SUMMARY

As one of the largest university systems in the nation with forward-looking leadership, the UT System is well-positioned to set a national model in the advancement of women to senior faculty and executive roles. By doing so, it would enrich its own institutions with talent that is essential for success in this time of restricted resources, and would set the stage for far-reaching success of women in academia for generations to come. A group of senior women faculty and executives stand ready to participate in this process. This document summarizes initial findings and next steps that emerged from the first all-UT senior women’s leadership meeting hosted at UT MD Anderson Cancer Center in October 2012. Forty-three women faculty leaders and executives attended the meeting, representing 14 of the 15 UT institutions. Participants included women with titles such as president, chief information officer, chief legal officer, vice president, senior academic dean, vice dean, institute director and professor.
BACKGROUND
The number of women in academia has risen steadily over the last years and has reached parity with student enrollment. However, the number of women in executive and faculty leadership positions remains low. Existing data suggest that the UT System mirrors this national higher education status. Further action may be necessary if UT is to act as a national model for advancement of women in academia.

To set the stage for future discussion and action, data on both a national and local/UT level were analyzed and summarized:

National Data, reflecting under-representation of women in higher education and the continued glass ceiling

Women are now well-represented as students in medicine and the life sciences: Approximately 50% of those graduating with M.D. degrees and Ph.D.’s in the life sciences are women. However, women remain under-represented at all faculty and leadership levels, particularly at the senior faculty and leadership levels. Within medical schools, only 20% of full professors and 12% of deans are women. In the lower ranks, women are better-represented: 37% and 43% of associate and assistant professors are women, respectively. (Source: Women in U.S. Academic Medicine: Statistics and Benchmarking Report, AAMC, 2011-2012.)

Women do not fare better in colleges. Among full-time faculty, in fall 2007, women comprised only 26% of professors. (Source: U.S. Department of Education, Chronicle of Higher Education, 2009.) Of 4300 colleges surveyed on the number of women in senior executive positions, excluding presidents, women are underrepresented in senior executive positions, ranging from the highest - 42% - in undergraduate colleges to 34% in doctoral granting institutions. (Source: Characteristics of Senior College Administrators by Type of Institution, Chronicle of Higher Education, 2008.)

At the level of college leaders/presidents, the percentage of women is lower than for other executives, according to the American Council on Education: Over the five-year period from 2006 to 2011, the percentage of women presidents increased only slightly and remains at approximately one-quarter - from 23.0% to 26.4%. Within UT System, there are only two women presidents (13%) among the 15 components, and no woman has been appointed president in over 20 years.

Salaries are also an area where women fare worse than men. It is well documented that a pay gap remains between men and women in all professions, including academia. Just recently, women faculty at UMDNJ sued the university for pay inequity and won. Nationally, women professors earn, on average, only about four-fifths (80.6%) as much as their male counterparts do, ranging from 78% in doctoral institutions to 90% in baccalaureate institutions. (Source: Almanac of Higher Education 2012/The Chronicle of Higher Education)
Cursory Appraisal of Women in UT System

The UT System has 15 component institutions: six health (one of which does not award tenure) and nine academic. Among the 15, there are nine nursing schools. Since women are a majority of the faculty at the nursing schools, comparison by gender across the components is problematic. Also, the data collected by the Texas Higher Education Coordinating Board include only tenure track and tenured faculty in the counts of professor, associate professor and assistant professor; all non-tenure faculty are categorized as “other faculty,” which includes all academic ranks, along with adjuncts, lecturers and others. This category represents more than 50% of the faculty. Thus benchmarking UT data against national data is not possible as national data do not separate faculty by tenure status.

However, based on data currently available (Appendix A), we can make some general conclusions about the representation of women faculty within UT System.

- Total representation of women faculty
  On an aggregate basis, women’s representation on the faculty across the 15 components of the UT System increased only modestly over the ten-year period from 2001 to 2011: from 37% to 41%.

- Percentage of women at senior faculty levels
  In fall 2011, women were under-represented among all tenured/tenure track professors with an overall System percentage of 22, ranging from a low of 13% (one institution) to a high 35% for the 14 components that award tenure.
  The range was narrower for the five health components for women faculty with tenure: low of 15% (one institution) to high of 28%.

- Percentage of women by track.
  Within the health components, tenure track women faculty, as a percentage of all tenure track faculty, range from 18% to 34% and from 16% to 42% for the academic components. Overall, three-quarters of women faculty are on the non-tenure track in the 14 components that award tenure.

