

**THE PENNSYLVANIA STATE  
UNIVERSITY**

**COMMISSION FOR WOMEN**

**1981-2001 : STATUS OF WOMEN AT PENN STATE**

Informational Report submitted to

**UNIVERSITY FACULTY SENATE**

**[HTTP://WWW.LIONS.PSU.EDU/CFW/](http://www.lions.psu.edu/cfw/)**

PREPARED BY  
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Chair 2000-2001

# ACKNOWLEDGEMENT

## COMMISSION FOR WOMEN – CHAIRS

1981- 1984	Jane McCormick Lewis
1984-1985	Patricia Farrell
1985-1986	Cynthia King (deceased)
1986-1987	Marilyn Eastridge
1987-1988	Nancy Cline
1988-1989	Herberta M. Lundegren
1989-1990	Jill L. Findeis
1990-1991	Mary M. Dupuis
1991-1992	Shirley Smith Hendrick (deceased)
1992-1993	Danielle L. Richards
1993-1994	Deborah R. Klevans
1994-1995	Ingrid M. Blood
1995-1996	Ellen M. Walker
1996-1997	Nancy L. Herron
1997-1998	Tineke (Catharina J.) Cunning
1998-1999	Robin L. Anderson
1999-2000	Mary Jane Irwin
2000-2001	Vasundara V. Varadan
2001-2002	Janine Andrews

### *EX-OFFICIO MEMBERS OF THE COMMISSION*

Director, Center for Women Students – Sabrina C. Chapman  
Director, Women’s Studies Program – Carolyn E. Sachs  
Director, WISE Institute – Judy W. Wakhungu  
Director, Affirmative Action Office – Bonnie P. Ortiz  
Assistant Vice President, Office of Human Resources – Billie S. Willits

### *ADMINISTRATIVE SUPPORT*

Office of the Vice Provost for Educational Equity – W. Terrell Jones  
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# SUMMARY

The Penn State Commission for Women was appointed by President John Oswald in 1981 to serve as an advisory group to the President of the University on the status of women at Penn State, to serve as an advocate for women's concerns and to recommend solutions. In 1984-85, the Commission established the Taskforce on the Status of Women that identified major issues facing women and the Strategic Study Group on the Status of Women was appointed by President Bryce Jordan in 1985 with Dr. Kathryn Moore as Chair. After two years of intense study, the group set forth 192 recommendations related to recruitment, job assessment and evaluation, family responsive workplace, retention issues, classroom and workplace climate, dual careers, women of color, adult students, sexual orientation, leadership share, curriculum integration and family care policy. Since 1987, the Commission has advised the President's Office in its implementation efforts. We are now in the year 2001, and the Commission will be celebrating its 20<sup>th</sup> anniversary throughout this year with various events, starting with the annual banquet on March 19, 2001. This report is an attempt to inform the Faculty Senate on the status of women at Penn State today and to highlight the efforts of the Commission and the University Administration on the progress made since the first Study Group made its recommendations. Finally, the Commission wants to alert the university community on issues that continue to confront women at Penn State even as they contribute to the success of this great institution in their roles as undergraduate and graduate students, staff, technical service workers, administrators and faculty.

Past chairs of the Commission for Women have provided invaluable help in compiling this report. The Annual Reports submitted by past Chairs were helpful sources of information. Susan Shuman provided editorial help in preparing the report. The Commission also wishes to thank the Office of Affirmative Action, the Office of Human Resources and the Office of Budget and Resource Analysis for providing the data reported here. The three *ex officio* members of the Commission, (Sabrina Chapman, Director of the Center for Women Students; Bonnie Ortiz, Director of the Affirmative Action Office; and Billie Willits, Assistant Vice-President for Human Resources), have always been a source of encouragement and support for the Commission. The women members of the Penn State Board of Trustees have been helpful allies. Most importantly, the Commission has enjoyed the support and confidence of the President, the Provost and the Vice Provost for Educational Equity in its function as an advisory body on the status of women at this university. The Commission expresses its appreciation for the opportunity to submit this report to the Faculty Senate. It is hoped that faculty colleagues, both men and women, will gain a better understanding of the climate for women at Penn State and how we can make it a more hospitable and productive environment for all of us.

## **RECOMMENDATIONS FOR THE NEXT DECADE**

Background: Women made up 18% of the labor force in 1900, 30% in 1950 and 46% in 1997. Whereas 72% of women with children younger than 18, and 65% of women with children younger than 6 were in the labor force in 1997, only 54% of women without children younger than 18 were in the labor force in 1997. The US Department of Labor projects that in 2005, 18% of working women in the US will be non-white. In most families with young children, both parents, or one in single parent families are employed. This is now the norm and not the exception. 47% of the students enrolled at PSU are women.

Against this backdrop, at Penn State, men occupy 80% of tenured faculty positions, 81% of academic administrator positions, 95% of named professorships and chairs, 75% of senior administrative and executive positions and 60% of senior staff positions. Comparing these figures to the status of women at Penn State 20 years ago, there has been growing improvement. The representation of women at senior staff ranks has significantly increased and is approaching parity. Five of the 15 college deans are women. Most importantly, senior administration at Penn State is genuinely committed to improving the climate for women at all levels. The Commission for Women has worked closely with the administration to create new policy and implement existing policy at all levels. The Commission can be rightfully proud of its many successes that have improved the status of women at Penn State in its 20 year history and it looks forward to working closely with the university administration in the years to come to implement the following recommendations.

### **Recommendations for Implementation**

1. Engage in a serious dialog at the highest levels of academia to come up with a consensus on how and when changes will be instituted with respect to promotion and tenure, advancement and expectations of scholarship and productivity to accommodate the growing number of working women with family responsibilities. Most positions of responsibility at the university expect an employee to work more than 40 hours per week. The university should pay more than lip service to the concept of a family friendly workplace. Universities are expected to be the leaders in innovation and change and need to propose viable alternatives that industry can also emulate.
1. Develop a scheme for in-home care of children when both parents (or one in single parent families) have to be away on work related travel. The inability for women with family responsibility to travel is perceived to be a serious barrier to professional advancement.
2. Offer more day care centers with longer hours of operation at all campus locations. The lack of day care provision at many locations away from University Park is a serious issue.
3. Increase representation of women at the associate dean and academic department head /chairperson level to 40% by year 2010.
4. Require accountability from selection committees for named professorships and other high level awards to ensure that women get an equitable share of such positions/awards.

5. Institute a procedure to obtain accountability from deans, department heads and unit heads in enforcing the University's goals and aspirations for improving the climate for women.
6. Institute a policy that requires the inclusion of women and minorities in the final list for all employment searches at Penn State for faculty, administrative and managerial positions.
7. Train unit heads and managers on recruitment and retention issues relative to female employees. Institute a uniform procedure for conducting and analyzing exit interviews and implement a mechanism for providing feedback to the unit.
8. Institute a policy that requires all Penn State employees to attend a workshop on race, changing demographics in society and the workplace and globalism.
9. Institute a policy that requires all Penn State students, undergraduate and graduate, to get a passing grade in a one credit seminar on race, changing demographics in society and the workplace and globalism.
10. Ensure that Penn State is truly one university geographically divided by uniformly and equitably implementing Penn State policy and programs that affect women in a uniform fashion at all Penn State locations.
11. Increase the representation of women in the Board of Trustees to reflect equitably the number of women students enrolled at Penn State.

Implementation of these policies and procedures will result in a family friendly Penn State community in which men and women can thrive and flourish, be they administrators, faculty, staff or students.

## **A PERSPECTIVE ON THE 80'S**

Penn State adopted an affirmative action policy in 1974 that stated it does not discriminate on the basis of gender and ethnicity with respect to education or employment. Subsequently, in 1980, the University's Board of Trustees adopted a long term planning policy titled, "*A Perspective on the 80's: Agenda for Action for the Pennsylvania State University*"<sup>2</sup>, which stated

"A vital academic climate draws strength from a pluralistic faculty and staff which includes a mix of ranks, ethnic groups, sexes... At present the University faculty and professional staff do not reflect adequately the diversity present in the society at large. The relatively small number of women on the faculty and the administration after six years of affirmative action indicates the university must devote even more energy to this effort." (pp. 42-43)

"A special need exists to identify and develop women and members of minority groups for leadership positions." (p. 47)

"The University is committed to insuring that all academic programs are open to women and that resources are allocated to meet women's needs for extracurricular activities, counseling and leadership opportunities." (p. 55)

"Research has shown that women students derive considerable personal and intellectual encouragement from interaction with women faculty and alumnae." (p. 56)

In 1980, the lack of women in leadership positions, the low representation of women on the faculty, the chilly climate for women students and lack of role models for women students were clearly identified as important issues that affected the success of women at Penn State.

In the words of Jane McCormick Lewis, "Six faculty and administrative women took the plan seriously and proposed creating a Commission for Women to then President John Oswald. The Commission was to be a forum, a focus and an advocate for improved

opportunities for women.” President Oswald appointed the first Commission for Women in 1981 consisting of eighteen faculty, staff, administrators, students and community women. Jane McCormick Lewis was appointed as Chair of the Commission and served in that capacity for the period 1981-1984. During this period, the Commission for Women undertook its study on the status of all women at Penn State by setting up the Taskforce on the Status of Women.

The Commission recommended to the administration that it should have an elected slate of officers, a constitution and set of bylaws. These were developed and Patricia Farrell was elected as the Chair of the Commission for Women during 1984-85. She undertook the task of institutionalizing the Commission by working with the newly arrived President of Penn State – Bryce Jordan. The Commission acquired staff support and a modest operating budget. Farrell set in motion the study on the status of women. Cynthia King (now deceased) succeeded her as Chair for the period 1985-86. She was the first and to date, only African American woman to head the Commission. During her tenure, President Jordan appointed the Strategic Study Group on the Status of Women to undertake an in-depth and sweeping study of all aspects of the workplace that affected the life of Penn State women in every employment category and across all levels of women students - undergraduate, graduate and professional.

Kathryn Moore was appointed as Chair of the Strategic Study Group and Michael Johnson as Research Director. More than 30 other faculty and staff drawn from across the University served as members of the Group. At that time, Penn State was one of three large public universities to undertake a study of this magnitude (the University of Virginia and the University of California were the other two schools). The 192 recommendations included in

the final report submitted by the Strategic Study Group are discussed in a separate section of this report. When they began to be implemented, they literally transformed the workplace for women at Penn State and significantly improved the quality of their personal and family lives. Many recommendations from this study still remain to be put into practice, and thus the work of the Commission for Women as an advocacy group continues to be of major importance.

When Cynthia King was chair, one of the most important programs of the Commission was initiated, the Administrative Fellows Program, the goal of which is to increase the pool of women and minorities for leadership positions. Past Administrative Fellows have gone on to high level administrative positions that include campus executive officers and dean. The Commission's Annual Spring Banquet was started in 1985. It continues to draw sellout crowds of 500 and more every year with inspirational and uplifting speakers.

Marilyn Eastridge was elected Chair of the Commission for the period 1986-87. The deliberations, interviews and investigations of the Strategic Study Group continued during this period and interim reports were submitted. It was during this year that it became a tradition for the President of the University to attend one or more Commission meetings every year. Eastridge was succeeded by Nancy Cline, Dean of Libraries who had already assumed a leadership role in the Strategic Study Group focusing on employment and working conditions. Several of the recommendations of the Commission were released during her tenure as chair (1997-98) on which the university administration has since spent much time and energy. She pointed out that serving on the Commission, educated many women from all geographical areas of this large university on the complex interrelationships of social,

economic, political and educational factors, which affect the women of Penn State. They, in turn, would carry this awareness back to their own units. In 1988, the Strategic Study Group submitted its final report to the Commission for Women and President Jordan. The 192 recommendations were released in a series of 5 reports.

Herberta Lundegren served as Chair of the Commission during 1988-89. She initiated the Implementation Committee, which charted the progress of the 192 recommendations, and worked with the university administration on methods to implement them efficiently and justly. Women began to assume leadership roles in the University as Vice Provosts and Vice Presidents by this time. Search committees convened by the administration for non-academic administrative positions were required to have at least one woman candidate in their final slate. A job referral program for dual career couples and a night escort service became a reality.

Jill Findeis served as Chair of the Commission during the period 1989-90. The important achievement during this period was the implementation of several recommendations from the Strategic Study Group relating to work and family, including flex time, family leave policy, use of 3 days of employee sick leave for illness in family, and stopping of the tenure clock for faculty due to special family reasons such as childbirth, adoption, or illness. The University established a new position for Director of Childcare Programs. A day care center was built at the Hershey Medical Center. Significant progress was made toward reclassification of staff and clerical jobs to provide a more equitable employment system for women. Efforts to implement the Strategic Study Group recommendations related to women's athletics were undertaken and continued over the following two years culminating with the *Report to the President on Women's Athletics at*

*Penn State*. The Vice Provost for Underrepresented Groups was appointed to increase advocacy efforts for women and minorities. Lastly, the Commission worked with the Faculty Senate and established the Coalition on Chilly Classroom Climate.

After nearly ten years of work by the Commission, the 1989-90 annual report notes that women were still not well represented in leadership positions of the university, classroom climate and the work environment for women still needed improvement, and greater efforts were needed to improve women's equity in a culturally diverse environment.

### **THE SECOND DECADE OF THE COMMISSION FOR WOMEN – THE 90'S**

Mary Dupuis served as Chair of the Commission during 1990-91 and under her leadership, an in-depth analysis of the representation of women relative to men at Penn State (undergraduate and graduate students by discipline, exempt and non-exempt staff by grade, faculty by rank and administrators and managers) was undertaken. The gap in faculty salaries due to gender was analyzed. Even after allowances were made for rank, seniority and the poor representation of women in departments paying higher salaries, there were still substantial salary differences due to gender, especially at the commonwealth campuses. Compared to 22 peer institutions, Penn State ranked 14 out of 22 for numbers of women faculty and 20 out of 22 for numbers of women administrators and managers. The Commission urged the President to increase efforts and funding for the recruitment of qualified women to available positions.

The Commission was a strong proponent of the 'Sexual Orientation' clause, which was adopted formally by the Board of Trustees in 1992. The Commission also continued to work closely with Women of Color and the Commission on Racial and Ethnic Diversity. Outreach activities of the Commission at the Commonwealth Campus locations increased.

This enabled women at all campus locations to participate in the activities of the Commission. Administrative fellowship programs started in the dean's offices of some of the colleges, including the College of Engineering, whereby women clerical staff, who were reaching upwards for knowledge and advancement, could benefit. The Commission also participated actively in Governor Casey's Teleconference on Response to Workforce 2000 which telecast at ten campus locations.

During 1991-92, Shirley Smith Hendrick (now deceased), as Chair of the Commission, oversaw a review and assessment of the first ten years of the Commission's accomplishments. She made recommendations for the future by identifying issues that the Commission needed to continue to work on.

During that year, the Commission celebrated its Tenth Anniversary in a befitting manner. A special Speaker Series was held that year with five speakers who gave insightful presentations about their roles in Penn State's advocacy for women. These speakers were: Mimi Coopersmith Fredman, then Chair of the Penn State Board of Trustees; Rosemary Schraer (now deceased), then Chancellor of the University of California at Riverside (Schraer was formerly a Vice Provost at Penn State and the Schraer Mentoring Award given annually by the Commission is in her honor); Kathryn Moore, Chair of Educational Administration at the University of Michigan (Moore had chaired the Strategic Study Group at Penn State); Sharon Parker, Director of Multicultural Development at Stanford University and Carol Cartwright, President of Kent State University (formerly a Vice President at Penn State). A special Tenth Anniversary Poster designed by Santa Barazza, Professor of Art, was printed and distributed widely through the University. A retrospective booklet from past Commission chairs was distributed at the Banquet who were specially recognized by then

President Joab Thomas with commemorative plaques. A videotaped history of the Commission and its work was produced. A proclamation (archived in the Penn State Room at Pattee Library) was received from the Pennsylvania State Legislature, as well as a congratulatory letter from then Governor Robert P. Casey, honoring the Commission on its Tenth Anniversary. The Outreach Committee took a leadership role in many of these efforts. As noted by Chair Hendricks much of the work of the Commission was done by hardworking committee members.

During 1992-93, Danielle Richards served as chair of the Commission and during this year a subcommittee chaired by Sally Small was appointed to evaluate the progress in implementing the recommendations of the Strategic Study Group. Five years had elapsed, since the final report of the Study Group was submitted and it was a good time to assess its impact on the climate for women at Penn State. This subcommittee generated a report, "*A Vision for an Equitable University – An Assessment and Update of the Recommendations of the Report of the Strategic Study Group on the Status of Women*" was adopted in 1994. During this year, the Commission continued to be an advocate for issues related to leadership share, climate, and professional development opportunities for women, expansion of the Administrative Fellows program to mid-level administrators at Commonwealth campus locations. The Commonwealth mentoring program continues to this day. This was a period of fiscal restraints at the university and the Commission worked closely with then Provost Brighton to ensure that issues and concerns which impact women and other underrepresented groups continued to be addressed. The conference, " Building Coalitions for the 21<sup>st</sup> Century" proposed by the Commission in 1991, was held in 1992, and co-sponsored by Committee on Racial and Ethnic Diversity and the Committee on Lesbian, Gay and Bisexual

Equity. A major study on the tenure process was undertaken in conjunction with the Affirmative Action Office, the Office of Human Resources, the Graduate School and the Office of the Vice Provost for Educational Equity and a report, “*Tenure Track Faculty Study*” was later submitted to the President in 1994.

During 1993-1994, Deborah R. Klevans served as Chair. The number of Administrative Fellows was increased to three, with the third Fellow serving under Dr. Robert E. Dunham (then Senior Vice President and Dean of the Commonwealth Education System) as mentor. A professional development workshop for female Technical Service employees was offered for the first time with Equal Opportunity Planning Commission (EOPC) funding. The Technical Service Workshop continues to be successfully offered every year. The Commission worked closely with the Office of Human Resources to reevaluate the staff job classification system that affected women staff employees significantly since they occupied a majority of the lower grade positions. The reports - *Vision for Equitable University* as well as the *Tenure Track Study* were completed and formally submitted to President Joab Thomas during this period.

During 1994-1995, Ingrid Blood served as chair of the Commission. That year, Jane Curry presented her one woman play – *Nice Girls Don't Sweat* during the banquet. The workshop – *Playing Hardball, a Workshop on Communication and Management Skills* was also presented. The first Rosemary Schraer Mentor Award was made during this year. During 1995-96, Ellen Walker served as chair of the Commission. President Graham Spanier began his first day at Penn State by meeting with the Commission for Women. The President was informed that the most important issues were Climate, Communication and Commitment relative to the worklife of Penn State women. That year, at the Spring Banquet, Ellen Bravo,

Executive Director of 9 to 5 National Association of Working Women was the keynote speaker. The Athletic Committee conducted a study on coaches' salaries and made recommendations that were reviewed with the Athletic Department. The Commission sponsored the Take Our Daughters To Work Day (TODTWD) program at Penn State for the first time that year. One hundred and twenty five (125) young women and their mentor participated in programs that were offered at 35 sites at University Park. These programs provided the young women an opportunity to look at several possible career choices and meet with role models. A comprehensive study of women in technical service positions was completed and submitted to the Commission for Women that year.

