

**2013-14**  
**Executive Summary**  
**Task Force on the Status of Women at IUPUI**

A key goal within the IUPUI Mission statement is “a commitment to ensuring diversity”. One aspect of this diversity is the assurance of gender equity in opportunities and benefits for our faculty, staff and students. The last review of gender equity on campus occurred in 1994, nearly twenty years ago, when a Task Force on the Status of Women was appointed. At the request of the IUPUI Office for Women Advisory Council, the Executive Vice Chancellor appointed a new Task Force in 2013 to review the progress of women on campus over the last twenty years and make recommendations for future priorities. This process coincides with the campus-wide strategic planning effort and will provide critical information about the current status of women at IUPUI and how gender equity can be addressed as we plan for the future. To that end, the 2013 Task Force to Review the Status of Women at IUPUI was charged with several objectives:

- 1) evaluate the progress of women at IUPUI as it relates to faculty, staff and student representation in a myriad of areas;
- 2) evaluate the level of institutional commitment to gender equity which may include visible policy statements, organizational accountability systems, and allocated resources for women’s programs; and
- 3) evaluate of the past efforts of the Office for Women that will include a review of the mission, vision, goals and activities in relation to the charge; provisions for programming; the structure and staffing; effective partnerships across campus; advocacy for the needs of women faculty, staff and students; on-going monitoring of the status of women; and the campus climate for women.

After an extensive review and examination of the available data, while good progress has been made, the Task Force recognizes that some challenges still exist. What follows is a summary of the top three areas of concerns along with some additional recommendations for future priorities as at it relates to the status of women (faculty, staff, and students) at IUPUI.

1. *Representation of female tenure/tenure-track faculty*

Females represent the majority population (56.3%) on the IUPUI campus. In 2012 female representation of tenure/tenure-track faculty was 23% full professors, 39% associate professors, and 40% assistant professors across all disciplines. While the percentage change from 2002 to 2012 increased in all the ranks (50% increase for full professors, 23.7% increase for associate professors, and 30.6% increase for assistant professors), the percentage change from 2011 to 2012 increased on a much smaller scale (7.7% for full professors, 1.6% for associate professors, and 4.3% for assistant professors). Moreover, in 2012 women were more

heavily concentrated in the traditionally female populated academic areas such as Librarian at 66.7%, or the non-tenure-track classification of academic specialists at 71.7%, and clinical faculty at 44%. In addition, in 2012 females represented 50.5% of lecturers; the percentage change from 2002 to 2012 increased by 58.2%; and the change from 2011 to 2012 increased by 12.8%. In addition, in 2012 female representation in research was 36.1%; the percentage change from 2002 to 2012 decreased by -37.5%; and the change from 2011 to 2012 increased by 9.1%.

While there have been gains as it relates to the overall representation of females in the tenure/tenure-track ranks, more improvement is needed. Females are making much more progress in other academic ranks such as lecturers, clinical, and academic specialists that will not garner them leadership roles at the most senior levels in the University's administration (chairs, deans, vice chancellors, assistant/associate deans, etc.). What will be required is more strategic and targeted recruitment of female tenure/tenure-track faculty using the START program, faculty recruiting venues, and other out-of-the-box non-traditional approaches. Moreover, intentional efforts to retain existing females using retention strategies coupled with mentoring, professional development, and opportunities to stretch in leadership roles on an acting or interim basis would be advantageous.

## 2. Representation of females in professional staff roles

Professional staff members fall within six broad pay grades (PA1 – PA6). The majority of professional staff employees on the IUPUI campus fall within the PA3 pay grade (approximately 45%). Headcount during 2013 indicates that in the PA3 and PA4 bands women were represented at a higher percentage rate than men, unlike in the PA5 and PA6 bands where men are represented at a higher percentage rate. However, since 2003 the gap has been reduced for females from 22% to 18% in the PA5 pay grade and from 42% to 12% in the PA6 pay grade. Because of the small numbers at the executive level, one or two people leaving can change the configuration of this group significantly. However, this group is well-balanced at this time.

It appears that female staff are more heavily concentrated in the PA3 band creating a ceiling which most never move past, unlike with males. While more data analysis is required to ascertain whether females are not promoted into higher ranks or if they are not being hired externally into the higher ranks, a plan should be developed that enables staff to advance. More specifically, internal mentoring programs for mid-level professionals, professional development, stretch-assignments on special projects, task forces or committees, opportunities to perform on an acting or interim basis, along with strategic and targeted recruitment efforts should prove effective in overcoming this challenge.

## 3. Climate for women

With the recent Office for Women 2013 female faculty and staff climate survey disseminated to all faculty and staff females – 300 faculty (excluding the School of Medicine) and 1200 staff members responded of which 481 (42%) were from the School of Medicine staff. A notable

percentage of females continue to express perceptions of discrimination, negative or disparaging comments, not feeling connected, and not being taken seriously based on gender. Some of these experiences and characteristics mirror those included in the 2009 IUPUI climate survey distributed by IMIR. When comparing the findings from 2013 female faculty and staff climate survey to the 2009 IMIR climate survey, the data suggests that men report negligible amount of negative experiences compared to women and that men and women experience the workplace very differently.