A deeper understanding of the composition of each UT component’s faculty would enable more meaningful comparison and conclusion about the advancement of women at UT.

**MEETING OF OCTOBER 29, 2012**

To better understand the intensity of faculty and executive women’s progress within UT System, we extended an invitation to almost 200 women executives and faculty leaders (e.g. department chairs, deans, vice presidents, etc.) from UT campuses to join in a collective discussion. The goals of this meeting were to:
• Identify common and component specific issues facing women leaders in UT components
• Network with women faculty and executives who have special interest in creating an innovative and supportive culture for women leaders
• Spotlight contemporary issues facing women leaders that enhance or suppress their advancement
• Identify opportunities for collaboration
• Form an agenda for the future

Prior to the meeting, an anonymous on-line survey was sent to all invitees to determine their perception of the issues, challenges and opportunities from the perspective of their own campus. Out of 197 invited, 52 responded (26%). Details from the survey are included in Appendix B. The survey showed three general areas of concern:

**Women in leadership**
There was strong consensus - almost two-thirds of survey respondents - that there is an inadequate number of women faculty and women administrators in leadership positions, particularly in STEM fields and for women of color, throughout UT System and that tangible inequities exist towards women. The most damaging inequities identified were:
  • Salary
  • Lack of recognition
  • Marginalization
  • Fewer opportunities to be at the table when key decisions are underway

Furthermore, and related to this, is the perception that many peers and leaders continue to exhibit unconscious bias towards women, despite efforts to include and advance women.

**Career development opportunities**
When questioned about career development opportunities for women, over half of the respondents state that they are insufficient. The most valuable opportunities mentioned were internal programs, external programs such as ELAM and Texas Women in Higher Education, and networking/mentoring. However, travel funds for such exemplary programs are limited, and consequently participation is restricted to only a few.

**Flexible work arrangements**
Flexible work arrangements were identified as insufficient by 50% of the respondents. The most valuable arrangements mentioned were flexible hours and telecommuting, part-time arrangements and tenure clock pause. However, part-time arrangements, when available, are challenging to schedule and professionally limiting since they currently preclude the possibility of tenure. Also, application of flexible arrangements varies across departments and components.

**What change must happen?**
The concluding question asked respondents to identify “one change I would make to support women.” Many thoughtful suggestions were made. The three most common suggestions were, in rank order:

- Increase the number of women in leadership positions, especially in STEM and for women of color. For search committees, training in behavioral interviewing techniques and unconscious bias could be provided to facilitate more equitable assessment of candidates. Leadership training and talent management of those already in the institution with leadership aspirations is still needed, but threatened in this time of restricted resources.

- Address work-life issues, e.g. implement and apply clearer guidelines for FMLA; increase access to child care; implement family friendly policies such as flex time, spousal hiring, and funds for teaching assistants and travel.

- Initiate formal steps within UT components to institutionalize efforts to support the advancement of women, e.g., establish councils to report to the president, implement regular sabbaticals, equalize salaries between women and men, and educate leadership about the issues and holding them accountable for the progress of women.

**Format and Content of October 29 Meeting**

Forty-three women faculty leaders and executives attended the meeting, representing 14 of the 15 UT institutions. Participants included women with titles such as president, chief information officer, chief legal officer, vice president, senior academic dean, vice dean, institute director. Following introductions, one representative from each campus presented the following:

- What the component does to support women leaders and executives;
- Major issues facing the campus; and
- Key agenda item for women’s advancement.

**Common Issues of Concern**

The issues discussed at the meeting in large part echoed the survey. The primary concern expressed is the scarcity of women, particularly under-represented minorities, in leadership positions and at the decision-making table. This under-representation has a significant impact on recruiting women and in retaining women who feel marginalized and unappreciated causing them to seek parallel positions at other institutions. Also identified is the difficulty getting women appointed on tenure track. On the parallel clinical track, the challenge is not appointment, but rather, retention. Also acknowledged and consistent with well-documented findings throughout academia is that women, in comparison to their male counterparts, do more “service work,” a source of job dissatisfaction and distraction from academic pursuits. Finally, salary equity continues to be of concern.

While there are some examples of innovative programs for women scattered within UT System, such as a spouse program funded by a provost, a “Mama PhD program” (a mentoring program for graduate students), and a Women’s/Gender Council that meets with the president, these are isolated and do not reflect a high-level commitment to the
advancement of women. Existing programs are also under large pressure due to restricted resources at the campus and System level.