Nancy Herron served as Chair during 1996-1997. A study of the impact of the Administrative Fellows Program was completed. The report recommended that all three new fellows be given a common orientation and that part of their curriculum during the fellowship year should be common and formalized. She recommended that the program announcement should be more widely circulated among all women staff and faculty thus increasing the applicant pool. A close tracking of past fellows was recommended to provide continuous assessment of the program. The TODTWD program was a greatly expanded success in its second year of offering, attracting 300 young women and their mentors.

During 1997-1998, Tineke Cunning served as Chair of the Commission. The theme- “A Voice, A Vision, A Common Ground” was adopted by the Commission and plans were made to revisit the 1993-94 report – ‘A Vision for an Equitable University ...’ in order to reassess implementation of the recommendations made in 1987 by the Strategic Study Group. A faculty salary study was initiated to ascertain inequities. After allowing for time in rank and high demand fields, it was concluded that unexplained inequities still existed at

some campus locations and at the Hershey Medical Center. The administration has taken active steps to effect corrections.

Robin Anderson served as chair during 1998-1999. For the first time, the Commission adopted a 12-month calendar starting the planning process for the year during the summer months. The overall budget of the Commission was streamlined as well as those of the committees. A Vision Committee was appointed and generated the report, “*A Vision for an Equitable University – Action, Access, Actualization, Accountability*”, which was an update of the report prepared by the Commission in 1994. The Commission made its foray into fund raising to support women’s programs as part of the larger Campaign for Penn State. Planning began for a pilot mentoring program at University Park. A study was undertaken by the Faculty Issues Committee to report on the status of women faculty at Penn State. Interviews were conducted with the deans of most of the colleges at University Park. The report concluded that recruitment of women faculty has not kept pace with Ph.D. production in some of the disciplinary fields. Department heads or chairs of academic units were identified as most influential in the recruitment of women faculty and their retention and advancement. The Technical Service Workshop evolved into a really successful program attracting over 100 participants. A website was created for the Commission for Women at [www.psu.edu/lions](http://www.psu.edu/lions).

During 1999-2000, Mary Jane Irwin served as chair. On the basis of the report on faculty recruitment and retention, President Graham Spanier and Provost Rodney Erickson invited Vasundara V. Varadan and Mary Jane Irwin to make a presentation to the Council of Academic Deans. The presentation, “Best Practices for the Recruitment and Retention of Women Faculty” was aimed at deans, department heads and faculty search committees. The

deans were asked to have this presentation given to their executive committee, which consisted in most colleges of department heads and associate deans. Data were collected for each academic department of a college to analyze if recruitment of women faculty and their advancement through the ranks was keeping pace with % Ph.D. degrees given to women in the field. Departments that had representation of women well below availability were identified. Several ideas were developed for recruitment and retention strategies that could be easily practiced in every college. The mentoring program was offered for the first time with fifteen pairs of mentors and protegees. The Student Committee undertook a Pulse Survey that identified campus safety as the most pressing concern for women students. They presented over 20 recommendations to the President most of which have been implemented. The Take Our Daughters to Work Day program was a significant success attracting over 200 participants. The Liaison Committee was very active networking with liaison committees at every Penn State location and establishing them at locations that did not have them. A web page was created with links to all local committee web sites. The Development Committee that came into being during this year made a presentation to Vice President Rodney Kirsch and all the development officers in the Penn State system. It was pointed out that women occupied less than 5% of endowed professorships and no women had ever held the title of Evan Pugh Professor. Several recommendations were made to attract more gifts aimed at programs benefiting women. A special workshop on Women and Money Management was sold out with over 100 participants. The Faculty Committee hosted a reception for women faculty that attracted over 50 women despite a severe snow storm. It also hosted a series of lunches for senior faculty women one of which was attended by President Spanier and

Provost Erickson. Marginalization was identified as a major issue by the women in attendance.

Vasundara Varadan serves as chair during the current year, 2000-2001. The Best Practices presentations have continued. The Commission is making plans to celebrate its twentieth anniversary at the spring banquet to be held in March, 2001. A special recognition of all past chairs is planned, a commemorative booklet highlighting the accomplishments of the Commission, a new Commission for Women poster is being readied. Invitations will be extended to leaders of women alumni groups to attend the banquet and the establishment of an Advisory Committee of Alumnae is planned. A Marginalization Study, spearheaded by the Faculty Issues Committee, is in progress including a survey of department heads to assess the climate for women in each department. The Outreach Committee is developing a proposal for the publication of a hard cover book, "*Women of Penn State*" that will document the history and contributions of women at Penn State with photographs, anecdotes, memoirs and news clippings.

## **THE STATUS OF WOMEN AT PENN STATE IN 2001 – PROGRESS/CONCERNS**

### **A. Recommendations of the Strategic Study Group (1988) and Progress with Implementation**

The Commission's Taskforce on the Status of Women recommended the formation of a Strategic Study group to perform an in depth analysis of the status of women at Penn State. University President Bryce Jordan responded by establishing the Strategic Study Group on the Status of Women to conduct a university wide investigation of the status of women and to make recommendations as appropriate. Dr. Kathryn Moore was appointed as Chair, Dr. Michael Johnson as Research Director and more than 30 others, representing students, staff, faculty and other employees constituted the Strategic Study Group.

As a result of these early deliberations, the Study Group identified four issues, and subgroups were organized for each:

- 1. Institutional climate, quality of life, and image; Chair: Dr. Janet Williamson**
- 2. Academic programs and services ; Chair: Dr. Sabrina Chapman**
- 3. Conditions of employment ; Chair: Ms. Nancy Cline**
- 4. Recruitment, retention, and advancement opportunities; Chair: Dr. Carolyn Sachs**

The Study Group met for two years and conducted a series of hearings across the university and over 1000 women participated in these hearings. In addition, personal interviews were held with selected university executives and administrators to provide important background and data for the study. The Study Group submitted its final report in 1988 as well as five volumes of recommendations. (*Final Report of the Strategic Study Group on the Status of Women (1988)*), Report to the President and the Commission for Women: Recommendation

Package #1, #2, #3, #4, #5 (1987)<sup>6</sup>). The 192 recommendations grouped into five packages covered the following issues:

- Package 1: Job Assessment and Evaluation, Recruiting of Women faculty, Part Time Benefits and Compensation, Recruitment of Women Administrators.
- Package 2: Family Responsive and Flexible Employee Benefits, Clerical Advancement and Development, Retention and Advancement of Women faculty, Sexual Harassment of Students.
- Package 3: Chilly Classroom Climate, Dual Career Recruitment and Retention, Employee Relations and Representation.
- Package 4: Women of Color, sexual Minorities, Returning Adult Students, sexual Harassment in the Workplace, Sexual Violence Against Women, Women's Athletics, and Health Services for Women Students.
- Package 5: Family Care Policy, Women's Studies, Curriculum Integration, Center for Women Students, Non-tenure Track Faculty, Staff Exempt and Staff Non-Exempt Employees, Leadership Share and Advocacy for Women.

As the Study Group neared completion of its work, it became clear that the original four topics and subgroups that had provided an organizational framework needed to be updated. In their place, the 192 specific recommendations were divided into three broad groups with 26 general categories. We examine the 26 recommendation categories suggested in 1988, compare them with the recommendations adopted by the Board of Trustees in 1980 and assess where we are today.

Each year, with new leadership, the Commission for Women works hard to educate the university community on issues affecting women and continues to work with the administration to implement the recommendations which improves the status of all women and thereby energizes the climate of the entire university. We also reference the two earlier reports that critically reviewed the implementation of the recommendations from the original

study, “ *A Vision for an Equitable University – An Assessment and Update of the Recommendations of the Report of the Strategic Study Group*”(1994) and “*A Vision for an Equitable University – Action, Access, Actualization, Accountability*” (1999).

## **A. Leadership Share**

### **(1) Recruitment of Women Administrators**

Increase the number of women in executive and administrative leadership positions throughout the University by adopting a "serious search" strategy. The components of this strategy include: (a) reaffirming the University's commitment to affirmative action; (b) requiring national searches for administrative position openings; (c) targeting a number of position vacancies for special attention; and (d) allocating funds for the recruitment of top level women for administrative positions.

### ***Areas of Progress***

1. The President and the Provost continue to require search committees to bring forward the best qualified women and minority candidates for positions in the executive and administrator ranks. The Affirmative Action Office routinely briefs all search committees at these levels.
2. The Commission for Women has designated the past chair each year to head the nomination committee, which forwards the names of qualified women candidates to search committees.
3. A national search is conducted for all high level vacant positions.
4. A woman occupies the position of Vice President for Research & Dean of the Graduate School for the first time. A woman continues to occupy the position of Vice President for Administration. These two women are members of the President's Council, the remaining seven members are male.

### ***Areas of Concern***

1. The number of women in executive and administrator ranks continues to be very low (see Figures 47,48).
2. Women constitute only 12% of the academic administrators (academic department heads and academic unit heads) in the university system.
3. Women faculty and staff are thus deprived of role models and mentors.
4. Search committees need to be more proactive in identifying and inviting qualified women candidates to apply for open positions.

### **(2) Retention and Advancement of Women Faculty**

Increase the number of women in senior faculty positions by improving the retention of well-qualified women.

### ***Areas of Progress***

1. The percentage of women with tenure has increased from 12.8% to 20% over a twenty year period from 1980 to 2000 (see figures 15 and 18).

### ***Areas of Concern***

1. Although percentage of Ph.D.s awarded to women in all disciplines has increased from 25% in 1977 to 41% in 1997, women represent only 20% of tenured faculty at Penn State. At the present rate of recruitment, women will not have an equitable representation on the faculty in the foreseeable future (see figures 15 and 18).
2. Percentage of women full professors in 2000 is only 11% and is among the lowest in CIC institutions ( see figure 40).
3. No woman has ever held the title of Evan Pugh Professor. Women occupy less than 5% of the endowed professorships and chairs at this university ( see figure 46).
4. Unexplained salary gaps continue to exist in some non-University Park locations even if allowances are made for time in rank.
5. Women faculty continue to leave before the sixth year tenure review. Women are tenured and promoted at lower rates than their male colleagues. Exit interviews must be formalized and results used to effect improvements.
6. At a luncheon of senior women faculty in 1999, a majority of women faculty in attendance (40 out of a total of 77 at University Park) indicated by a show of hands that they felt marginalized in their departments or academic units.
7. Increased funding for the Dual Career Office, managed by the Office of Human Resources, relative to staffing of the office and increased funds for facilitating placement of the spouse/partner.
8. Single women faculty and especially single women of color identify social isolation as a major issue.
9. Women faculty engaged in feminist research or research in non-traditional areas and with joint appointments in two or more departments may not be evaluated with appropriate input from all the units involved.
10. The majority of faculty hired into tenured ranks (associate and full professor rank) is male. This, coupled with the higher attrition rate of women in tenure track positions, increases the imbalance of women in tenured ranks ( see figures 3 and 4).

### **(3) The Leadership Share: Toward The Year 2000**

Achieve a balanced representation of men and women in leadership positions throughout the University by increasing the percentage of women to 50 percent in academic, administrative, and management positions by the year 2000.

### ***Areas of Concern***

1. As can be seen from figure 48, we are far from achieving 50% representation of women in leadership positions that was recommended more than a decade ago. Women comprise only 17.6% of the 227 academic administrators (see figure 48).

### **(4) Advocacy for Women**

Enhance the current structure of advocacy for women by expanding the resources available to the Commission for Women, the Office of Human Resources, the Equal Opportunity

Planning Committee, and the Center for Women Students. Make structural changes in these bodies as necessary to ensure that the following functions are adequately addressed throughout the system: (1) provision of ongoing policy advice to the President on women's issues; (2) monitoring and reporting on the University's progress in addressing women's equity issues; (3) administration of a comprehensive program of education and training at all locations regarding women's equity issues; and (4) providing support for women with specific equity grievances.

Carefully monitor the consequences of these changes for a period of 18-24 months, after which serious consideration should be given to the possible need for major structural changes to increase the impact of the administration's commitment to the ultimate attainment of gender equity.

### ***Areas of Progress***

1. The Commission for Women continues to provide policy advice to the President regarding the status of women at Penn State. The President meets with the full Commission twice every year, once in the fall and once again on the afternoon of the spring banquet. The spring meeting is specially designed to give an opportunity to women from all campus locations to engage the President in a conversation regarding issues of importance to them. The leadership of the Commission meets with the President during the summer to review the year, report on the status of women and review action plans for the coming year. In addition, the President and the Provost attend other functions sponsored by the Commission. The channels of communication between the Commission and the Office of the President are clear and open.
2. Progress has been made on monitoring and reporting on the University's progress in addressing women's equity issues. The strategic plans of all colleges and other line units are required to report on the status of gender equity and their plans to correct inequities. The Commission is very active in reporting on all aspects of the status of women at this university by undertaking specific studies, generating reports and speaking to academic administrators.
3. Some progress has been made in the area of diversity training with respect to gender issues. The Commission notes that recently, the Chair and Chair Elect addressed the new academic department heads during orientation on recruiting and retaining women faculty. Diversity was the central topic at one of the Academic Leadership Forums that are held for all academic administrators periodically. In 1999, the Commission developed a presentation titled, "Best Practices for Recruiting and Retaining Women Faculty", that has been presented twice to CADS, executive committees of various colleges and to some search committees. These have been positively received. The President and the Provost emphasize the need to identify women and minorities in the final candidate pool for every high level search.

### ***Areas of Concern***

1. There must be accountability for failure to meet gender equity goals as stated in strategic plans.
2. Assessment of gender equity should become an integral part of the President's State of the University address.

3. The Commission recommends that all administrators, staff and faculty members be required to undergo diversity training.

## **1. Structure and Quality of University Worklife**

### (5) Job Assessment and Evaluation

Replace the multiple job evaluation plans currently in use with a single evaluation plan for all classes of staff employees. Reassess and evaluate all staff positions by this new plan and adjust salaries as appropriate.

#### ***Areas of Progress***

1. The Staff Position Evaluation and Compensation (SPEC) program which combined clerical, staff nonexempt, and staff exempt employment categories under one job system was implemented in October 1992. Salaries, which were below the minimum for the new grades, were upgraded as necessary. An internal audit system is in place to ensure that positions are appropriately graded.

#### ***Areas of Concern***

1. Women continue to occupy the lower paying positions of both staff and technical service job categories in disproportionately high numbers.
2. Continuous monitoring of the SPEC program is necessary to assure that job categories that are largely populated by women employees are rated appropriately. There is a perception that work performed by women is not valued since their jobs are graded lower relative to those performed by primarily by men.

### (6) Part-time Benefits and Compensation

Offer prorated benefits and increase pay for part-time employees who have worked 750+ hours for at least two consecutive years. Conduct a cost analysis of extending benefits to part-time employees who have worked 750+ hours per year for one year.

#### ***Areas of Progress***

1. The university has responded to the needs of part time employees, of whom women constitute a majority, by extending health benefits, earned time, holiday pay and family and medical leave for employees who have worked more than 750 hours per year for two consecutive years.

### (7) Family-Responsive and Flexible Employee Benefits

Enrich the current benefits plan by adding “family-responsive benefits” and enhancing existing benefits to better meet the needs of Penn State’s female employees. Initiate a comprehensive review of the benefits plan and survey employees to determine the feasibility and desirability of implementing flexible benefits for University employees.

#### ***Areas of Progress***

1. A flexible benefits program has been implemented that provides for pretax payments for uncovered medical expenses and for dependent care costs.
2. A variety of health care programs are available that employees can choose from.

1. Family sick days and extended unpaid childcare leave eligibility has been instituted.
2. A flexible work schedule for staff is now in place.
3. There is a provision to stop the tenure clock for a period of one year for serious personal and family illness, pregnancy and childbirth or care for a newborn or newly adopted child.
4. A Director of Child Care Program Services has been appointed in the Office of Human Resources. Child Care facilities are available to some extent at Hershey, Harrisburg, Behrend and University Park. Sliding fee scales for students have been implemented at University park.

### ***Areas of Concern***

1. The policy on stopping of the tenure clock is vague and appears discretionary. The six years that a female faculty spends as an assistant professor trying to earn tenure coincides usually with her active child bearing years. Some college deans permit the clock to stop only once. Women faculty have dubbed this as the 'China Policy' or a one child only policy. While it is difficult to answer how many times the clock may be stopped, it is clear that a more flexible, family friendly policy is needed.
2. Child Care facilities are woefully inadequate and unavailable at all but four Penn State locations. There are long waiting lists. A sliding scale should be considered for staff in grades 11-20 and technical service workers in grades 7-12.
3. The 7.30-5.30 schedule of the day care centers is inadequate for many faculty who spend evenings teaching or working in their laboratories.
4. There is no service offered by the university to provide in home child care for women faculty and staff who travel on university business and to conferences.

### **(8) Clerical Advancement and Development**

Provide more opportunities for clerical development through in-service and credit courses. Encourage the attainment of educational and professional advancement goals.

### ***Areas of Progress***

1. The Commission for Women has established a Mentoring Program for staff at University Park. This will be extended to technical service employees next year. A Mentoring/Internship program has been offered to staff at all campus locations since 1992.
1. The Office of Human resources offers professional development programs such as The Penn State Leader: Excellence in Leadership and Management as well as Mastering Supervision. Two of the three Administrative Fellows are typically staff each year.

### ***Areas of Concern***

1. Women staff perceive limited opportunities for career advancement to the highest levels because of a glass ceiling. There is insufficient opportunity for women at all campus locations to participate in programs such as the Administrative Fellows Program.
1. Women at campus locations other than UP are unable to complete their degrees because the required courses are not offered at their location.

### (9) Dual Career Recruitment and Retention

Implement strategies that will improve Penn State's ability to attract and retain dual career couples.

#### ***Areas of Progress***

1. Establishment of a Dual Career Office that provides assistance in locating suitable employment opportunities for a spouse or partner. The University is a member of the Central PA Dual Career Employment Network. This office is able to assist couple on the average 50% of the time.
1. Establishment of the President's Special Opportunity Fund. This fund provides partial salary on a permanent basis to recruit women and minority faculty.
3. Deans of colleges cooperate to enable hiring of faculty couples when there is an open position for only one of them, so the spouse or partner can be placed in suitable department in another unit.

#### ***Areas of Concern***

1. There is no funding provided to the Dual Career Office to place a spouse if a job vacancy does not exist at that time. This hinders recruitment. Increased visibility will lead to better utilization of this office and avoid misunderstanding of its limitations.

### (10) Employee Relations and Representation

Review the current personnel representative system and make necessary changes to increase its effectiveness and to facilitate the dissemination of personnel information. Review and revise the grievance policies and procedures for nonacademic personnel to create a climate more conducive to redressing employee problems.

#### ***Areas of Progress***

1. The Office of Human Resources strengthened the delivery of services to all campus locations by increasing the number of officers from 2 to 4 and creating a distinct unit to support them.
2. A Staff Advisory Council has been established and the chair of the Staff Issues & Development Committee of the Commission serves on the Staff Advisory Committee.

#### ***Areas of Concern***

1. Employees experiencing work related or personal problems do not have adequate resources for seeking advice or support.
2. Staff lack a common forum to debate and discuss issues of common concern such as the Faculty Senate, Undergraduate Student Government and the Graduate Students Association.

### (11) Women of Color

Create a University-wide Strategic Study Group on the Status of People of Color, with a charge to look closely at the special concerns of women of color within that larger context.

Interim Recommendations: Strengthen the existing Affirmative Action Office by providing additional budget and staff, target all categories of women of color in efforts to recruit and

retain women employees in all employment classifications, and extend existing recruitment and retention measures implemented for African American students to other categories of people of color.