The OFW 2013 female faculty and staff climate survey added four additional experiences – ‘paid little attention to me’, ‘addressed me unprofessionally’, ‘doubted my judgment’, and ‘was drawn into a conversation I didn’t want to be in’ which have been validated as indicative of micro-aggressions towards women. Interestingly, female staff reported experiencing these in rather higher numbers based on gender, age and status. The characteristic of “status” was added because staff members, who are primarily women, experience these events in part because of their lower status positions on campus. The percentages for status are remarkably high and suggest that staff experience quite a bit of incivility in the workplace. This may be an area that should be investigated more closely as these data do not indicate from whom they experience this. It does appear that in many cases the percentages are higher on the IUPUI campus than in the School of Medicine. Perceptions of incivility are strongly related to important individual and organizational outcomes. In addition, job satisfaction was slightly above the neutral point on the scale with minority females reporting significantly lower job satisfaction scores. What is required is funding for the Office for Women to conduct small focus groups to drill down into the root of these findings.

Additional recommendations for future priorities related to the other findings that can be found in the detailed report include the following:

- Conduct a comprehensive professional staff equity review post the 2007 market study to: 1) determine if there are statistically significant gaps between the salaries of male and female staff members in similarly situated roles; 2) remedy any salary disparities found within a 1-3 year plan; and 3) institutionalize via monitoring of salaries every five years to ensure parity regardless of gender.
- During 2008-09 the IUPUI campus conducted a faculty salary equity study and identified 42 outliers with standardized residual scores of -1.67 or less (i.e. actual salaries more than 1.67 standard deviations below their predicted salaries). These 42 faculty members received a review during the remediation phase – 8 received adjustments, 20 were clinical positions that have different performance standards, 4 were in line with terminal degrees within the unit, 6 were identified as having valid performance challenges, and 4 were already above the 75<sup>th</sup> percentile or had left the unit. Of the eight that received remediation adjustments, four were female. In order to maintain parity and continually monitor salaries more closely within disciplines, it is recommended that the IUPUI campus institutionalize a faculty equity review every five years. With that said, a new study should be conducted during 2014.

- A comprehensive comparison of student enrollment by major that only includes certificate and major/degree programs with more than 20 students enrolled is provided in Appendix C of the detailed report. It is recommended that where females are absent from certificate and major/degree programs, the schools and departments should develop and implement a recruitment plan to address such absences.
- Work/life fit programming and/or initiatives have declined with the separation of the work/life coordinator during 2013 and no replacement to date has been identified. It appears that on-going and new initiatives need to resume without delay. Specifically, the campus requires more “mother’s rooms”; there is a lack of a campus fitness center; vacation and time-off disparities exists from unit to unit and require a review because people feel uncomfortable taking their time; FMLA for female faculty and staff are issues in schools or units that are not family-friendly because females are penalized for taking time off; and more childcare options should be available to faculty, staff, and students that are financially affordable. The childcare situation requires further exploration, and, if a need is demonstrated, a new childcare facility should be incorporated into the “Master Plan” that would provide increased space, more slots for children, and longer and more flexible hours. Other family-friendly benefits should be made available to better address the work-family balance that is necessary to attract and retain students, staff, and faculty. In the spirit of a Healthy IU, it is recommended that Human Resources Administration in collaboration with the OFW develop and implement a plan that begins to address these areas of concern.
- The Office for Women has operated on a “shoe-string” budget since its inception and pales in comparison as it relates to the operating budget of other campus offices (Intergroup Dialogue; Diversity, Equity & Inclusion; and Veterans Affairs) whose programming is much more limited in scope and impact. To supplement programming funds that have varied depending upon the fiscal climate, the director of the OFW has engaged in collaborations with other units on campus for diversity-related programs and projects or has solicited funds from other units for services. In addition, the director of the OFW has no clerical support or programming support; fiscal management support is provided by the Office for the Vice Chancellor of Research and the Center for Teaching and Learning; and website support is provided by the Academic Affairs webmaster. Therefore, it is the recommendation of this Task Force that the OFW be funded to a level that will enable the office to: 1) recruit and hire an assistant director; 2) establish a Women’s Resource Center focused on student needs; and 3) relocate to a central physical space where people can congregate, network, and seek resources. With adequate resources and staffing, the OFW in collaboration with Human Resources Administration can begin to address some of the climate issues.

While it is evident from the data in this executive summary and analysis in the detailed report that we have made some good progress in a number of areas over the last 20 years, ensuring gender equity is an on-going challenge which means we still have work to do. The Task Force encourages the IUPUI administration to charge the Office of Equal Opportunity, the Office for Women, Human Resources Administration, Academic Affairs, as well as the relevant schools

and units with the responsibility for implementing the recommendations contained herein. Members of the Task Force believe that it is imperative to create a campus environment where diversity is valued, where all members of the campus community can thrive, and where the activities of the OFW can be successfully integrated into the fabric of the campus culture. Such success will greatly depend on the support of the IUPUI administration in order to achieve the full and equal partnership for all members of the campus community.

In closing, I want to thank all the members of the Task Force for their commitment to the charge as well as their diligence in doing the hard work required to respond to this study.

**Task Force on the Status of Women at IUPUI**

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