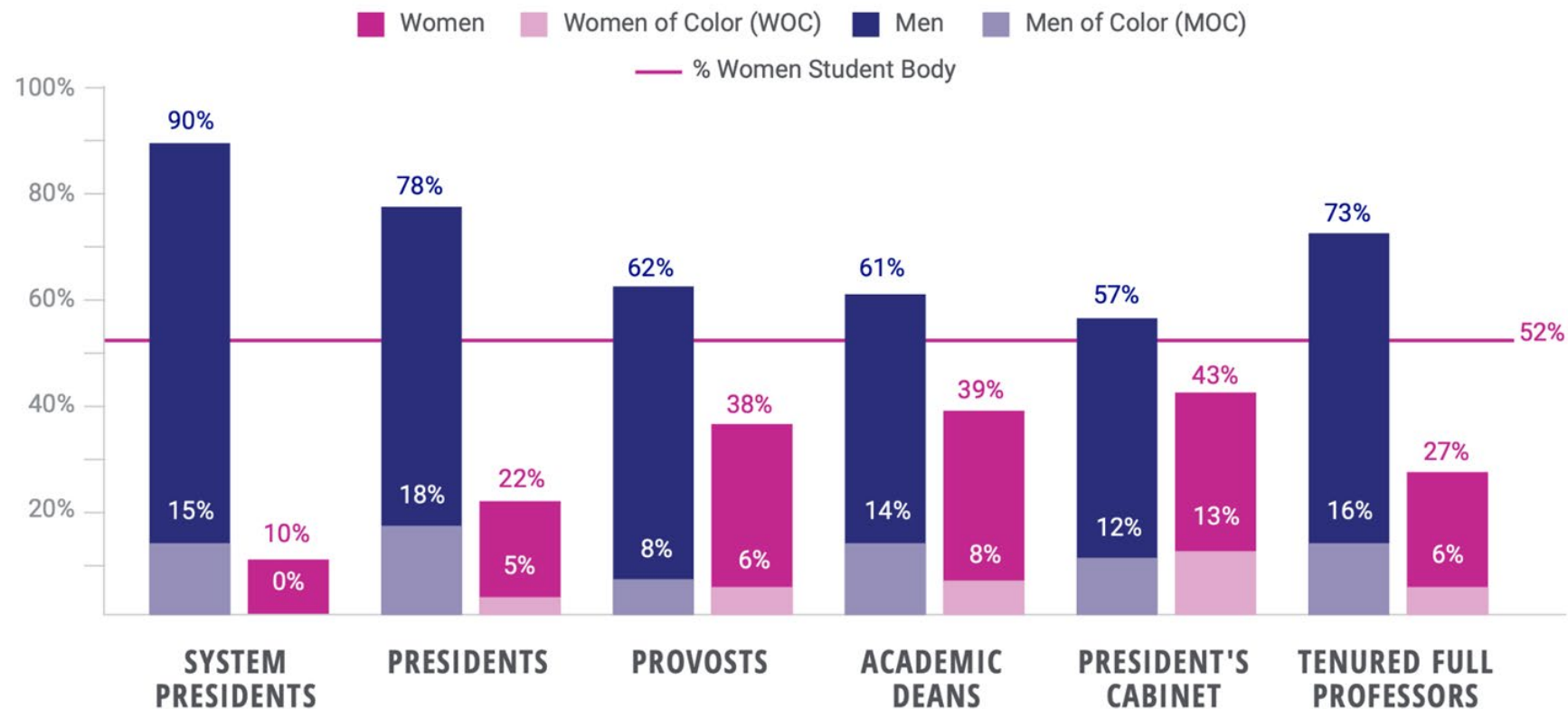


- Men have multiple paths to the president's office
- Men can skip steps based on "potential"
- Women must pursue traditional path
- Women must meet 100%+ of qualifications

"A lot of the work to pursue top positions is in the social domain. Presidential searches are more about your golf game than your capacity to be CEO". — Vice provost