### ***Areas of Progress***

1. Establishment of the Commission for Racial and Ethnic Diversity (CORED). This commission is an advisory body that reports to the president on the status of minority groups at Penn State.
2. Establishment of the Minority Staff Support Center
3. Appointment of a half time Minority Faculty Advisor
4. Coordination of all minority issues through the office of the Vice Provost for Educational Equity

### ***Areas of Concern***

1. Penn State has made very little progress in recruiting women of color into either faculty or staff positions. Women of color face many barriers in finding staff positions whatever the grade level.
2. Administrators, supervisors and faculty do not relate to the additional burdens borne by women of color. Diversity training for all these groups is recommended.
2. There is little appreciation of the very different issues faced by various ethnic groups. Asian women face prejudice that is quite different from those faced by African American women or Hispanic women.
3. The State College area offers little opportunity for single women faculty, especially women of color to socialize.
5. There is no formal procedure in place to conduct exit interviews and to use the results of the interview to improve the climate for women of color.

### **(12) Sexual Harassment in the Workplace**

Revitalize Penn State's commitment to eradicating sexual harassment of employees by (1) publicizing sexual harassment policies and their enforcement, (2) revising sexual harassment guidelines, (3) creating a new position responsible for the education of employees and supervisors, and for the training of sexual harassment contact persons, and (4) committing additional resources to support ongoing sexual harassment educational programs.

### ***Areas of Progress***

1. A network of resource persons in almost every college or unit who is trained to deal with complaints related to sexual harassment.
2. Increased awareness of the damage caused by overt or subtle sexual harassment in the workplace that has resulted from widely publicized literature on this matter. Letters from the president strongly stating the university's position on sexual harassment.
3. Increased self confidence in women staff and faculty that frees them to speak up when they experience or witness their colleagues experience sexual harassment as a direct result of training programs.

### ***Areas of Concern***

1. Programming and resources for training are not consistent across non-University Park locations.

### **(13) Sexual Violence Against Women**

Improve personal safety for women at all Penn State locations by (1) educating the University community about rape and sexual assault, (2) improving lighting and escort services, and (3) improving procedures for responding to reported incidents of sexual assault.

### ***Areas of Progress***

1. Extensive programming offered by the Center for Women Students to all students during orientation week about rape, date rape and sexual assault and defensive tactics on how to avoid dangerous situations.
1. Increased awareness in the student community on the association of alcohol with date rape and sexual assault that has resulted from the President's stand against alcohol abuse.
1. Mandatory training programs on sexual assault awareness to new members of fraternities conducted by the Center for Women's Students.
2. Improved lighting at University Park, a UP Night Map, more effective escort services and late night, free, campus loop bus service.
3. The Victim/Witness Advocate program is in place at Police Services.
4. A new federally funded, two year campus-community program on Violence Against Women obtained by the Center for Women Students that will result in greatly expanded programs and services to combat violence against women.

### ***Areas of Concern***

1. Support services available at UP are not available at all campus locations.

### **(14) Family Care Policy**

Implement policies that will provide students and employees at all locations with access to affordable, quality family care opportunities. Steps should be taken to (1) ensure the availability of adequate family care opportunities at all locations, (2) enhance student and employee ability to afford quality family care, and (3) facilitate the scheduling of family and work time to accommodate the needs of employees and students with family care needs.

### ***Areas of Progress***

1. Flex time scheduling helps some staff members with child and family care responsibilities.

### ***Areas of Concern***

1. At the present time, the university does not provide adult care at any of its facilities and as described elsewhere, child care is provided only at four Penn State locations and these centers cannot meet with demand and too expensive for students and staff in lower paying grades.
2. Lack of adequate child care facilities is one of the biggest drawbacks in recruiting women faculty and staff.

3. There are no child care centers at all except 4 Penn State locations and even the facilities at these locations are being cut back when there is an ever increasing need for more child care.

#### (15) Staff Exempt and Staff Nonexempt Employees

Improve conditions of employment for women staff exempt and nonexempt employees with respect to (1) salary, (2) opportunities for development and advancement, (3) recruitment into the higher staff grades, (4) abuse of the “more than 40 hour work week”, (5) problems of isolation, and (6) representation in University decision-making processes.

#### *Areas of Concern*

1. The SPEC program when instituted was not adequately funded to improve salaries for grade levels primarily staffed by women employees leading to the perception that their work is not valued and respected.
2. Since employment is tied to a particular job description and hence grade level, a staff employee cannot advance within the unit but must seek a higher grade position elsewhere. Often women must sacrifice advancement if they truly like their current employment unit.
3. As stated elsewhere, staff lack a collective forum such as the Faculty Senate to make themselves heard as a collective voice in the university community.

## **2. Structure and Quality of the Academic Environment**

#### (16) Recruitment of Women Faculty

Increase the number of women in standing professorial ranks at all locations. Special attention should be given to recruiting women for appointments at senior ranks. The implementation of this recommendation will require: (a) the establishment of general policies designed to more clearly define and mandate affirmative action in our search for women faculty; (b) increased involvement of the Affirmative Action Office in such searches and the allocation of the resources required to support that involvement; (c) directives concerning the gender composition of search committees and special tactics for identifying potential candidates; and (d) the continuous monitoring of affirmative search efforts.

#### *Areas of Progress*

1. Number of women recruited at the assistant professor level in many departments is beginning to mirror Ph.D. production of women in these disciplines.
2. The President’s Opportunity Fund, has enabled many women and minority faculty to be hired in departments where they are underrepresented. This fund provides partial salary for the faculty member on a permanent basis or can be used to augment the salary to make the Penn State offer competitive. This fund has enabled recruitment of women even when a slot was not open.
3. There has been recent increased awareness at the executive level – President, Provost and Deans of the importance of mandating policies that results in increased recruitment of women faculty and increased rates of retention. Elsewhere, the presentation developed by the Commission on Best Practices for the Recruitment and Retention of Women Faculty aimed at department heads and faculty search committees has been described.

### ***Areas of Concern***

1. Only 21% of tenured faculty are women whereas 79% of male faculty are tenured. It is imperative that we hire more women at senior ranks.
2. Diversity conscious faculty search committees, a token female or minority member of the committee should not have sole responsibility for waving the diversity flag.
3. The department head may not clearly charge faculty search committees stressing the diversity agenda of the university and make the committee aware of percent of female Ph.D. recipients in their field.
4. Faculty search committees are not required to include women candidates in their final list with provisions for restarting the search if it is evident that not enough effort was made to identify a diverse pool of candidates.
5. The Affirmative Action Office should be more active in monitoring faculty searches and the final selection with respect to level of effort made to identify female and minority candidates. There must be accountability.
6. Some academic administrators are not knowledgeable about the President's Opportunity Fund and how to seek these funds. More publicity and a policy manual should be provided to each academic administrator.

### **(17) Sexual Harassment of Students**

Create a more visible and more effective system of institutional accountability for students experiencing sexual harassment.

### ***Areas of Progress***

1. A trained resource person has been identified by the Affirmative Action office in each unit to handle sexual harassment complaints. The campus Life Assistance Center also takes complaints from students. Complaints are resolved promptly and discreetly.
1. Previously what was only a guideline on sexual harassment is now an Administrative Policy AD-41.

### **(18) "Chilly" Classroom Climate**

Study the classroom climate for women at Penn State and commit institutional resources, as necessary, to improve it.

### ***Areas of Progress***

1. Increased support for the Women's Studies Program and the Center for Women Students.
3. Establishment of the Women in Engineering Program with a full time director, staff and funding since 1989 is an exemplary program that has greatly increased awareness of faculty and students on gender issues inside and outside the classroom.
3. As a member of the Committee on Institutional Cooperation, Penn State's the Women in Science & Engineering (WISE) program is linked to other WISE programs through the CIC Women's Advocacy Network.
4. Optional items regarding the classroom environment have been included in the Student Rating of Teaching Effectiveness (SRTE) form.
5. Creation of a brochure by the Center for Women Students titled "Classroom Climate : A Chilly one for Women?" at <http://www.sa.psu.edu/cws/images/chillyclimate.html>

### (19) Sexual Minorities

Institute a University-wide policy of nondiscrimination based on sexual orientation. Assure enforcement of this policy and combat prejudice against lesbians, bisexuals, and gays through a University-wide program of education. Work to provide more supportive living environments and more sensitive counseling for sexual minorities. Integrate lesbian, gay, and bisexual matters into the academic curriculum and guarantee that faculty and students will be able to pursue related research interests without jeopardizing their academic or professional wellbeing.

#### ***Areas of Progress***

5. Establishment of the Commission on Gay, Lesbian, Bisexual and Transgendered Equity that addresses the concerns of sexual minorities.
1. Acceptance of a university wide sexual orientation non-discrimination clause.

#### ***Areas of Concern***

1. Penn State does not offer domestic partner benefits to faculty and staff.

### (20) Returning Adult Students

Develop new services and expand existing ones to better meet the needs of returning adult female students at Penn State. Establish linkages between the Returning Adult Student Center at University Park and adult students at each campus location. Establish a pool of funds focused on the development of programs for returning adults at all locations.

#### ***Areas of Progress***

1. Reorganization and expansion has resulted in closer alignment of the Center for Adult Learner Services (CALs) with Student Affairs programming at all campus locations.
12. Adult Learner Services are also available at Behrend and Berks-Lehigh.

### (21) Women's Athletics

Implement strategies that will ensure a women's sports program equitable to the men's sports program and move Penn State's women's sports into national prominence.

#### ***Areas of Progress***

4. Penn State's entrance into the BIG TEN has accelerated equity of women's participation in athletics, grants in aid for women athletes and facilities for women athletes. 45% of Penn State athletes are women reflecting the 47% enrollment of women university wide.
  1. Women's Soccer is a varsity sport and there are 14 varsity women's teams in all.
  2. Women's sports at Penn State has come into national prominence with women's soccer, basketball and volley ball making the NCAA final four in 1999 and are beginning to get the national media coverage that they deserve.
  5. Women's Volleyball and Women's Fencing teams were 1999 National Champions.
  2. In 1999, 12 out of the 14 women's teams qualified for the NCAA Championship playoffs.
  7. 83% of Women Athletes graduate within 6 years compared to 74% male athletes and 80% for the general student population.

### ***Areas of Concern***

1. The Office of Human Resources (OHR) pointed out inequities in coaches' salaries in the Report on Athletic Salaries. These need to be addressed. Recommendations made by OHR and endorsed by the Commission were to be implemented beginning 1999.
1. Inequities in the distribution of Nike equipment, laundry and practice uniforms to women athletes.
1. Improved communication and frequent consultations between coaches and Athletic department administrators is suggested to alleviate several minor issues.

### (22) Health Services for Women Students

Increase awareness of the health services for women students available at University Park and other locations and continue to improve the quality of these services. Strengthen the Women's Health Department and broaden its mission to include non-gynecological health problems such as anorexia. Appoint a Women's Health Advisory Committee to monitor women's health issues at all Penn State locations.

### (23) Women's Studies Programs

Implement policies regarding curriculum and faculty appointments that will enhance the visibility of the Women's Studies Program. Continue its growth in directions that will provide clear women's studies career lines for its faculty, and that will solidify its position in the academic community. Provide the staff support that will allow it to function effectively as an interdisciplinary, intercollege program.

### (24) Curriculum Integration

Implement a University-wide, inclusive curriculum integration effort to encourage and support faculty who wish to revise their course to be more inclusive of the activities, Accomplishments, and perspectives of women and people of color. Appoint a University Curriculum Integration Committee and provide resources to implement curriculum integration programs throughout the University.

### ***Areas of Progress***

6. Establishment of a cultural diversity requirement of 3 credits of a diversity focused course or 12 credits of diversity enhanced courses for all students beginning in 1991.
1. Several, university wide, curriculum integration conferences have been held to increase awareness of this issue and to suggest strategies for incorporating a diversity element into all courses.

### ***Areas of Concern***

2. Many loopholes in what defines a diversity enhanced course.
2. A freshman seminar on diversity issues should be made mandatory in order to ensure its reach.
3. Faculty in science and engineering are not receiving training on strategies to incorporate diversity into their curriculum.

### (25) Center for Women Students

Increase staffing, allotment, and space for the Center for Women Students to provide adequate support for its missions of advocacy, information dissemination and educational programming, and liaison on matters concerning women students at all Penn State campuses.

***Areas of Progress***

2. There is a full time assistant director for the Center in addition to the director and staff assistant. The Center has expanded facilities.
2. As described elsewhere, the Center is able to offer a greatly expanded portfolio of programs to both men and women students and faculty on sexual harassment, classroom climate and inclusion of women and their contributions into the curriculum.

***Areas of Concern***

1. Continued vigilance by the Center and the university administration to keep the Center well funded and to ensure that its programs are well publicized.
2. Ensure that the Center for Women Students serves all Penn State locations in an equitable manner.

(26) Non-Tenure Track Faculty

Implement policies that will provide non-tenure track faculty members with (1) improved job security, (2) access to promotion and advancement opportunities, and (3) equitable salaries. Encourage units with large numbers of non-tenure track faculty positions to convert as many of them as possible to tenure track appointments. Establish tenure track “clinical” faculty appointments.

***Areas of Progress***

1. Multi-year appointments are now available for non-tenure track faculty.

***Areas of Concern***

1. Women hold a disproportionate percentage of non-tenure track faculty positions. In September 1998, 116 out of 206 lecturers were women and 275 out of 524 instructors were women university wide. This is in contrast to only 715 out of 2980 tenured and tenure track faculty who were women in 1998-99.
2. Salaries continue to be low and very non-uniform in different units, university wide.
3. The gender gap with respect to salaries is increasing. In 1990, the average instructor salary male / female was \$23.4k / \$21.6k (salary gap was 7.7%) and has declined to \$36.7k / \$32.5k in 2000 (salary gap is now 11.5%)
4. Non-tenure track women faculty have little or no chance of moving into tenure track positions when they become available.
5. Although they carry very heavy teaching loads in general, they receive little or no funds at all for research, professional travel and receive very little in terms of office amenities or laboratory space.
6. Lack of respect for non-tenure track faculty and their work.

The recommendations address every aspect of the life of a Penn State woman beginning with recruitment, retention, advancement, education, athletics, curriculum, as well as

comprehensive recommendations on family and workplace issues that affect women substantially more than men. It is interesting to note that in 1988, the important issues are the same as those addressed in the 1980 report adopted by the Board of Trustees. In 8 years, no revolutionary changes had occurred. Since 1987, the University has worked hard to implement the recommendations of the Study Group. A major task of the PSU Commission for Women is to advise the President in its implementation efforts while also serving as an oversight and advocacy group for the women of Penn State.

27. Representation of Women in the PSU Board of Trustees (new)

There are 27 regular members of the Board and 6 *ex officio* members. The Governor appoints six regular members, 6 are nominated by Agricultural Societies, 6 by Industry and 9 are elected by the Alumni Association. Currently there are three women on the Board of Trustees and the remaining 24 members are men. Historically, women members of the Board have been elected by Alumni or appointed by the Governor. Women students comprise nearly half the student population at Penn State (47%). It is only appropriate that women are equitably represented in the Board of trustees so that this ultimate policy and decision making authority in the university can serve as a role model not only to the students but to the administration, faculty and staff. All segments of the university will be encouraged and energized to increase the representation of women in their ranks. It is encouraging that the current Chair Elect of the Board is a woman.

## **PENN STATE DEMOGRAPHICS BY GENDER**

Charts 1-53 of Appendix B that follow give a sense of how women are represented in the various ranks by location, college, and standing in the CIC institutions. Sources for Penn State data are from the HUMORS files, data published in the journal *ACADEME*, Office of Affirmative Action, Office of Human Resources, Office of Budget and Resource Analysis, and the Graduate School. The Commission for Women acknowledges the cooperation and help of these offices in developing the charts that follow. Data on Ph.D. production was obtained from Summary Report 1997 - Survey of Earned Doctorates and the Center for Educational Statistics, US Department of Education.

### FACULTY

Penn State with 23.5% women faculty lags behind the national figure of 30.9% for Category I institutions for representation of women in tenured and tenure track ranks. It ranks 3<sup>rd</sup> among CIC institutions. The most disturbing figure is that 79% of tenured faculty at Penn State are male and historically, we have made only small improvements in this number. Even though women are being hired into the tenure track somewhat in proportion to national Ph.D. production (Ph.D. production in 1997 was at 40.9% nationally for women and 35.62% of the women in tenure track appointments were women). Countering this trend is that many more men than women are hired into tenured faculty ranks. This presents a very dismal prospect for achieving equity in the representation of women in tenured ranks. For 98-99, 328 men were hired into faculty ranks (including fixed term faculty) compared to 171 women. In 98-99, 39.2% of faculty terminated were women which is much higher than their representation on the faculty of 29.7% (including fixed term faculty). Women faculty leave the university or

are denied tenure at much higher rates than men. The problem is particularly severe for minority faculty where PSU has made very little progress in recruitment or retention.

Representation of women at the full professor rank is very low (12.6%) and PSU ranks 10/11 among CIC institutions. Of particular concern is the lack of representation of women into named professorships, faculty fellowships and named chairs. To date, no woman has ever held the title of Evan Pugh professor. This is accentuated by a recent report from the Grand Destiny Campaign that remarked on the increasing clout of women philanthropists and their increasing numbers.

Women make up only 12% of the 200 or more academic department heads and chairpersons of departments at PSU. The Commission has identified this group of administrators to be most influential in the recruitment and retention of women and minority faculty. Every effort must be made to hire more women into this category.

#### EXECUTIVES, ADMINISTRATORS & STAFF

Twenty years ago, women at Penn State expressed concern about their lack of leadership share 7 years after the affirmative action policy was implemented at Penn State. Twenty years later and after nearly 30 years of affirmative action, women still cling to a few positions at the highest decision and policy making levels of the university. The top echelons at the university are far from mirroring the makeup of our student body, which is evenly divided between men and women. Women dominate the lower level staff positions (secretarial/clerical), whereas men dominate the higher level positions. The same is true for technical service positions. Women have made progress in midlevel management positions.

## STUDENTS

The enrollment of women students has increased steadily over the last several decades and women, now make up 47% of the Penn State student body. They have broken all barriers with respect to disciplinary fields, however there are some fields, which are not perceived to be welcoming to women. Enrollment of women in engineering, business and the physical sciences is still low. Over the last three decades colleges of science and engineering with the help of NSF and other agencies have worked hard at pipeline issues and in special programs aimed at K-12 girls and their teachers. Although there was an initial increase, enrollments have leveled out at about 20%. With the proliferation of career opportunities in science and technology and e-business, additional efforts and funding should be aimed at pipeline issues and programs as well as retention programs at the college level. Women athletes at Penn State have equity with respect to the number of college sports in which they compete as well with respect to club or intra-mural sports. Scholarships and other recognition are equitably awarded to women students and women participate in student government at the highest levels.

## **APPENDIX A Purpose and Structure of the Commission**

The purpose of the Commission for Women is to promote the efforts of women of the University in their various roles and activities, and to serve as a forum for the exchange of ideas within the University. The Commission for Women serves as an advisory group to the President on any matter that may affect women of the University, including but not limited to:

- 1) Identifying and supporting women's leadership within the University;
- 2) Facilitating the recruitment, retention and development of women faculty, staff and students;
- 3) Developing increased sensitivity to the importance of a supportive educational environment for graduate and undergraduate women students;
- 4) Working to achieve and sustain gender equity in all services and academic programs of the University;
- 5) Encouraging the improvement of working conditions within the University so that women staff and faculty will be able to participate fully and effectively;
- 6) Monitoring the reporting on the status of women annually to the University community.

