



**WHITE PAPER:
PROPOSING A CHANCELLOR'S INSTITUTE FOR ADVANCING WOMEN:
A SYSTEM-WIDE INITIATIVE FROM THE UNIVERSITY OF TEXAS SYSTEM
WOMEN'S SENIOR LEADERS NETWORK^{*1}**

Summary

The Chancellor has indicated that a key mission of The University of Texas System (UT System) is to develop leaders to serve the state, nation and world. 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, faculty leadership and executive roles. By doing so, it will enrich its own institutions with talent that is essential for success, and will set the stage for the far-reaching success of women in academia for generations to come. A group of senior women faculty and executives, known as the UT System Women's Senior Leaders Network, has worked for approximately four years to advance this process and now offers a detailed proposal for a leadership institute that would advance women faculty and staff in their development as leaders. This document summarizes the vision and recommendations for execution that emerged from a working group of the UT Women Network in July 2015.

Background

If UT System is to excel in leadership, it must draw on all our human capital, including women. Available data suggests that we are not engaging women in this manner.

The number of women in academia has risen steadily over the last years and, in some fields, has recently reached parity with student enrollment. However, the number of women in executive and faculty leadership positions remains low, both in the UT System and nationally. If UT is to be a national model for advancement of women in academia, action is necessary.

National Data

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 on the faculty, particularly at the senior faculty and leadership levels. Within medical schools, only 21% of full professors and 16% of deans are women. This is not an issue of a limited pipeline. In the lower ranks, women are better-represented: 34% and 44% of associate and assistant professors are women, respectively. (The State of Women in Academic Medicine: The Pipeline and Pathways to Leadership, AAMC, 2013-2014.)

Women fare marginally better in colleges, where female students now outnumber male students. Among full-time faculty, in 2013 women comprised 30% of professors (The Chronicle of Higher Education, 2013.) Of 4,300 colleges surveyed, the number of women in senior executive positions, excluding presidents, ranges from 42% in undergraduate colleges to 34% in doctoral granting institutions. (Characteristics of Senior College Administrators by Type of Institution, Chronicle of Higher Education, 2008.)

At the Presidential level, 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 from 23.0% to 26.4%.

Within the UT System, there is only one women president among the 15 institutions, and no woman has been appointed president in over 20 years.

Women in the UT System

Based on data currently available, the representation of women faculty within the UT System is as follows.

- Total representation of women faculty
 - On an aggregate basis, women's representation on the faculty across the 15 institutions of the UT System has increased modestly over the ten-year period from 2001 to 2011: from 37% to 41%.
- Representation 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% to a high of 35% for the 14 institutions that award tenure. The range was narrower for the five health institutions for women faculty with tenure: from a low of 15% to a high of 28%.
- Representation of women by track.
 - Within the health institutions, 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 institutions. Overall, three-quarters of women faculty are on the non-tenure track in the 14 institutions that award tenure. Note, this is a national trend that is the same for men.
- Informal Surveys
 - The UT System Office of Strategic Initiatives conducted an informal survey of female faculty from all 15 institutions in the UT System to help identify the barriers that women face in advancing to leadership roles. Responses illuminated two consistent and general trends. First, there was no reported perception of any intention to block the advancement of women across the UT System. Second, there was similarly no reported perception of any intention to actively promote the advancement of women across the UT System. This "hands off" policy has led to the current state of under-representation of women in these roles.

If we are to be the best in the nation, we will need to draw on the leadership potential of all our human resources. Given the under-representation of women in leadership positions, we conclude that actions to advance women are needed. There exist initiatives at some UT institutions, but there is currently no coordinated or coordinating effort(s) across all institutions. We are thus proposing the creation of a UT System entity that would work collaboratively with institutional offices and programs on the institutions (where they exist) to share best-practices and to institutionalize efforts to support the advancement of women.

Vision for the Chancellor's Institute for Advancing Women

The Chancellor has indicated that a key mission of the UT System is to develop leaders to serve the state, nation, and world. This cannot be accomplished without utilizing all the talents available to us. We propose to develop and promote our most under-utilized human resource—female faculty and staff in the UT System. We propose the creation of a leadership institute of the highest caliber, integrity, and reputation, to be housed at the UT System, with strong connections to all of our 14 institutions.

With this move, UT System will establish an enduring climate and reputation that the University of Texas is the best place for women to work in the nation.

The Chancellor's Institute for Advancing Women will be agnostic to academic discipline and will serve both faculty and staff. Its methodologies will capitalize on the access that is afforded via "virtualness" -- social networking and high- tech communication capabilities, as well as the presence of a physical office with streamlined, focused staffing. The institute will be inclusive: although its focus and target is women, institute implementers and collaborators will draw upon the diverse leadership talents of both men and women to develop the next generation of women leaders. The institute will also articulate with other developing System leadership initiatives, e.g. student leadership.