NO LEADERSHIP POSITIONS HAVE ACHIEVED GENDER PARITY

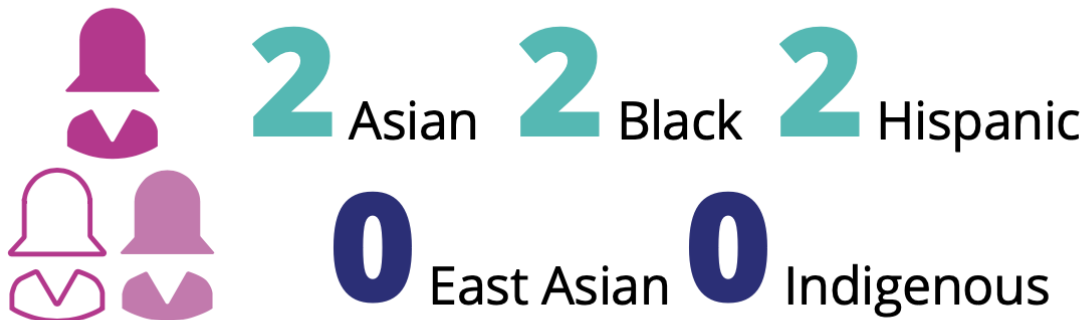
MEASURING THE WOMEN'S POWER GAP AT ELITE UNIVERSITIES



WOMEN OF COLOR ARE VIRTUALLY NONEXISTENT

Pressing need for institutions to set intersectional goals and benchmarks

Major Gaps for Women of Color Presidents



Progress for Black Men

Since 2020, Black male presidents have **doubled**



...yet Black women **didn't** see similar gains

WHAT EXPLAINS THE PRECIPITOUS DROP IN WOMEN AT THE PRESIDENTIAL LEVEL?

- “Fix the women” strategies aren’t enough, and could be setting women back
- “Lean in” instructs women to act like men in the workplace
- Is the “confidence gap” a thing? Or is it just rational analysis?
- The “glass cliff effect” – women and POC offered more CEO jobs during crisis



SOLUTIONS

- ✓ We need to tackle systemic bias - fix the system, not the women
- ✓ Lower the walls holding women down

BOARDS ARE LAGGING NOT LEADING

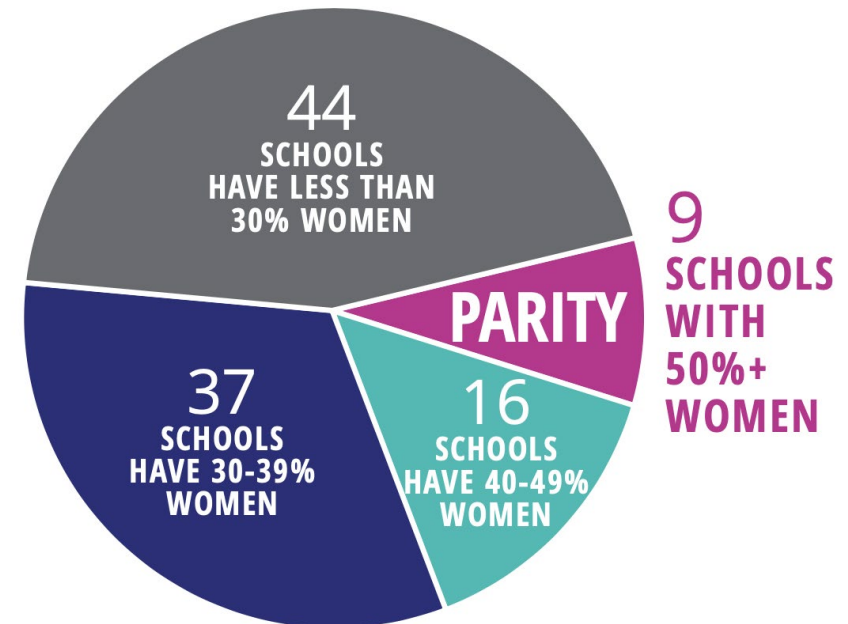


Only 9 Boards Have 50%+ Women Board Members

Michigan State University (75%!) •
University of Colorado • Washington State
University • Board of Regents State of
Iowa • Princeton University • University
of Minnesota-Twin Cities • Wayne State
University • Oregon State
University • Virginia Tech

...while 44 have less than 30%!