### **Membership**

Appointment of Members: Individuals appointed shall be persons interested in and willing to contribute to the improvement of opportunities for women in the University community.

- a. The President of the University appoints members of the Commission for Women.
- b. Commission members are not appointed because of their office or position.  
Commission members changing employment category will complete their term of membership in the employment category of their original appointment.
- c. Three faculty members (at least two from the tenured ranks), three administrators/staff exempt (at least one administrator and one staff exempt), and three staff non-exempt/technical service members (at least one staff non-exempt and one technical service) shall be appointed each year to serve a three-year term.
- d. Student members (three graduate and three undergraduate) shall be appointed until they leave the University, with a maximum of three years.
- e. Of the above categories, appointments shall include at least two persons from a campus other than University Park.

- f. Members of the Commission who have held a full 3-year appointment are eligible for re-appointment after an absence from the Commission of at least one year. Members of the Commission who have held membership for two years or less may apply for full Commission membership during the next election cycle. The Past Chairperson remains a member of the Commission for one additional year immediately following the term as Chairperson.

Ex-Officio Members: Six ex-officio positions are designated for:

- 1) the Director of Women's Studies;
- 2) the Director of the Center for Women Students;
- 3) the Director of the Affirmative Action Office;
- 3) the Assistant Vice President for Human Resources;
- 5) the Director of the WISE Institute;
- 6) a representative from the Undergraduate Student Government. Another ex-officio position is designated to be held for one year by the second past-chair of the Commission. Other ex-officio members may be appointed annually as needed upon recommendation by the Executive Committee. These members will not have voting privileges.

Affiliate Members : Each year, the Commission appoints Affiliate Members to serve on Standing Committees. Affiliate Members are appointed for one year, but may be reappointed. Affiliate Members may serve on all Commission committees and sub-committees with the exception of the Executive Committee and the Committee on Women's Athletics. Affiliate Members shall have the privilege of the floor in all committee meetings and in Commission meetings, but do not have voting privileges.

### **Executive Committee**

The Commission for Women annually elects an Executive Committee; it includes a Chairperson and Chair-elect and six members-at-large. In addition, the immediate past Chairperson serves on the Executive Committee. The Executive Committee includes at least one non-University Park representative. The Executive Committee coordinates the activities of the Commission and its committees; it acts for the Commission in the interim between meetings of the Commission; it exercises budgetary responsibility for the Commission; it

serves as an advisory council to the elected Commission officers. The executive committee meets monthly throughout the year. All elected officers and members of the Executive Committee hold office for one year beginning July 1 or until their successors are determined. In the event both officers resign or are otherwise unable to serve, the Executive Committee appoints a Chairperson from its membership to serve until the next regular election.

### **Officers of the Commission**

The Chairperson is the presiding officer of the Commission for Women. The duties of the Chairperson will be to preside over all meetings of the Commission; to respond to and initiate communications with the Office of the President; to serve, ex-officio, on all committees of the Commission; and to assume all functions usually associated with the office of Chairperson. The Chair-elect automatically succeeds to the position of Chairperson, during her second year in office. During her first year, she assumes the duties of Chairperson when that officer is absent and performs the duties appropriate to that office. In the event the Chairperson resigns or is unable to serve, the Chair-elect moves into that position immediately. Her vacant position is filled at the next annual election, or sooner at the request of the Executive Committee.

### **Commission Meetings**

The Commission meets monthly, August –June. The meetings are open to the public and the Commission calendar is posted at the Commission website: <http://www.lions.psu.edu/CFW/>

The agenda is sent by e-mail to an extended list serve of anyone who has expressed interest in being informed and all current appointed, affiliate and ex- officio members. The August meeting is the annual all day retreat of the Commission when the past year is reviewed and an action plan is formulated for the year ahead. The President attends the October meeting

and is apprised of the action agenda for the year and issues of highest concern to women as identified at the retreat. The president meets again with the Commission on the day of the spring banquet, which is devoted to a discussion of the concerns of women at all campus locations. The Administrative Fellows address the Commission once a year.

### **Committees**

The standing committees do most of the important work of the Commission. Each committee is headed by a chair that reports to the Executive Committee at its monthly meetings. The chair sets the agenda and writes the minutes for the committee's meetings and mails them to committee members. All appointed and affiliate members serve on one or more committees.

(1) Student Issues; (2) Staff Issues and Development; (3) Technical Service Issues and Development; (4) Faculty Issues and Development: These four committees which originally started as one committee on Issues and Development has been subdivided into four separate groups since the issues were so different for each constituency. Each committee identifies important issues and makes recommendations for alleviating them and identifies the campus unit best suited to deal with them. Each committee also sponsors development programs that would benefit its constituency.

(5) Liaison to campus locations: The Liaison committee serves as the Commission's link to all Penn State locations where local liaison committees exist to address issues faced by women locally. A portion of the Commission budget is allocated to each campus location for a local program. The chair of the liaison committee disburses these funds on the basis of a written request from the local chair.

(6) Outreach: This committee performs all the outreach functions of the Commission – media publicity, welcoming of new employees with information about the Commission,

promotional publications, the annual Achieving Women booklet, and liaisons with the other two campus commissions – Commission on Racial & Ethnic Diversity (CORED) and the Commission on Gay, Lesbian, Bisexual & Transgendered Equity (CGBLTE)

(7) Athletics: Six current and former Commission members can serve on the Athletics committee, as well as the Director of Women's Athletics, two coaches, a female athlete and the director of the Affirmative Action Office serve on this committee. The Executive Committee appoints the chair of this committee. This committee serves as an oversight and advisory body to ensure equity for women athletes. It meets with the Director of Athletics regularly and liaisons with the NCAA faculty representative and the Faculty Senate Athletics Committee.

(8) Nominations: This is chaired by the immediate past chair of the Commission. The committee is informed of all high level employment searches at the university and tries to identify qualified women candidates and forwards these names to the appropriate search committees. This committee coordinates the selection of the Schraer Mentor Award and the Achieving Women Award. This committee also conducts the annual election for Chair Elect and members of the Executive Committee who are voted on by all appointed members of the Commission. The committee coordinates, with the help of the outgoing members of the Commission, the selection of a slate of names for appointment to the Commission by the President to replace outgoing members.

(9) Development: This committee was established in 1999 to explore ways and means to channel more gifts and endowments to programs that benefit women. The committee liaisons with the university's Development Office and with the Women in Philanthropy group in State College.

## **Administrative Support for the Commission**

Since its establishment, the Office of the Vice Provost for Educational Equity (OVPEE) has provided administrative support and the Commission's annual budget. A Senior Diversity Analyst and her staff assistant are assigned on a part time basis to facilitate the activities of the Commission such as planning of meetings, scheduling rooms for events, agendas, minutes, administration of budgets, production of reports and data, etc. The Vice Provost has been very supportive of the Commission and its activities.

## **ACTIVITIES AND SPECIAL EVENTS SPONSORED BY THE COMMISSION**

### **a. Spring Banquet**

This annual celebration of the achievements of Penn State women began in 1985. It has grown from small beginnings to a very large event with a sell out crowd of 500 or more. After the banquet, a prominent woman speaker is featured who in addition to excelling in her profession has contributed to women's causes. The Schraer Mentor Award is given that evening, and 10 Achieving Women from Penn State are recognized with a plaque and a commemorative booklet. The president, provost, deans, campus executives, administrators, faculty, staff and students attend the event. This event is funded by ticket sales.

### **b. Take our Daughters to Work Day**

This event has been sponsored by the Commission annually since 1996. It is a campus wide event and is now also offered at most Penn State locations. The program has really grown and last year 250 children participated in the program. The children and their parents attend a breakfast and orientation event held now at Bryce Jordan Center where they sign up for 2-4 small group programs offered by faculty/staff in various academic disciplines. These could be tours, hands on laboratory work, demonstrations, etc. that gives these young women a

look into different career choices. There is a luncheon with a keynote speaker. The Commission has been successful with sports and sports related leaders to inspire these young women with what they can do. Funding for this event is provided by the Vice Provost for Educational Equity as well as in kind gifts and services.

**c. Technical Service Workshop**

This was initiated by the Commission in 1994 and provides an all day professional development workshop to Technical Service employees. Over 100 employees participated at last year's workshop. This event is funded by the Commission with additional support from other sources.

**d. Mentoring Program**

This program was planned in 1998 and implemented in 1999. Fifteen mentor /protegee pairs participated the first year. This year there are 26 pairs consisting of faculty and staff. The program is administered by a committee. The program is funded now by a modest budget from the Commission. Additional permanent funding needs to be identified in order to expand the program to more participants and make the program itself more effective.

**e. Staff Brown Bag Lunches, New Faculty Reception, Senior Women Faculty Lunches, Workshop on Promotion to Professor Rank**

These events are sponsored by the Staff and Faculty Issues Committees and have been very well received. The staff brown bag lunches initiated this year draw 70-100 women staff and the professional development programs offered during the noon hour are extremely popular. The new faculty reception was held for the first time in January 2000. In spite of a heavy snowstorm, over 50 faculty attended the reception. There has been a demand to hold this event twice a year since this provides an opportunity for women faculty from different parts of the campus to get together. The Senior Women Faculty lunches have been held for a few

years now. Their purpose is to bring together women full professors, university wide, for discussion on common issues. This group can provide a powerful voice for all women on campus. The Commission sponsors a workshop offered on the day of the Spring Banquet to women associate professors on strategies for promotion to full professor.

#### **f. Administrative Fellows Program**

This was established on the recommendation of the Commission in 1986 and the Commission works with the Vice Provost for Academic Affairs to select new group of fellows. After the first year, two fellows were selected each year and in 1994, the president expanded the program and three fellows are appointed each year with three of Penn State's Vice Presidents as mentors. The Administrative Fellows Program provides professional development opportunities for faculty and staff. By serving under the mentorship of a senior level administrator, fellows receive opportunities to broaden their perspectives and experiences in higher education administration. The fellowship experience is designed to allow the participants to become more effective in their existing positions within the University and to provide a base for them to compete at higher levels of administration for advancement in the future. The objectives of the program are to identify faculty and staff who have potential for effective leadership; to increase awareness of the complexity of issues facing higher education and to enhance understanding of the environment in which decisions are being made; and to provide opportunities for participation in a wide range of decision-making processes, learning activities, and program management that provide a better understanding of the challenges of higher education administration. Although participation in the program does not guarantee appointment to an advanced or administrative position at the

University, the program has been valuable in the past in increasing the pool of qualified women and minorities interested in pursuing careers in University administration.

Over its lifetime, 36 women and/or minorities have served as Administrative Fellows. The majority of them have been able to progress to more challenging administrative opportunities at Penn State or elsewhere.

**g. Schraer Mentor Award**

The Commission established the Rosemary Schraer Mentor Award, for Women in 1995. The annual award, created in memory of Rosemary Schraer, former associate provost for Penn State, honors a current University employee who has excelled in helping others to recognize and achieve their potential professionally and personally. Schraer, who died in 1992, joined the University in 1959 as a faculty member in the Eberly College of Science and through her 26-year tenure, was noted for her mentoring abilities. In 1985, she accepted a position as executive vice chancellor and then chancellor of the University of California, Riverside. The award recognizes individuals who have advised, facilitated, encouraged or paved the way for others. Consideration for the award will be given to any university employee who has a record of outstanding mentoring service going beyond the requirements of their employment.

**g. Cooperation with the Commission on Racial & Ethnic Diversity (CORED) and the Commission on Gay, Lesbian, Bisexual and Transgendered Equity (CLGBTE)**

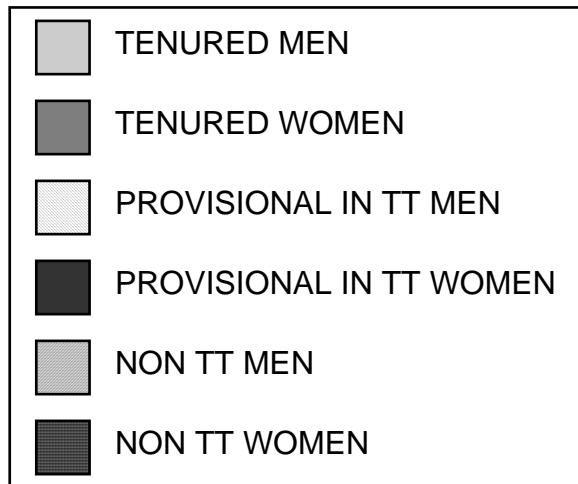
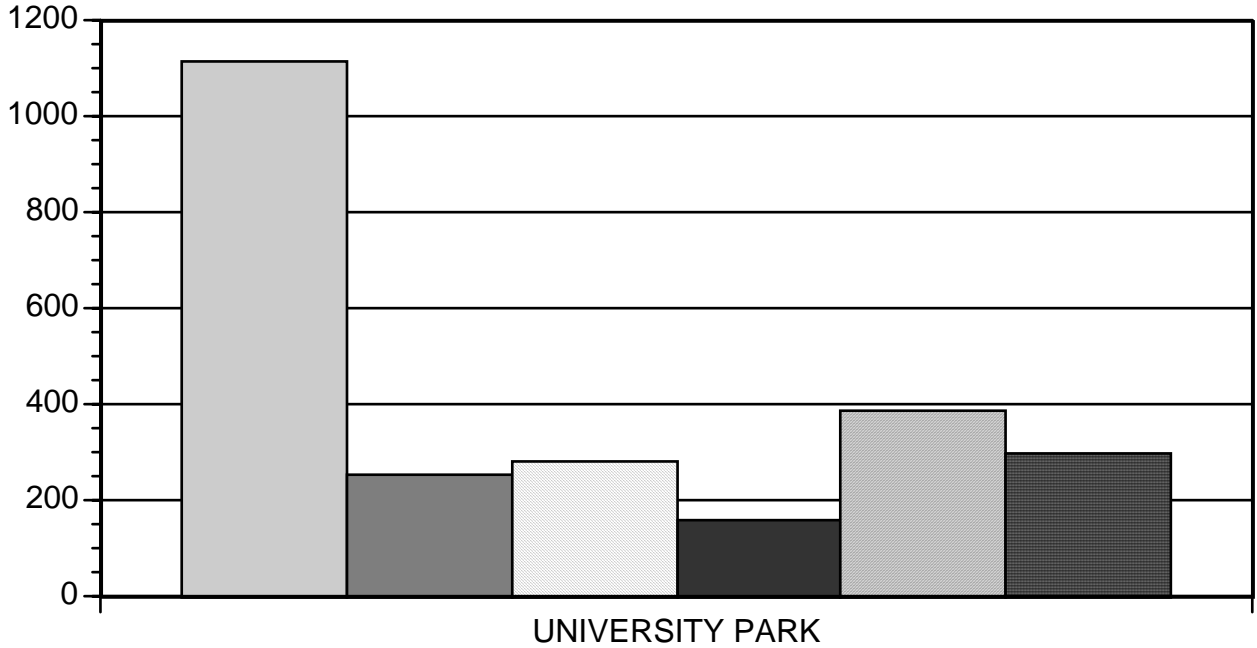
CORED ([www.lions.psu.edu/cored/](http://www.lions.psu.edu/cored/)) and CLGBTE ([www.lions.psu.edu/clgbte/](http://www.lions.psu.edu/clgbte/)) were established in 1989 and 1991 respectively. The three commissions all derive administrative support from OVPEE. The commissions have worked together on common issues and hold several joint commission events such as retreats, brown bags for discussion and cooperation.