The institute is not an ivory tower enterprise. It will command the resources and capacities necessary to act as a source of strategic vision and expectations for advancing women's leadership system-wide, a collaborative and empowered voice that calls for institution/system accountability in recruiting, developing and advancing women, and a source of assistance to institutions as they work to implement best practices in training and supporting women leaders.

The overarching purposes of this Institute are to:

1. Increase the percentage of women in senior leadership and executive positions throughout UT System;
2. Develop a strong pipeline of women moving toward senior leadership positions;
3. Establish a professional career continuum for women ranging from early to senior leadership states, including the opportunity to enter, withdraw and re-enter the career continuum over time;
4. Increase the visibility and recognition of UT System women leaders at all stages of career development;
5. Leverage existing national leadership programs, so as to harness these already available resources for UT women; and
6. Act as a repository and analytic center for data, reporting, and policy making in the area of women's leadership.

Foundational Recommendations for Action

(I= immediate term activities; M=mid-term activities; L=long term, end-state functions)

Implement the architecture

1. **(I) Design and implement a central hub: the office of the Chancellor's Institute for Advancing Women.** The office should be highly visible, appealing, physically and electronically accessible, speaking to the prestige of its mission. Funding for office and staff are via the Chancellor and the Board of Regents.
2. **(I) Recruit an executive director of the Institute via national search.** The director will be based at the central office but will travel extensively to all institution sites to carry out their role. In addition to the director, the institute's staff will be focused and streamlined, i.e. 2 FTE for administrative, IT, communication, and project management functions.
3. **(I) Design and implement the 14 spokes of the hub:** designate a Women's Advancement Champion at each institution; accountable to university President/Provost and to the central hub office.

4. **(I) Chancellor's appointment of the Institute's Advisory Council.** The council will be comprised of nationally recognized authorities and luminaries in the advancement of women as leaders. Six appointees to serve 3 year terms, resourced for travel and communications, and serving the Chancellor and institute leadership.

Implement the programs

5. **(I) Continue the 2014 inaugural UT System Sponsorship workshop and training camp every year.** This program was fully developed and executed in January, 2015 resourced by UT System and all 15 institutions for faculty travel and registration. Its evaluations were stellar. There is continuation of local networking to support the sponsorship activities between each annual meeting, to avoid deceleration of the workshop's impact. Planning for the 2016 program is underway by a working group emerging from the UT System Women's Senior Leaders Network and would be facilitated by the new Institute.
6. **(M) Create a leader's fellowship program with life-long career impact for women.** The fellowship designation is intended as an honorarium, earned by contributions and expertise in the advancement of women. Fellows of the institute will be an active resource for the institute, and serve as speakers and content experts, program developers, researchers, fund-raisers, and/or consultants to institutions system-wide.
7. **(M) Develop system-wide conferences and content that can be shared readily across institutions, focused on recruitment of women, search committee training, cultural assessment and similar areas of need in advancing women.** This will require review and evaluation of existing institutional and System-wide programs, including a "needs assessment" of women faculty and executive leadership. An initial steering committee will guide information collection, analysis, and action plan/business model creation for shared programs.
8. **(M) Create a data and document repository for the institute.** Inherent in the mission of the institute are data and evidence- based practices. Working in collaboration with the System Office of Strategic Initiatives and institutional research staff (where present), the institute will carry out data collection, analytics, and publications activities relevant to the advancement of women leadership.
9. **(L) Create a consulting practice with capacity to provide services in best practices in leadership development and advancement.** We could draw on the expertise of the executive director (item 2, above), the Advisory Council (item 4, above) and the talent and expertise in the UT System faculty and staff to offer guidance to individual institutions and even outside entities.
10. **(L) Create and implement a for-fee certificate program in leadership with specialty in the advancement of women.** This would draw from similar talent pools, and would be nationally marketed to both educational institutions and systems and into the private and public sector.

Implement fund-raising:

11. **(I) Identify and approach community-based funding partnerships to support the Institute in advancing women leaders.** An early opportunity is to approach Starbucks to create Starbucks UT Women Scholars, funding used to advance the fellows of the institute and institute programs. (Credit for this opportunity and approach is due Georgeann McRaven).
12. **(M) Explore "in kind" contributions (i.e., not necessarily funding through cash) from each institution to assure local participation in institution women's advancement efforts and some "skin in the game", solicited via the Chancellor.**
13. **(L) Capitalize on revenues from the consulting services (item 9, above) and certificate program in leadership program (item 10, above).**

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 and academic leadership for generations to come. At this juncture, senior women faculty and executives from all UT institutions stand ready to participate in the institute's design and implementation.

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