The discussion about the current state of affairs for women across The UT System can be summarized by meeting attendees as follows:

*While women have made advances across The UT System, they are inadequately represented in leadership and senior faculty positions and continue to face unconscious bias. The climate across campuses varies: It ranges from supportive to “hostile.” Some campuses have vibrant women’s councils with good access to leaders; actively support career development opportunities; and regularly analyze comparative data, such as salary data. Others have no comparable forum, staff or agenda to address the issues. The women identify programs that could address these concerns and would facilitate their advancement, satisfaction and productivity, to the benefit of the entire UT System.*

*While there is no intention to block the advancement of women across The UT System, there is no intent to actively promote them; actions to advance women are needed.*

**Priorities Going Forward**

At the conclusion of the meeting, attendees ranked the ideas that had been discussed in order of priority:

**Highest**
- Re-invigorate the advancement of women as a high priority issue at each UT institution
- Form a community of women leaders charged with developing the next generation of women leaders
- Establish and/or refresh existing programs for recruitment, training, and advancement of women that can be shared efficiently across campuses
- Ensure equity in salary, promotion, title, executive and senior level benefits, endowments etc.

**High**
- Develop a UT System-wide data repository and report on the advancement of women, a source of common, shared data
- Address work-life integration issues
  - Flex time, part-time, how to protect time for academic activities (vs. administrative)
- Develop and maintain a network of women leaders across UT System
- Implement programs to enhance visibility of women, e.g., websites to highlight accomplishments and share information, award programs
• Establish Women’s Advancement Council at each campus; accountable to President/Provost

NEXT STEPS
In the concluding wrap-up, the group reached the following strong consensus:
• A white paper should be prepared, reflecting the meeting’s discussion and presented to the Chancellor and/or to the UT Board of Regents.
• There is value in having women executives and faculty work together on common issues related to advancement of women.
• Develop a prioritized action plan for action by a UT System Women’s Network.
  Suggested activities include:
  Electronic interactions, e.g. Web, ListServe
    Update: A ListServe has been established and is in use.
  Regular meetings, at different locations
    Update: The ListServe will be used to ask for a volunteer host for the next meeting.
  Subcommittees to address most important and common issues and action plan
  Design a Women’s Advancement Leadership course that meets cross-campus requirement

FOUNDATIONAL RECOMMENDATIONS UNDER DISCUSSION AND REQUIRING FURTHER ACTION

1. Role of UT System in moving issues forward
   Participants agreed that UT System, as a corporate body, should play a leadership role in moving these issues forward. For discussion:
   o Need for standards across UT System?
   o Need for guiding principles provided by Chancellor Cigarroa reflecting common values?
   o Accountability of presidents in supporting advancement of women and documenting outcomes?
   o Endorsement for group’s moving forward

   Recommendation: Representatives from the group to meet with Chancellor Cigarroa to request his assistance and endorsement and explore the potential for action via the Board of Regents.

2. Develop a data repository and analysis system related to women faculty and executive leaders
   Recognizing that data should drive action and decision-making, we recommend that UT System provide a mechanism for the collection, analysis and distribution of existing data, e.g. yearly report cards on the status of
women faculty at each institution, using the CBM008 data submitted annually. In addition, a mechanism for holding UT leaders accountable for not only collecting data, but developing plans and implementing steps to address imbalances and inequities should be developed.

**Recommendation:** A subcommittee of women across System should identify relevant questions, timeframe, needed information and collection mechanism related to data collection and analysis.

3. **Salary equity**
   Review and evaluate existing institution and System-wide processes to assure annual salary equity using commonly accepted benchmarks, such as the AAMC or AAU salary reports.

   **Recommendation:** A subcommittee of women across System should guide the analyses related to salary equity, including identification of benchmarks.

4. **Design and implement programs for recruitment, training, advancement of women that can be shared efficiently across campuses**
   Review and evaluate existing institutional and System-wide programs and implement a standard needs assessment at all levels of women faculty and executive leadership.

   **Recommendation:** A steering committee should be formed to guide the information collection, analysis and create an action plan and business model for shared core programs to advance women.

**CONCLUSION**
As one of the largest university systems in the nation with forward-looking leadership, a diverse range of institutions and a wealth of talent, the UT System is well-positioned to be pro-active in advancing the role and numbers of women in senior faculty leadership and executive positions. By doing so, it would enrich its own institutions, serve as a model across the country, and set the stage for far-reaching success of women in academia for generations to come. Senior women faculty and executives stand ready to participate in this process.