*APPENDIX A*  
Purpose and Structure of the Commission

# APPENDIX B

## Figures 1-53

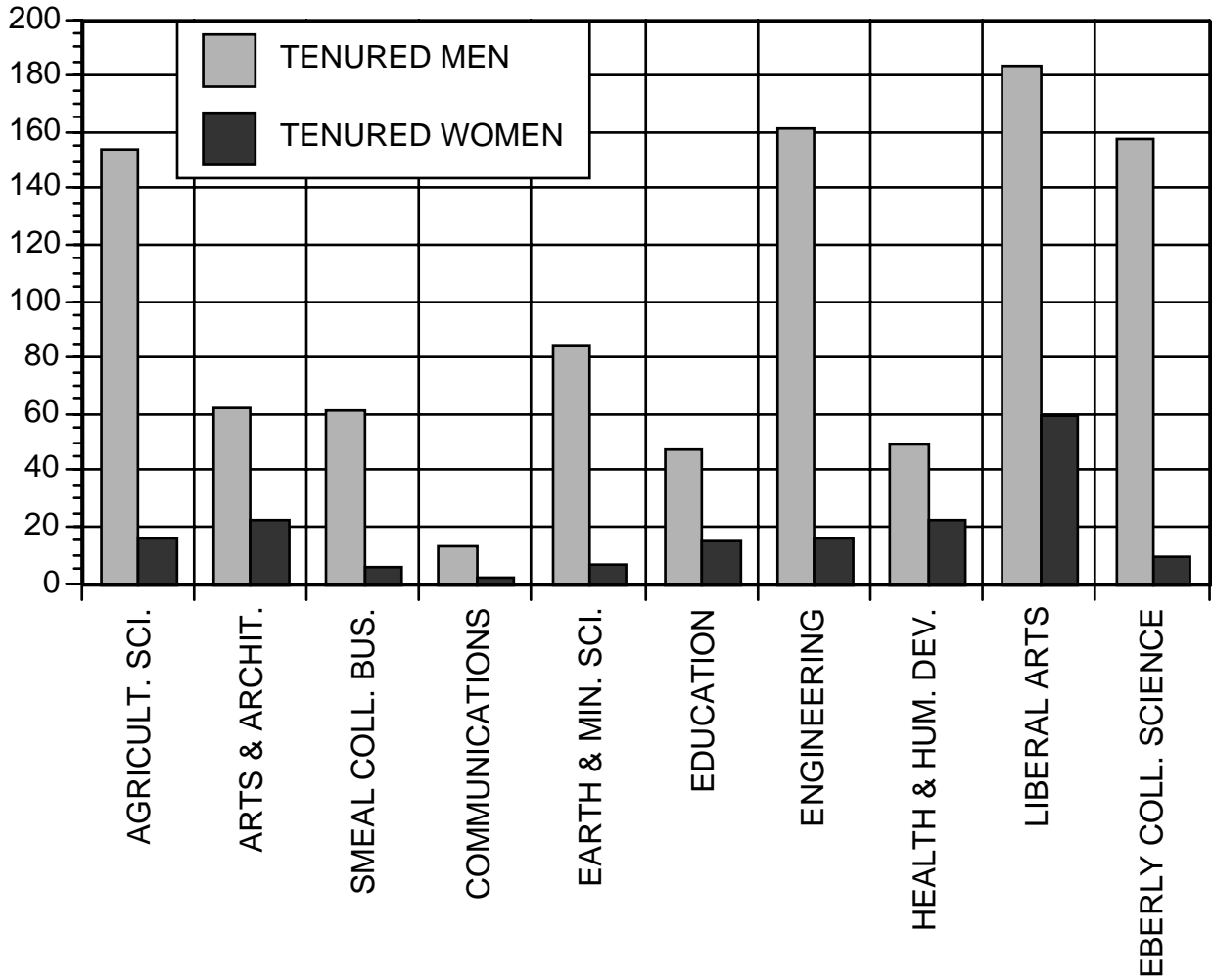
**FIGURE 1: NUMBER OF MEN & WOMEN FACULTY AT UNIVERSITY PARK BY TENURE STATUS**



**SOURCE:** HUMORS FILE 1999

Provided by Office of Human Resources and the Affirmative Action Office

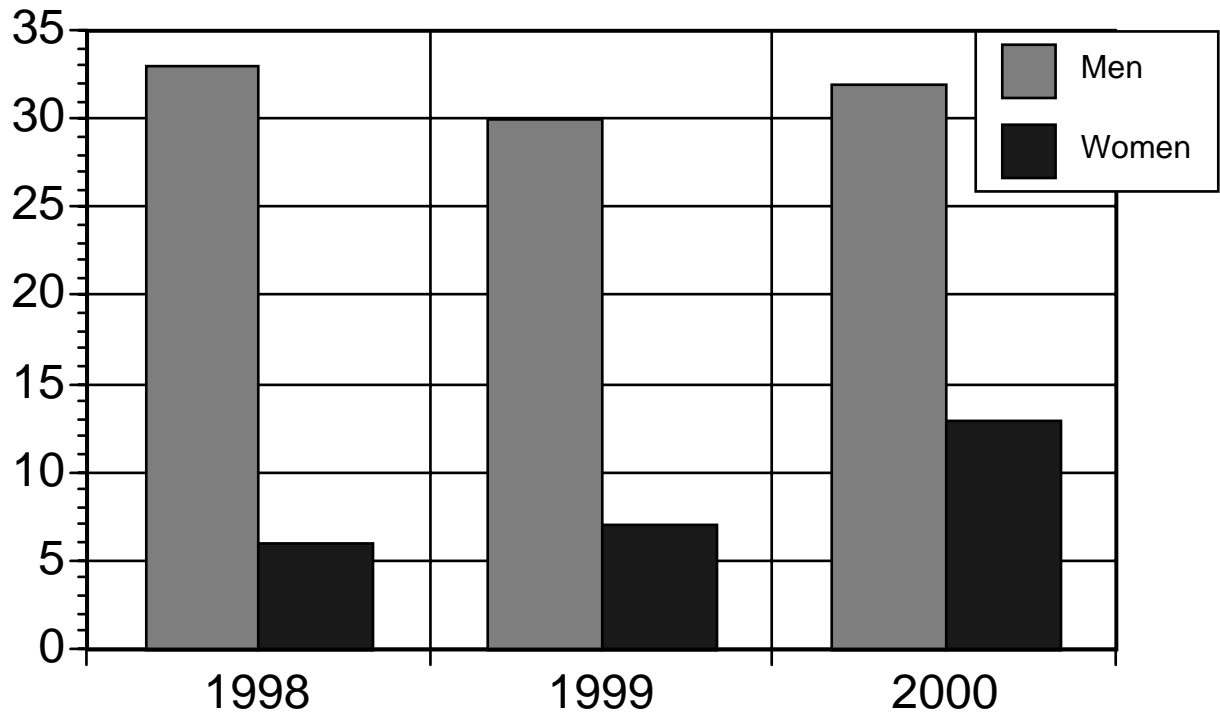
**FIGURE 2: NUMBER OF MEN & WOMEN FACULTY WITH TENURE AT UNIVERSITY PARK COLLEGES**



**SOURCE:** HUMORS FILE 1999

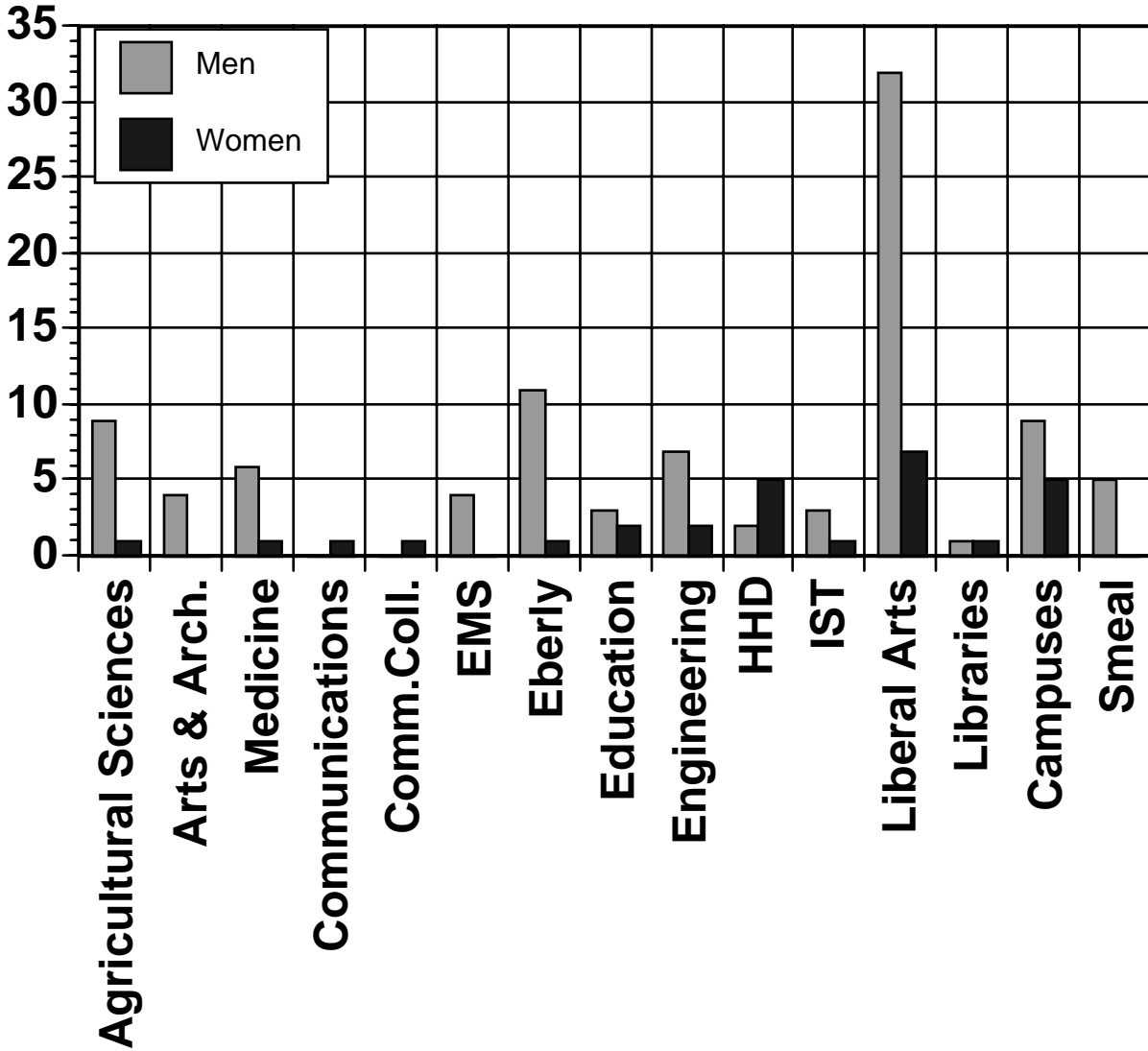
Provided by Office of Human Resources and the Affirmative Action Office

**FIGURE 3: NUMBER OF MEN & WOMEN FACULTY HIRED WITH TENURE (ASSOCIATE AND FULL PROFESSOR RANKS) SYSTEM WIDE**



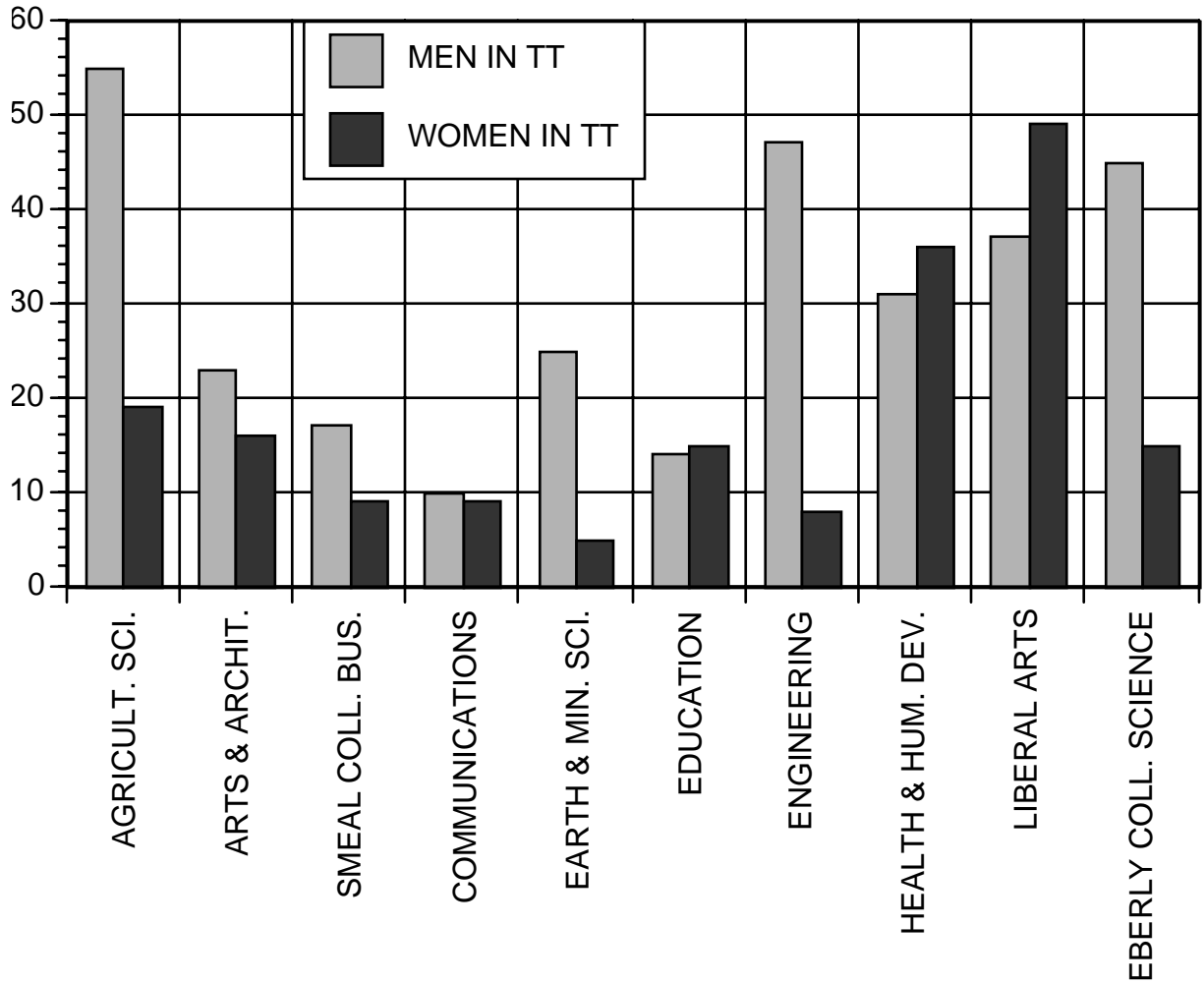
**SOURCE:** Office of Human Resources

**FIGURE 4: NUMBER OF MEN & WOMEN FACULTY HIRED WITH TENURE (ASSOCIATE AND FULL PROFESSOR RANKS) BY COLLEGE /LOCATION, 1998-2000**



**SOURCE:** Office of Human Resources

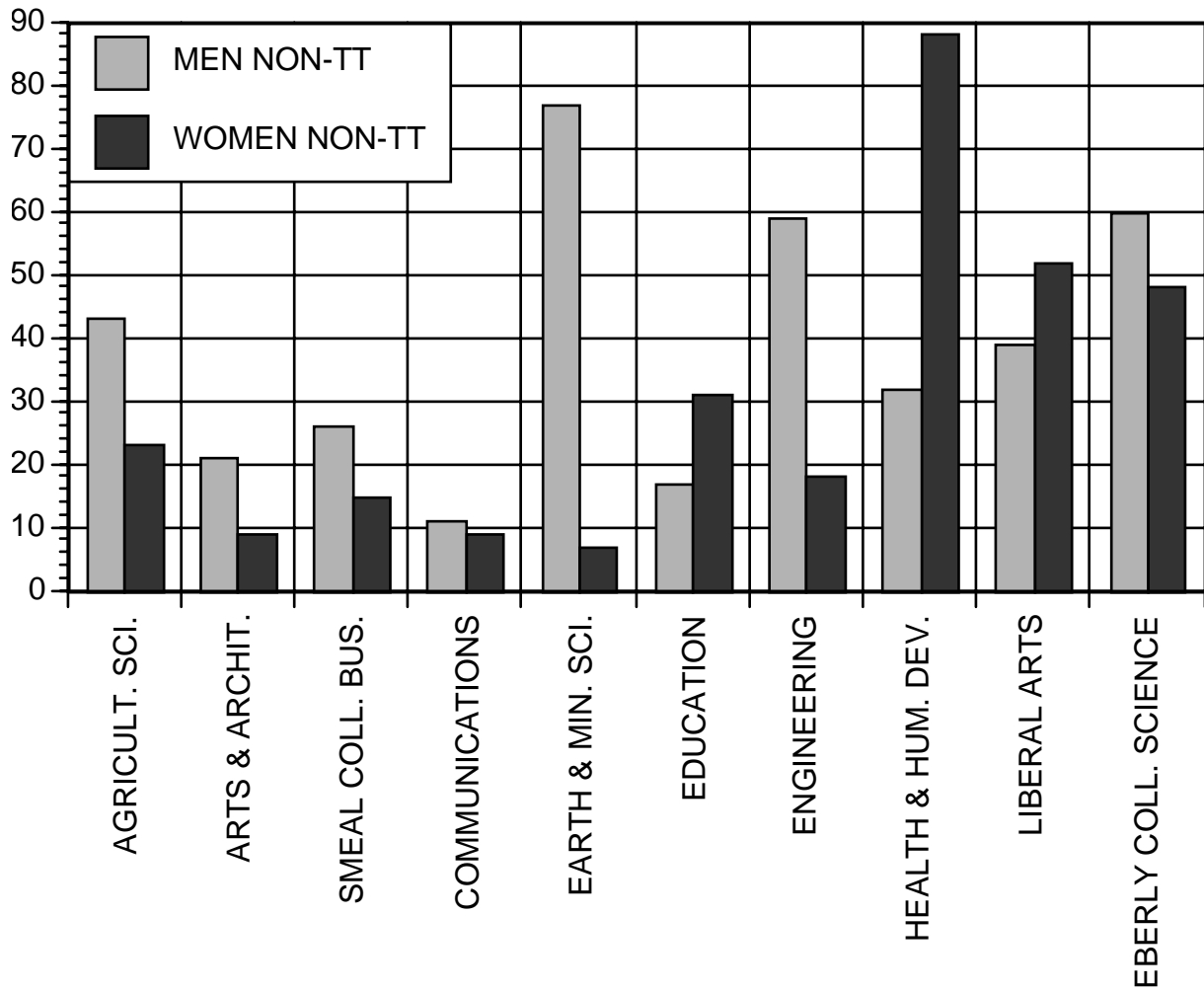
**FIGURE 5: NUMBER OF MEN & WOMEN PROVISIONAL FACULTY (ON TENURE TRACK) AT UNIVERSITY PARK COLLEGES**



**SOURCE:** HUMORS FILE 1999

Provided by Office of Human Resources and the Affirmative Action Office

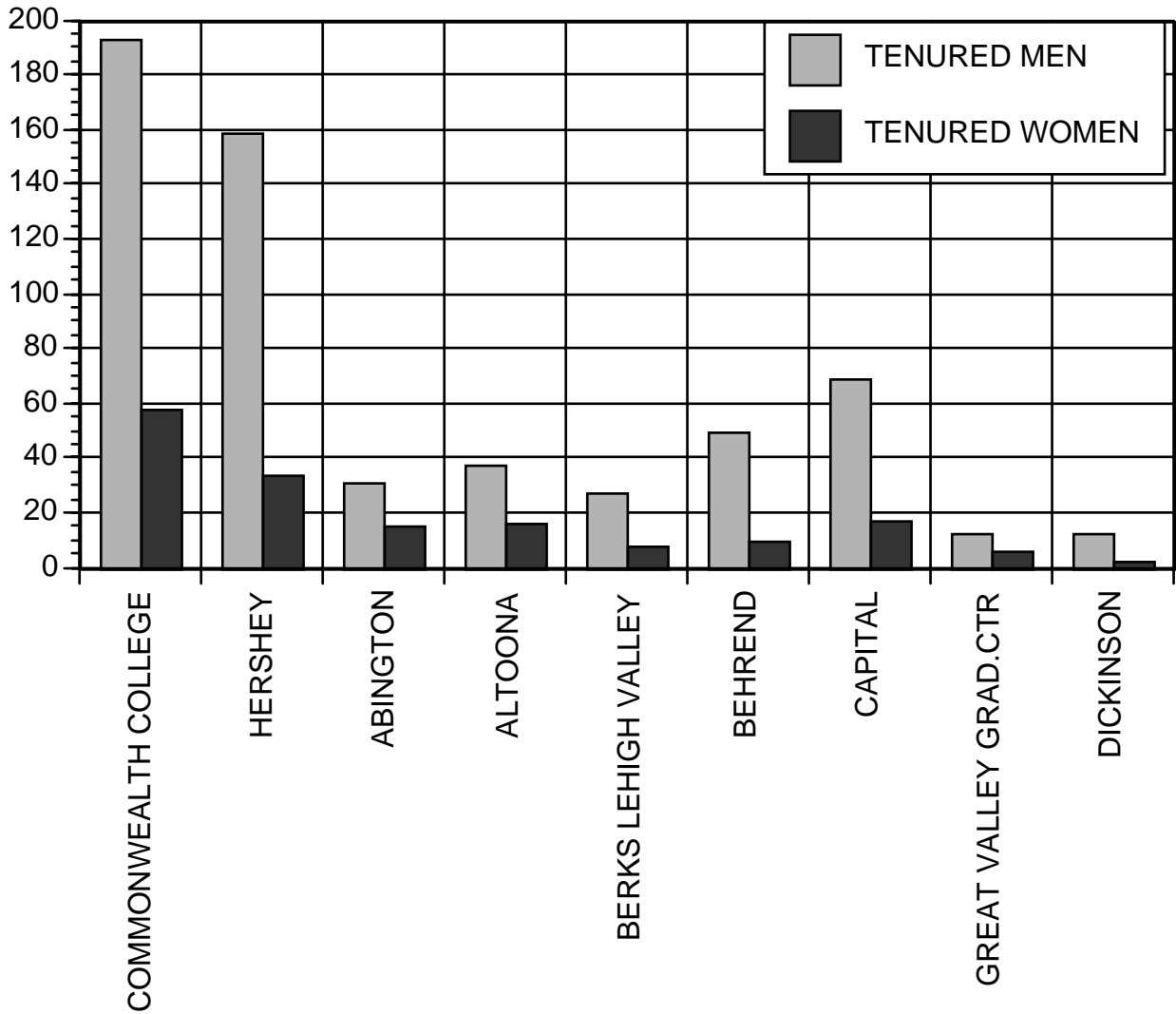
**FIGURE 6: NUMBER OF MEN & WOMEN IN NON-TENURE TRACK POSITIONS AT UNIVERSITY PARK COLLEGES**