WOMEN BOARD MEMBERS AMONG 106 BOARDS



ELITE UNIVERSITIES OUT OF STEP WITH CORPORATE AMERICA

62% of institutions did not disclose board diversity data



O schools make this data easily available to the public

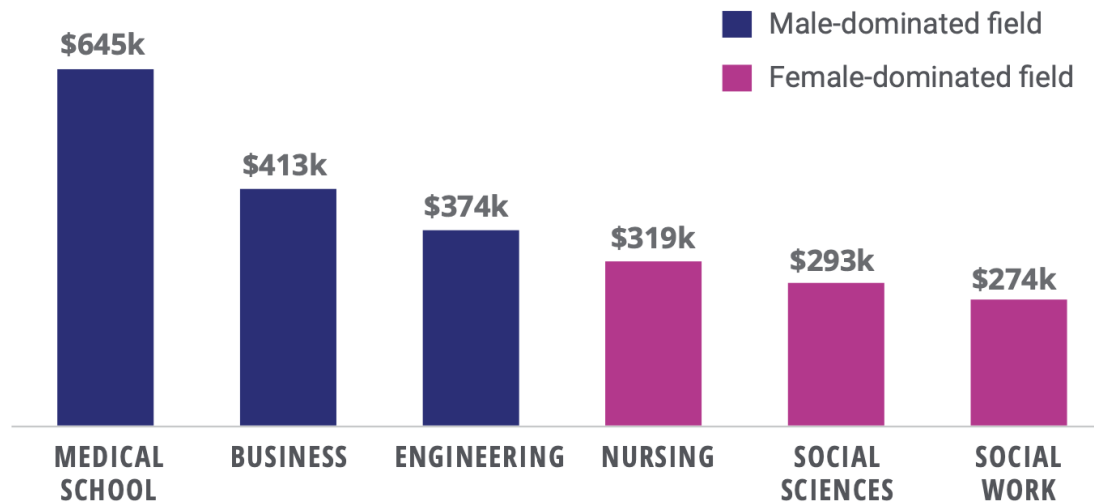


“Beginning in the 2023 proxy season, we will expect boards to be comprised of at least 30% women directors... we will take voting action against responsible directors if (1) companies in the S&P 500 and FTSE 100 do not have a person of color on their board, (2)... do not disclose the diversity of their boards, and (3)... do not disclose their EEO-1 reports.”

- Cyrus Taraporevala, CEO of State Street Global Advisors

NOT ALL DEANS ARE CREATED EQUAL

OCCUPATIONAL SEGREGATION: LOWER PAY FOR DEANS IN FEMALE-DOMINATED FIELDS

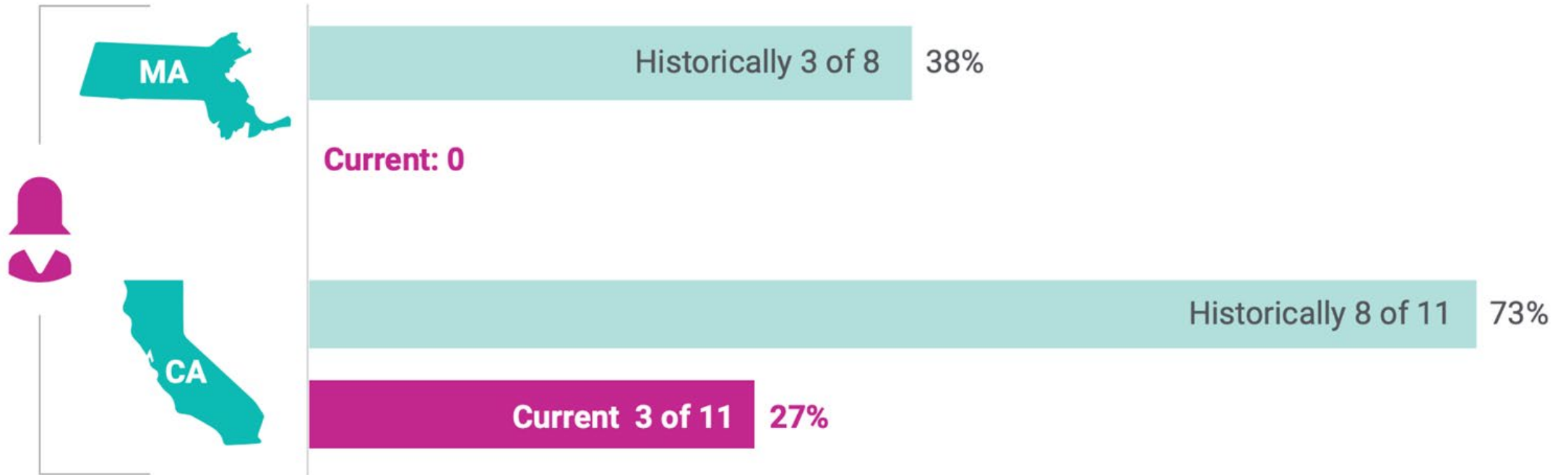


- Elevate more women to male-dominated leadership positions
- Fight societal bias around female-dominated professions
- Elite universities should lead society, not hide behind “market rates”