**SOURCE:** HUMORS FILE 1999

Provided by Office of Human Resources and the Affirmative Action Office

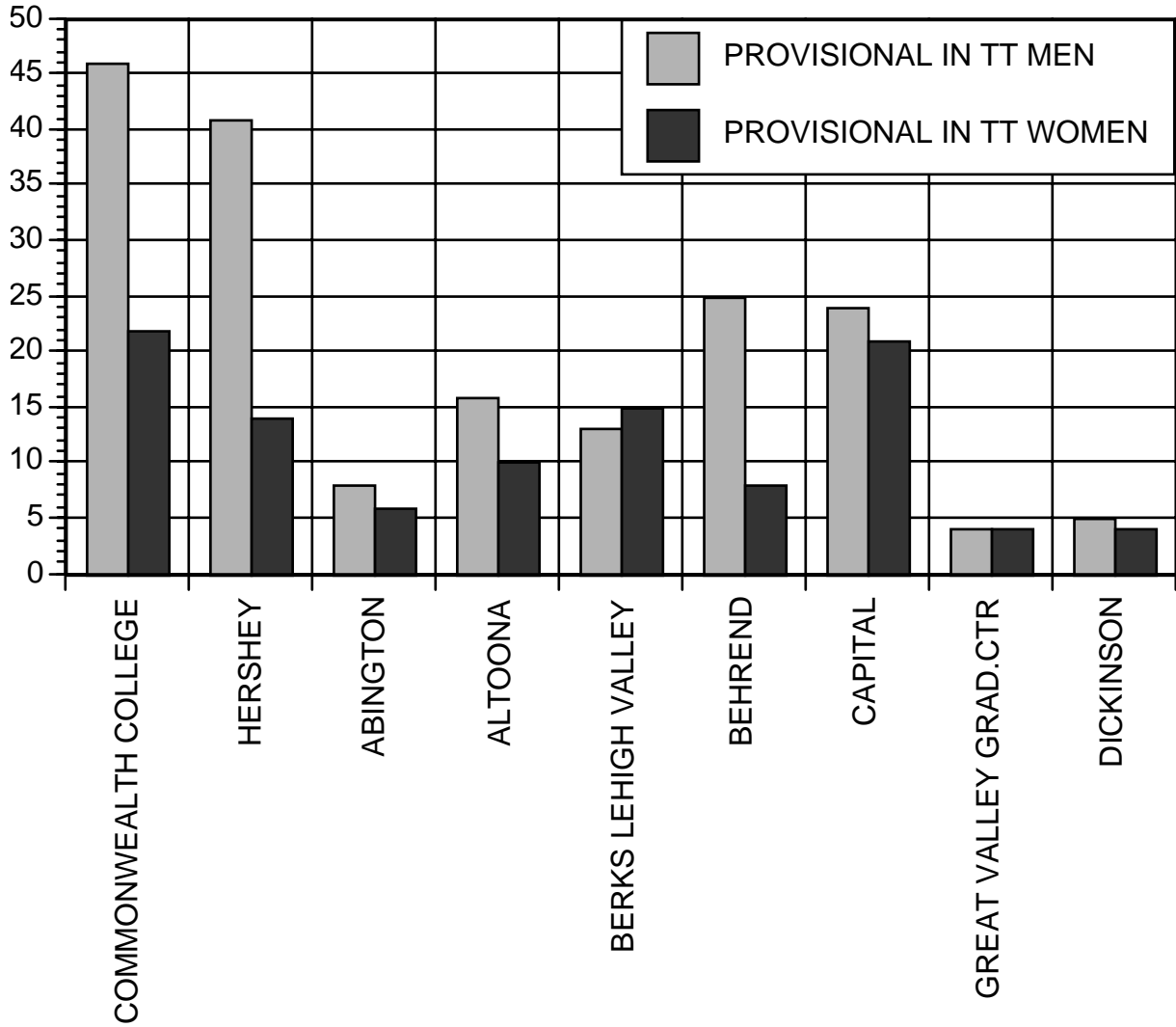
**FIGURE 7: NUMBER OF MEN & WOMEN FACULTY WITH TENURE AT CAMPUS LOCATIONS**



**SOURCE:** HUMORS FILE 1999

Provided by Office of Human Resources and the Affirmative Action Office

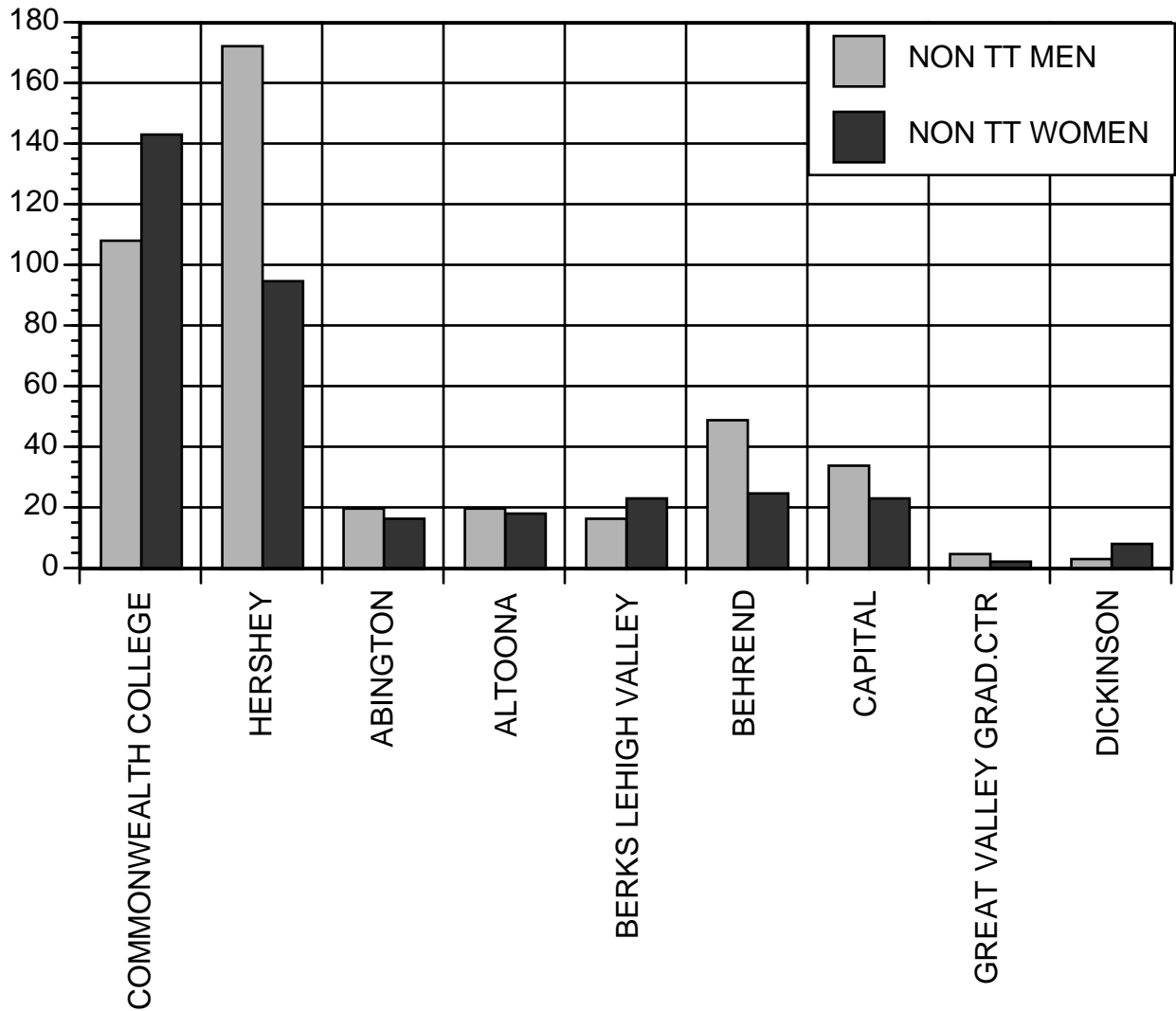
**FIGURE 8: NUMBER OF MEN & WOMEN FACULTY IN TENURE TRACK POSITIONS AT CAMPUS LOCATIONS**



**SOURCE:** HUMORS FILE 1999

Provided by Office of Human Resources and the Affirmative Action Office

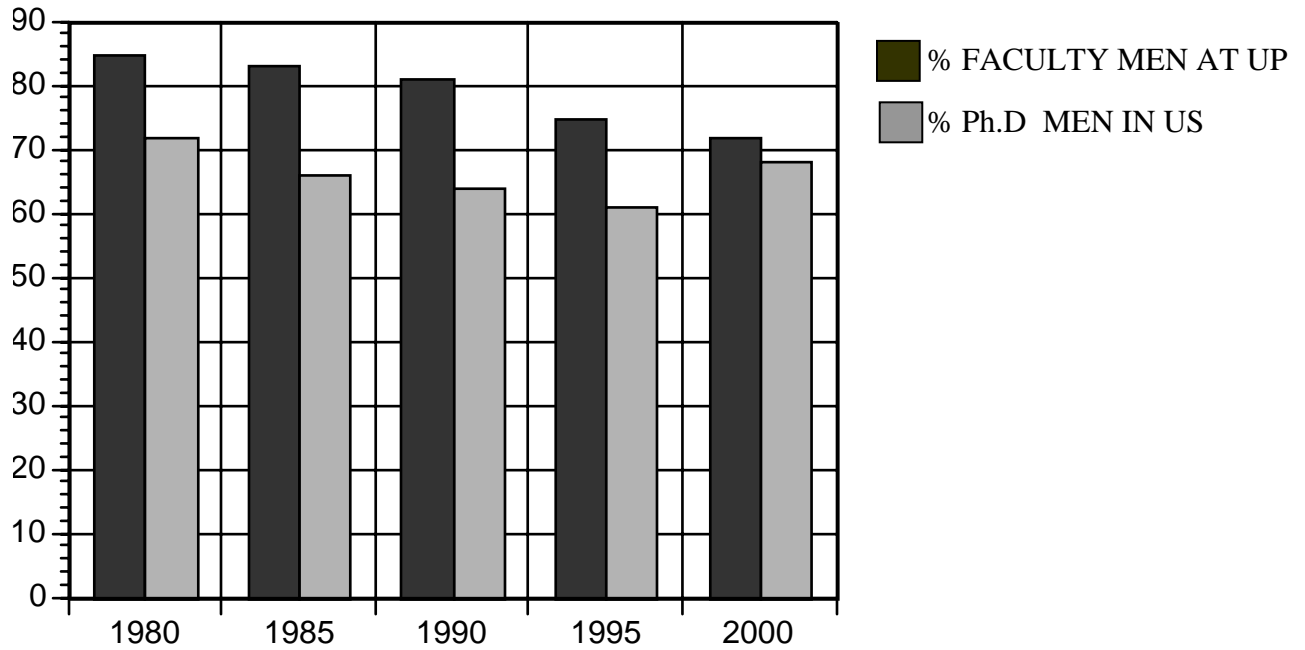
**FIGURE 9: NUMBER OF MEN & WOMEN FACULTY IN NON-TENURE TRACK POSITIONS AT CAMPUS LOCATIONS**



**SOURCE:** HUMORS FILE 1999

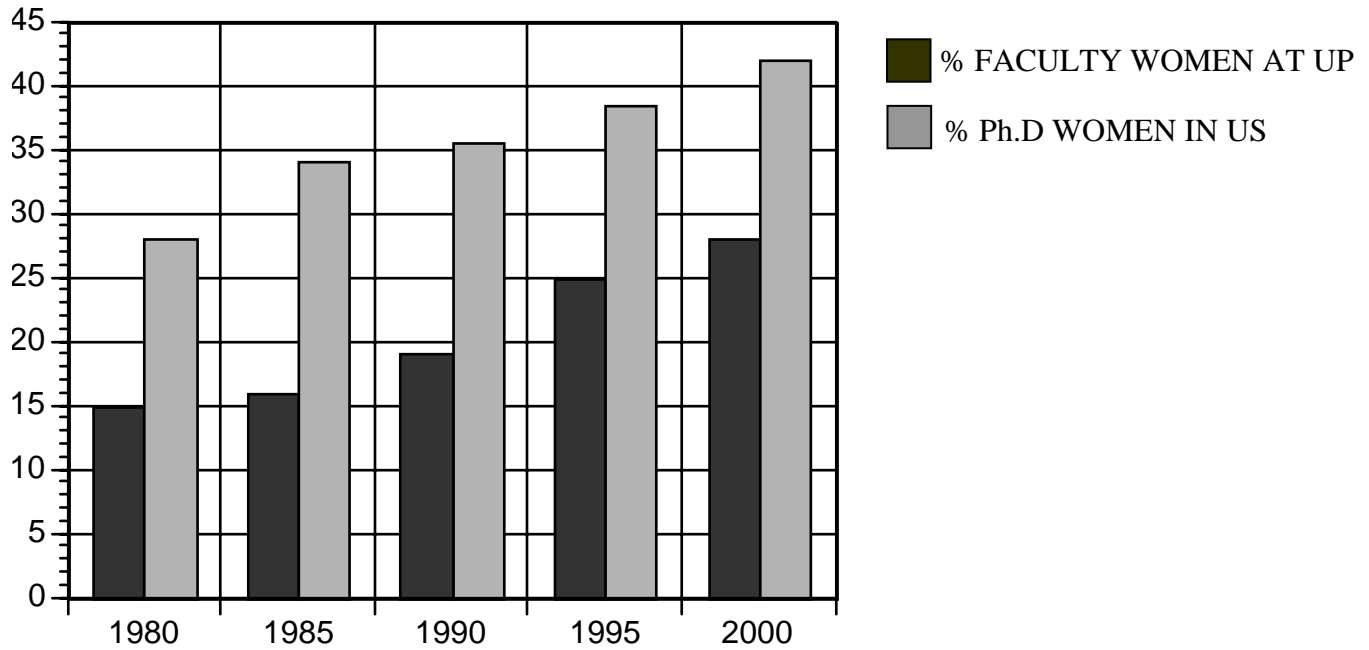
Provided by Office of Human Resources and the Affirmative Action Office

**FIGURE 10: PERCENT DOCTORAL DEGREES AWARDED TO MEN IN THE US & PERCENT MALE FACULTY AT UNIVERSITY PARK**



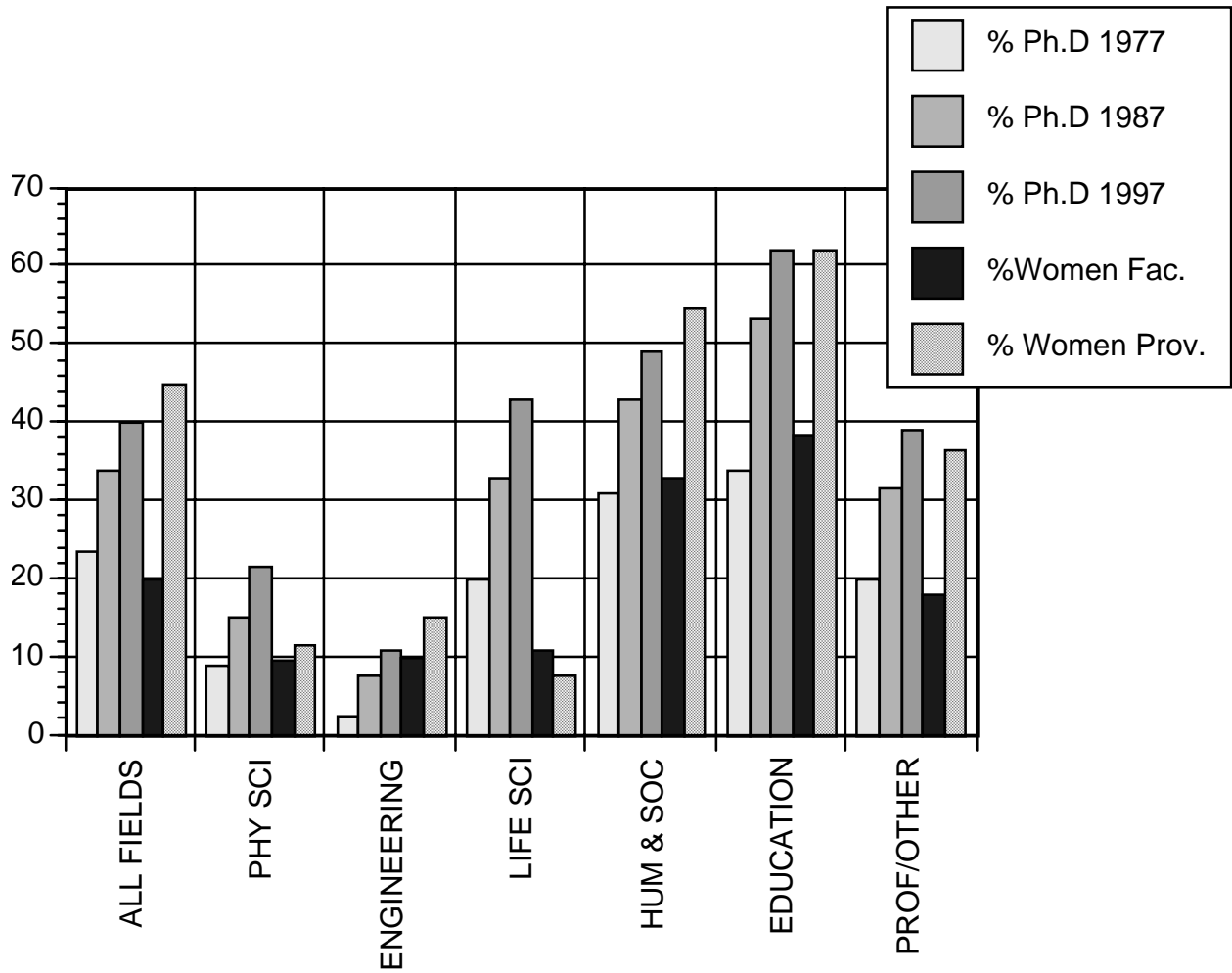
**SOURCE:** Doctoral Recipients in US Universities-1996 and ACADEME

**FIGURE11: PERCENT DOCTORAL DEGREES AWARDED TO WOMEN IN THE US & PERCENT WOMEN FACULTY AT UP**



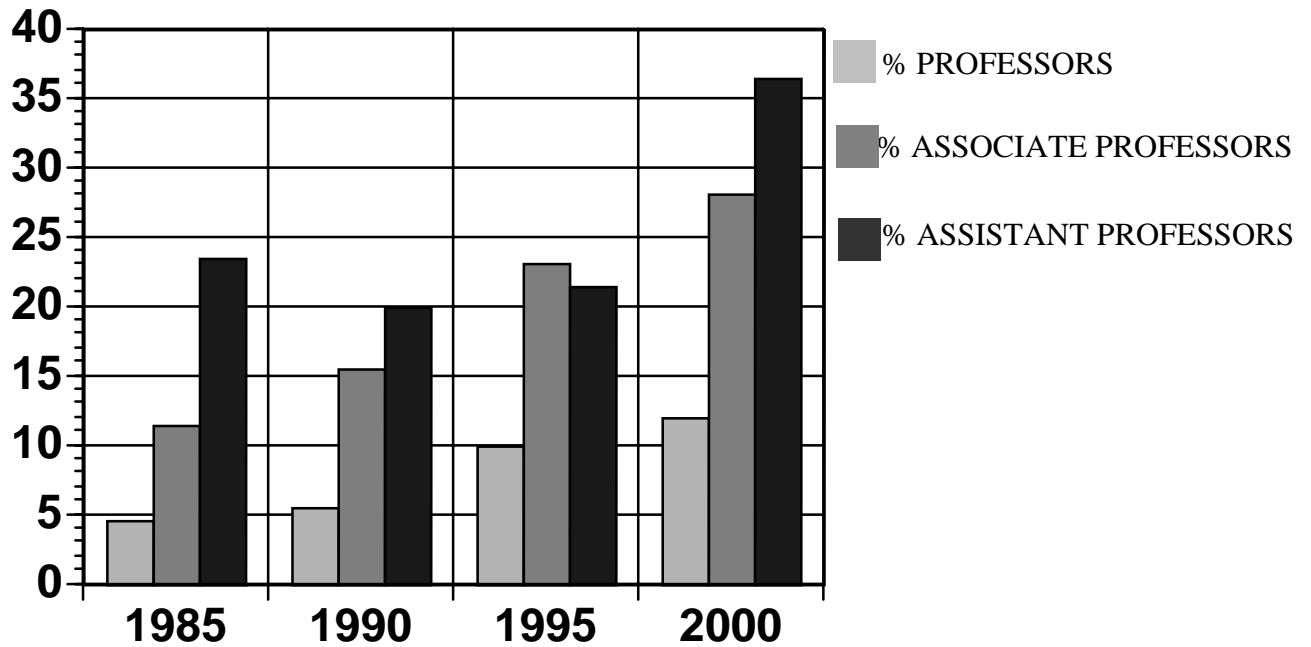
**SOURCE:** Doctoral Recipients in US Universities-1996 and ACADEME

**FIGURE 12: PERCENT WOMEN DOCTORAL RECIPIENTS IN US BY MAJOR FIELD CATEGORIES, PERCENT TOTAL WOMEN FACULTY, PERCENT IN TENURE TRACK**



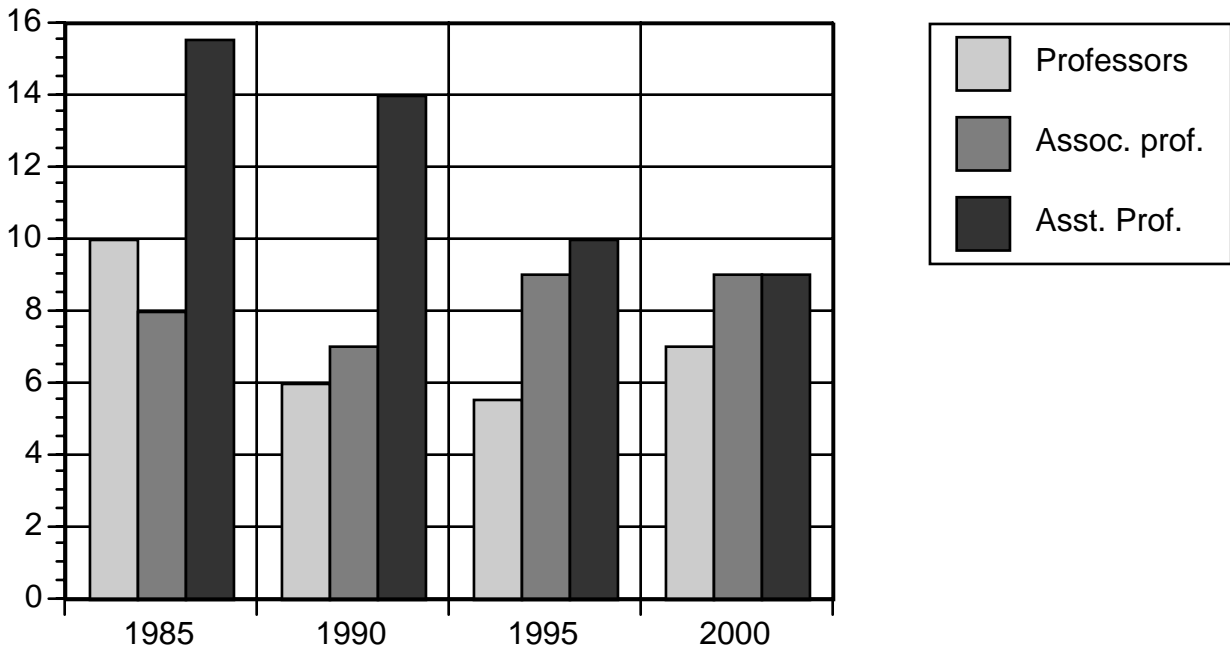
**SOURCE:** Ph.D Recipients – National Center for Educational Statistics  
Penn State Data: HUMORS FILE 1999

**FIGURE 13: PERCENT WOMEN FACULTY AT UNIVERSITY PARK BY RANK**



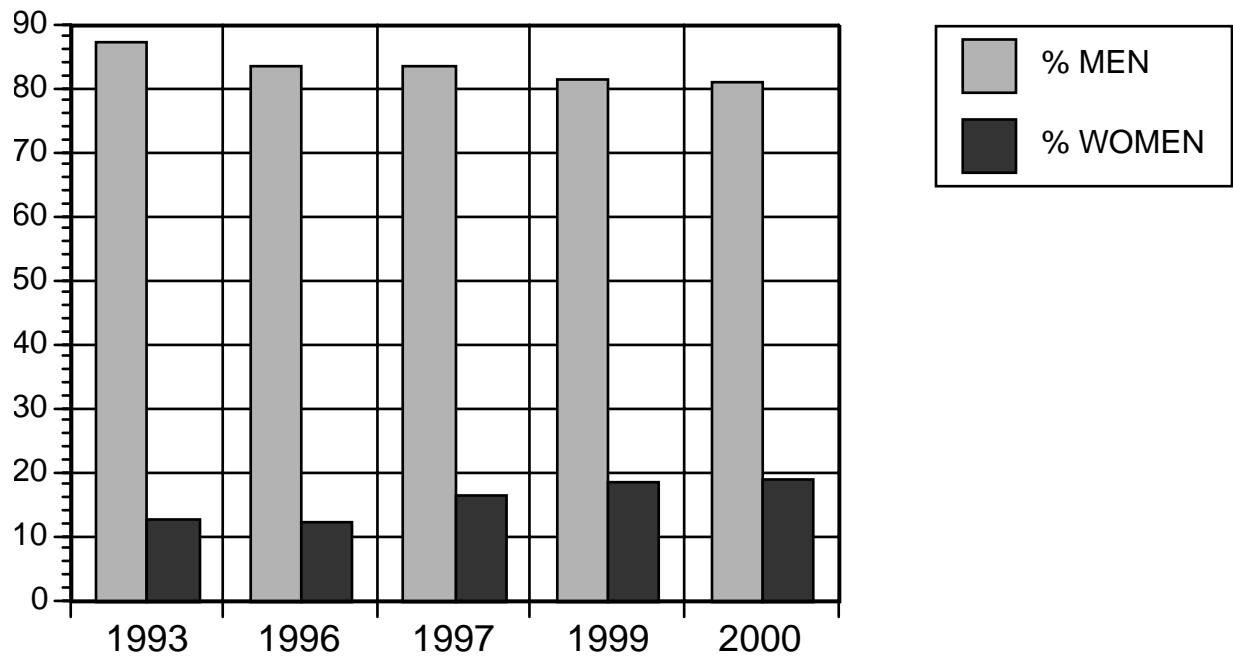
**SOURCE:** ACADEME (UNIVERSITY PARK DATA ONLY)

**FIGURE 14: PERCENT SALARY GAP FOR WOMEN FACULTY AT UNIVERSITY PARK BY RANK**



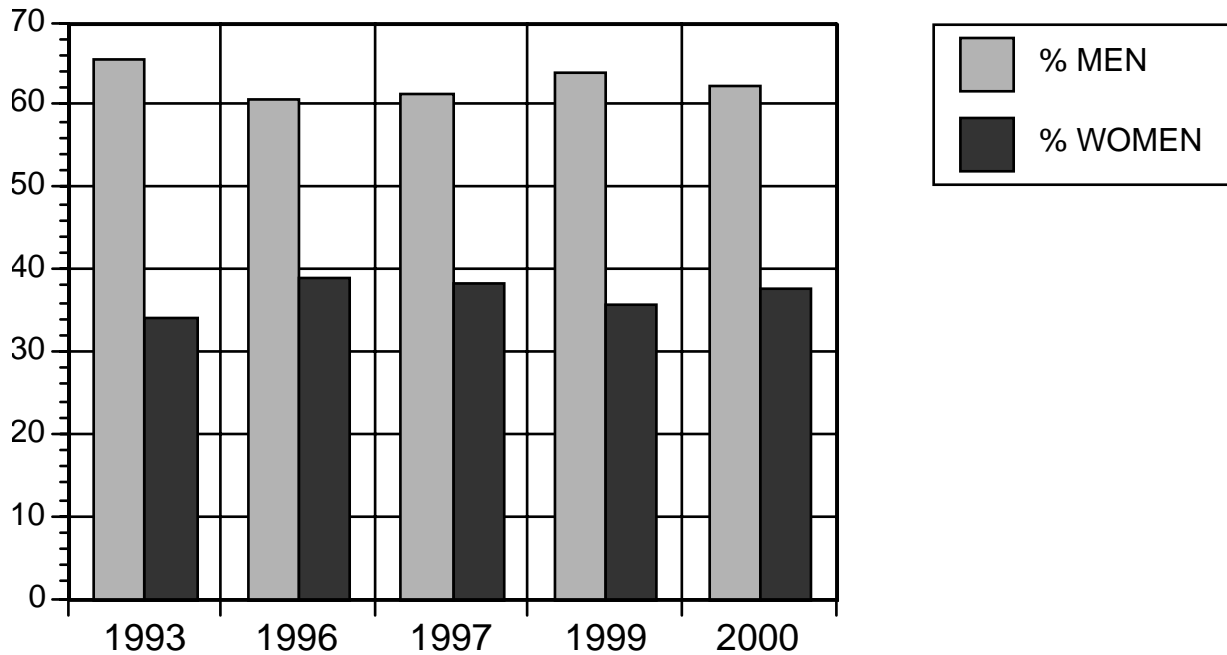
**SOURCE:** ACADEME (UNIVERSITY PARK DATA ONLY)

**FIGURE 15: PERCENT MEN & WOMEN FACULTY WITH TENURE AT UNIVERSITY PARK**



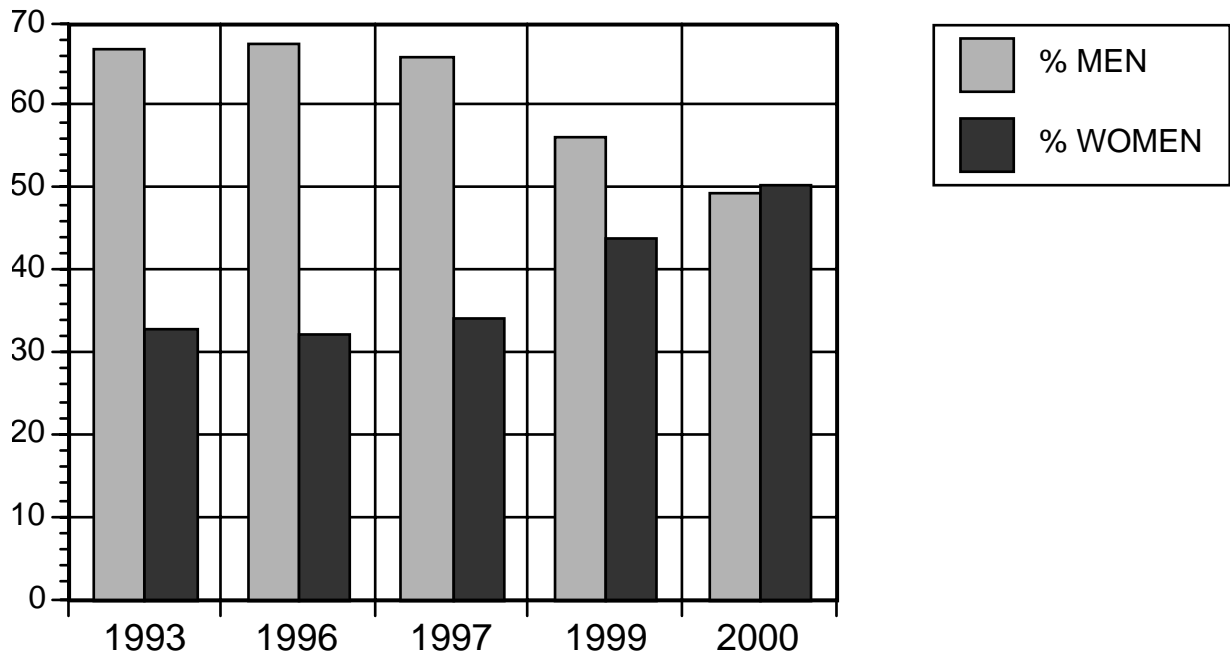
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 16: PERCENT MEN & WOMEN PROVISIONAL FACULTY ON TENURE TRACK AT UNIVERSITY PARK**



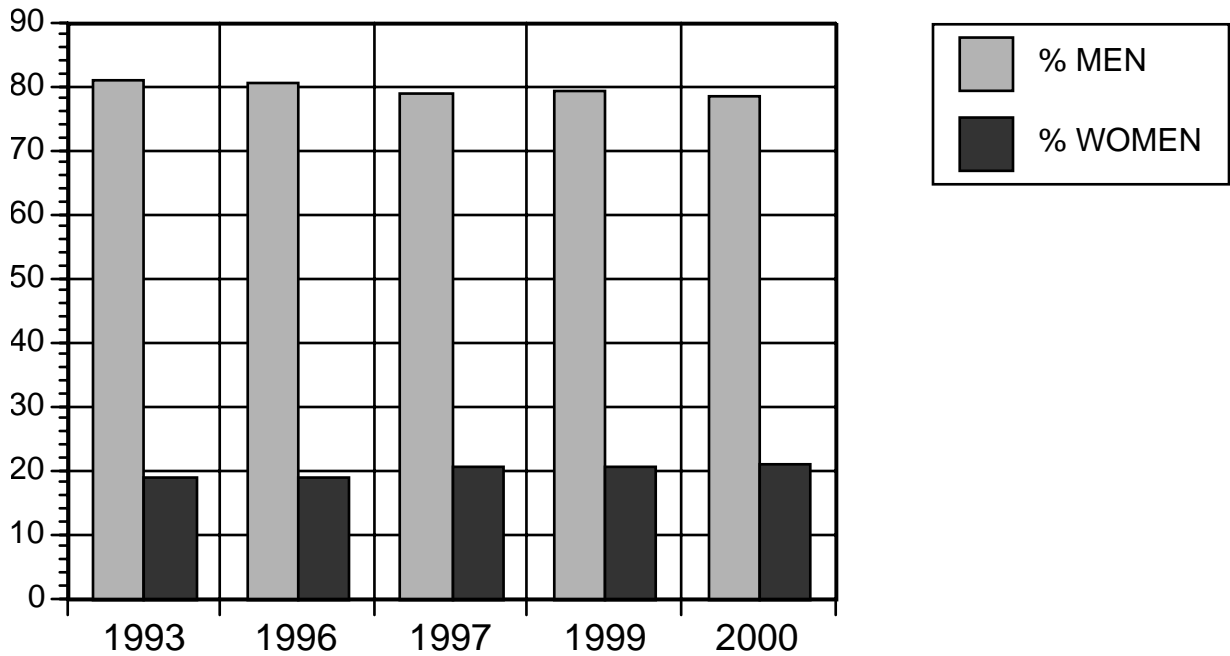
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 17: PERCENT MEN & WOMEN FACULTY IN NON-TENURE TRACK POSITIONS AT UNIVERSITY PARK**



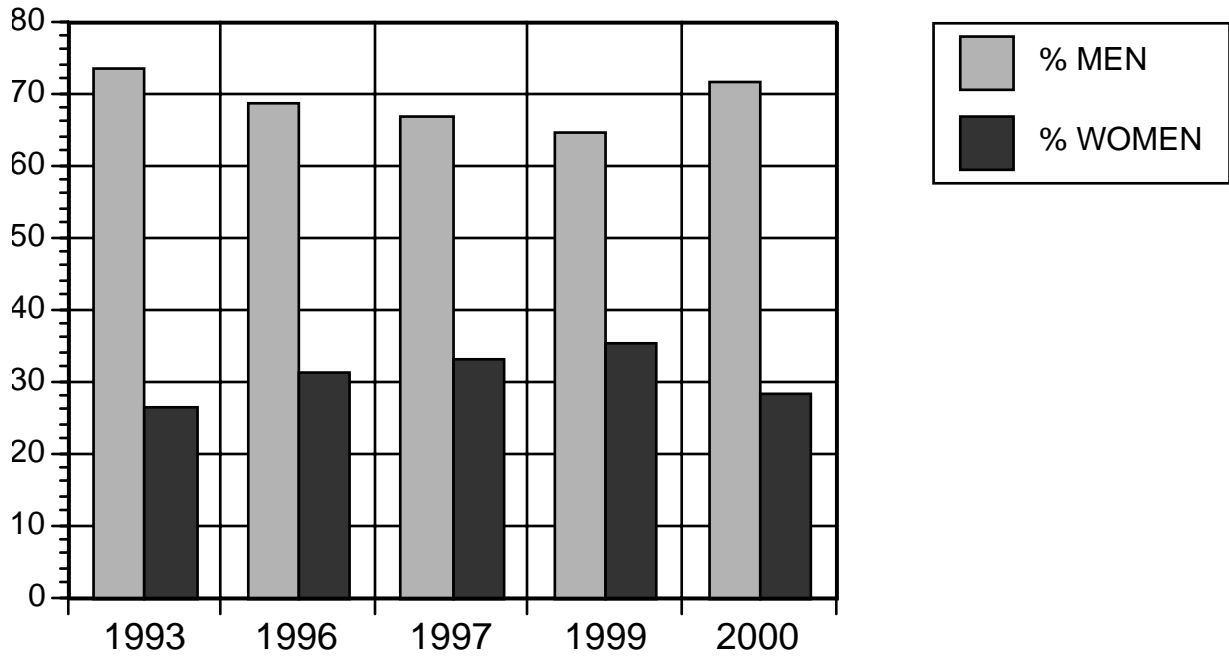
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 18: PERCENT MEN & WOMEN FACULTY WITH TENURE AT CAMPUS LOCATIONS**