Data Source: CUPA-HR

CALIFORNIA LEADING, MASSACHUSETTS LAGGING

COMPARISON OF WOMEN PRESIDENTS AT CA AND MA R1 UNIVERSITIES



COMPREHENSIVE GENDER INDEX AND RANKING

RANK	UNIVERSITY	CURRENT WOMAN PRES.	# PAST WOMEN PRES.	WOMAN PROVOST	WOMEN ACADEM. DEANS	WOMEN PRES. CABINET	WOMEN TENURED FULL PROFS.	TOTAL POINTS	RANKING CATEGORY
1	UC-Santa Cruz	✓	2	✓	38%	60%	36%	92.5	Leader
2	CUNY Graduate School	✓	2	-	43%	63%	43%	89.4	Leader
3	UNH	-	3	-	71%	60%	34%	88.6	Leader
4	U of Iowa	✓	2	-	58%	36%	24%	84.8	Leader
5	Brandeis	-	1	✓	80%	14%	35%	78.9	Leader
6	Princeton	-	1	✓	80%	55%	26%	78.6	Leader
7	Ohio State	✓	1	✓	40%	40%	29%	78.3	Leader
8	Colorado State-Fort Collins	✓	-	✓	44%	82%	32%	76.6	Leader
9	U of Colorado-Boulder	-	3	-	50%	65%	28%	75.3	Leader
10	U of Wisconsin-Madison	✓	2	-	31%	29%	32%	74.0	Leader
11	U Penn	✓	1	✓	33%	42%	25%	73.6	Leader
12	U of Alabama-Birmingham	-	2	✓	50%	38%	29%	73.4	Leader
13	Rutgers	✓	-	✓	42%	69%	29%	72.2	Leader

RECOMMENDATIONS

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Boards/Governing Boards

- **Publicly report board diversity data!**
Set board goals and benchmarks.
- Elevate women/WOC especially to chairs and vice chairs
- Make bold, long-term **public** commitments for equity at the top of the university
- **Governors** need to appoint diverse trustees/regents, and those who are skilled in DEI

Presidents/Universities

- Create and implement diversity goals and benchmarks **at the very top!**
- Root out and eliminate bias in all university processes – hiring and advancement especially
- Hold hiring committees to equitable outcomes in final selection, not just balanced finalist pools

WHAT CAN WE ALL DO?

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- Eos Foundation will convene presidents and board chairs
- Follow-up qualitative research
- Call your university to demand transparency
- Follow us on social and share with friends
- Recruit male allies!

Women's Voices

“Women who have been a CEO in a large organization will say that our successors are going to be men... chairs think they have done their bit by hiring a woman, now the role can go back to a man. It feels as though we took two steps forward and are now taking one step back.”

— **Inga K. Beale, Former CEO, Lloyd's of London**

“I wish I could share my story with you however, I am still here under the glass ceiling.”

— **R1 provost**

“The level of acceptable behavior for women is extraordinarily narrow. Men can be assertive, aggressive, and even obnoxious at times, but for women, those are not acceptable attributes. Instead, it leads to women getting a lot of negative feedback. ”

— **Provost**

Thank you

(See following slides for a deeper dive)



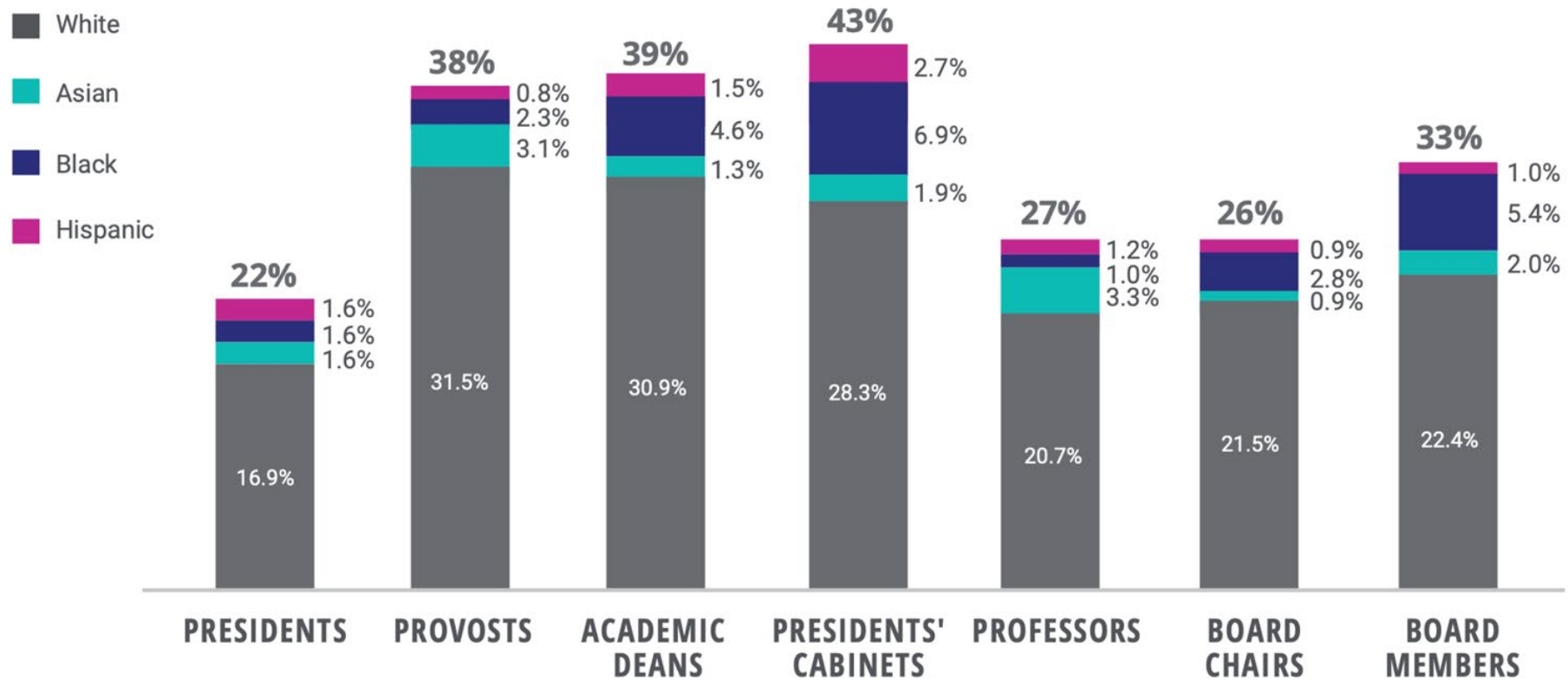
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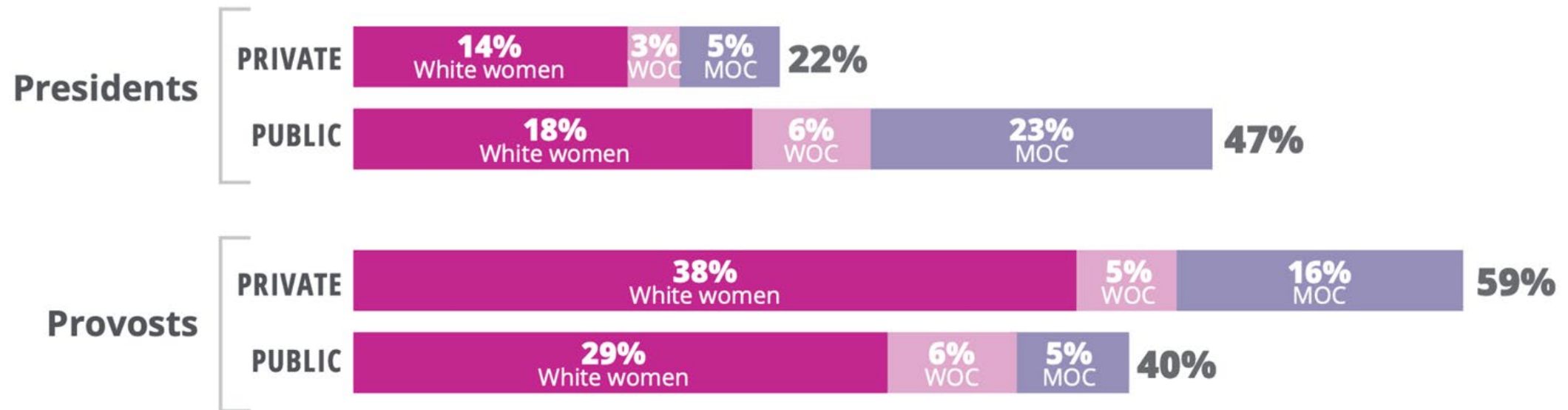
WOMEN OF COLOR ARE NEARLY ABSENT ACROSS ALL POSITIONS

RACE/ETHNICITY BY POSITION FOR WOMEN



PUBLICS OUTPACE PRIVATES FOR DIVERSITY FOR PRESIDENTS

UNDERREPRESENTED GROUPS AMONG PRESIDENTS AND PROVOSTS



MUST NORMALIZE WOMEN PRESIDENTS - AVOID “ONE AND DONE”

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*— Inga K. Beale
Former CEO, Lloyd's of London*



Presidential transitions at R1's:

- Woman → Woman = 10
- Man → Man = Thousands!!!