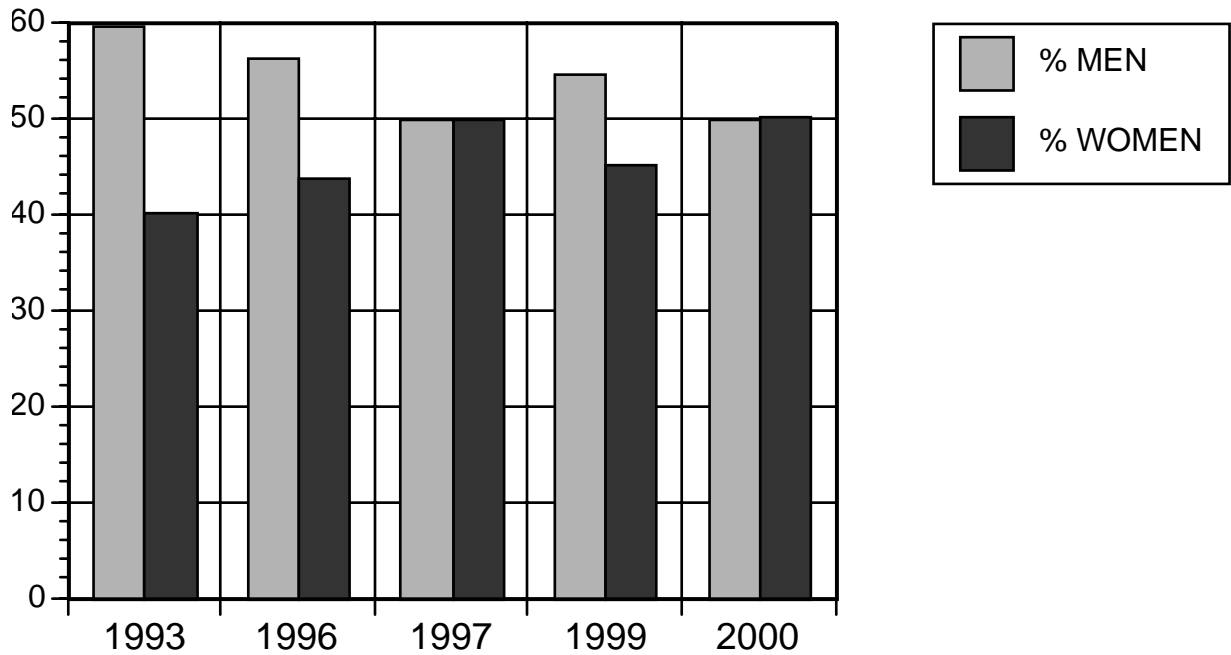
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 19: PERCENT MEN & WOMEN PROVISIONAL FACULTY ON TENURE TRACK AT CAMPUS LOCATIONS**



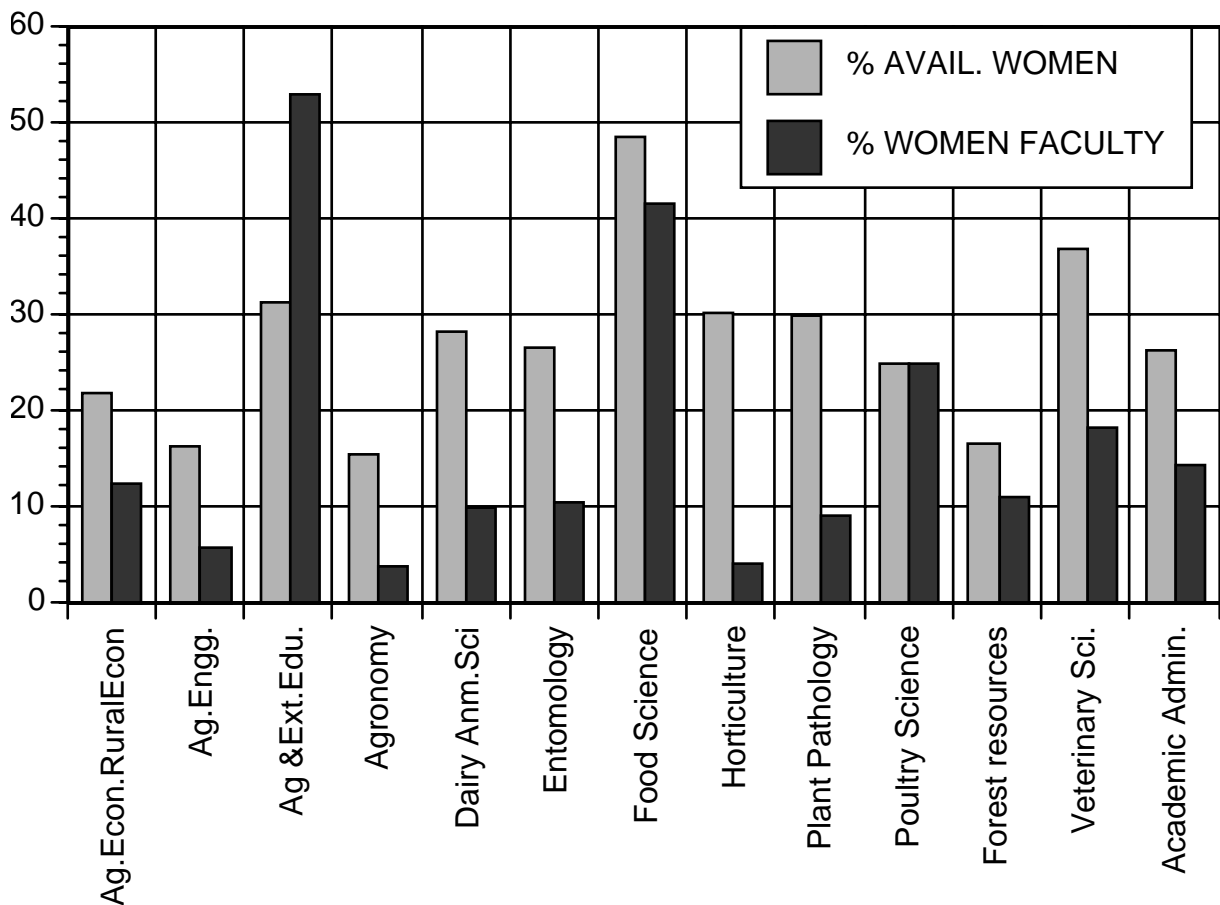
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 20: PERCENT MEN & WOMEN FACULTY IN NON-TENURE TRACK POSITIONS AT CAMPUS LOCATIONS**



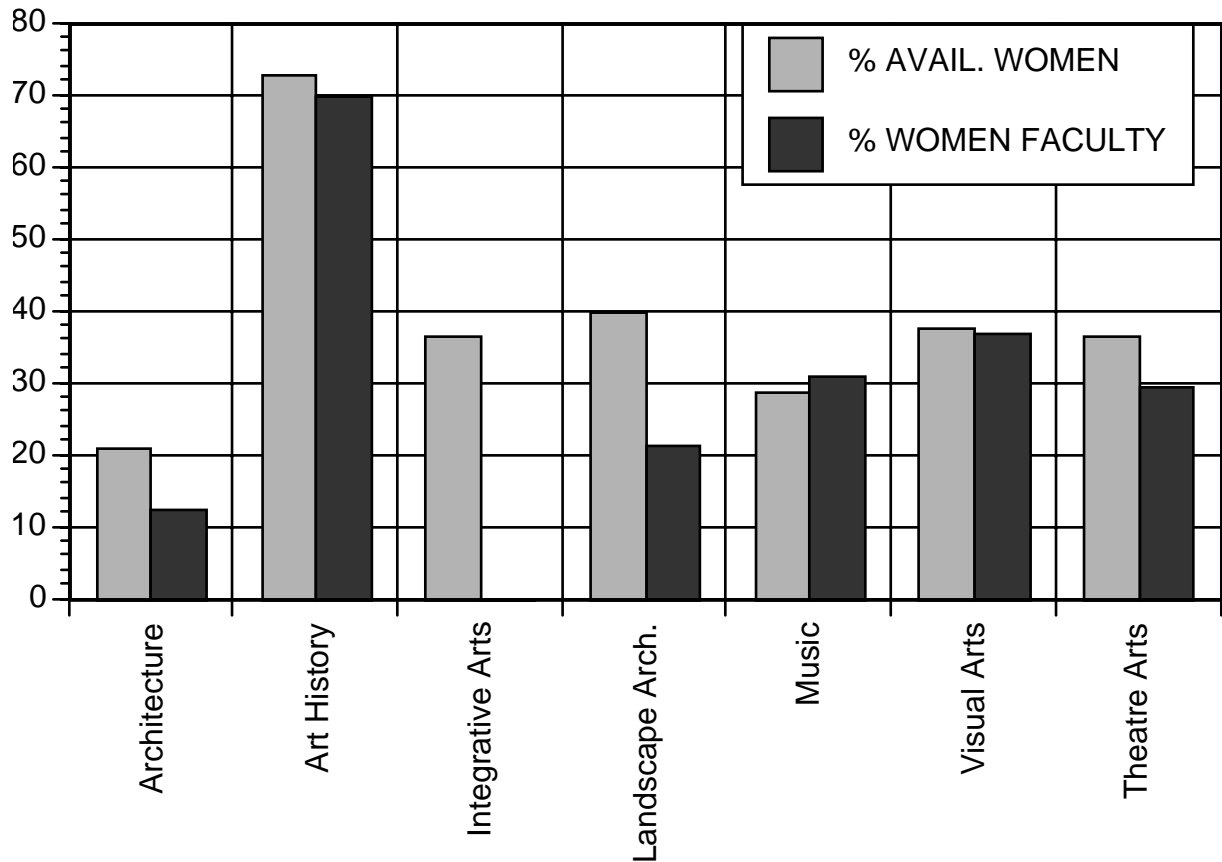
**SOURCE:** Commission for Women Annual Report to the Board of Trustees, 9/1998; HUMORS FILE 1999, provided by Affirmative Action Office; HUMORS FILE 2000, provided by Office of Budget & Resource Analysis

**FIGURE 21: COLLEGE OF AGRICULTURAL SCIENCES  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



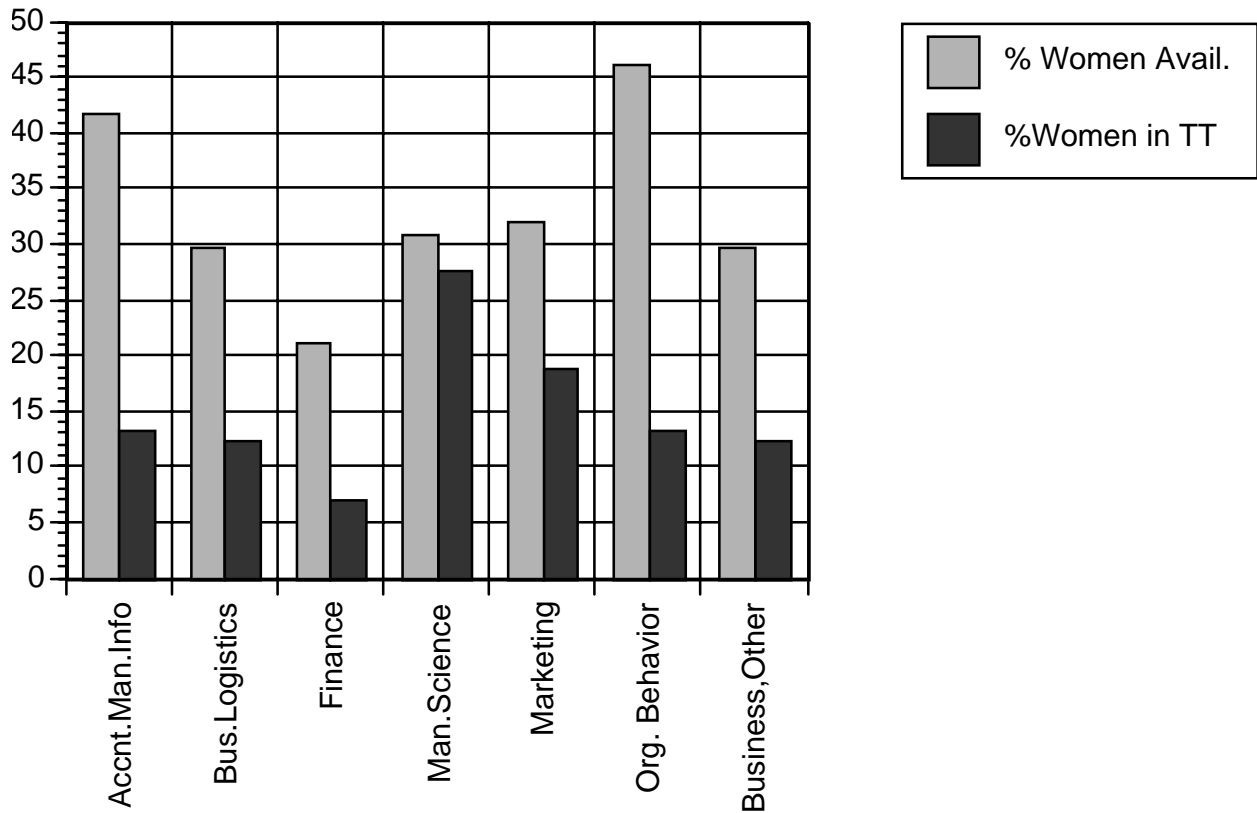
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 22: COLLEGE OF ARTS & ARCHITECTURE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



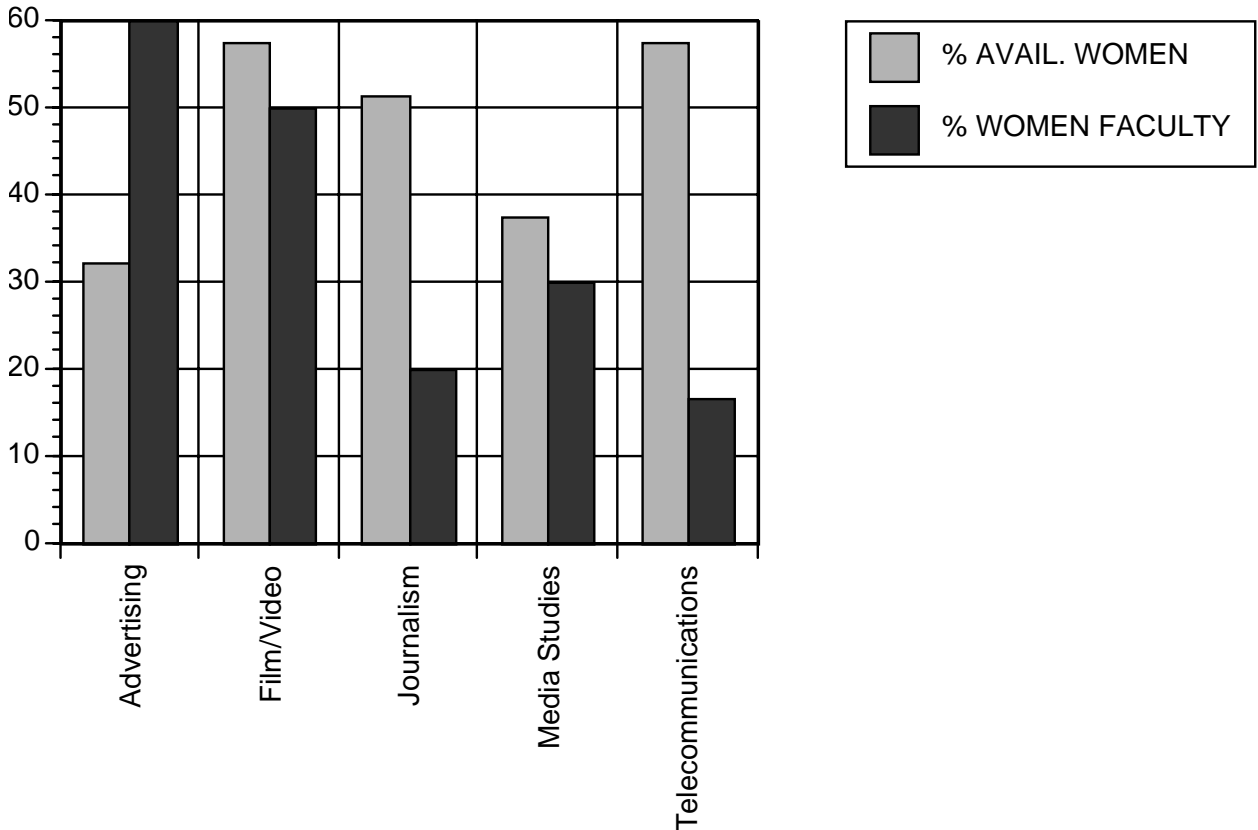
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 23: SMEAL COLLEGE OF BUSINESS ADMINISTRATION  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



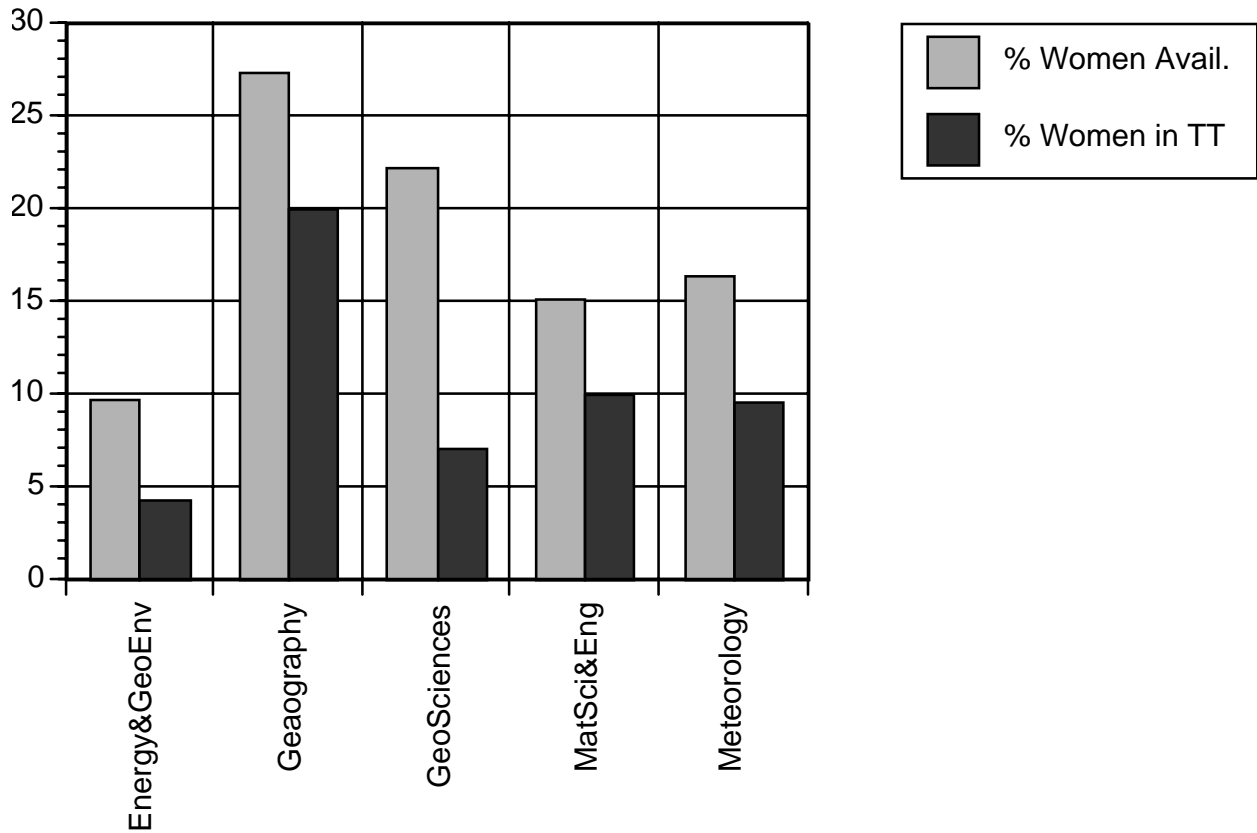
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 24: COLLEGE OF COMMUNICATIONS  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



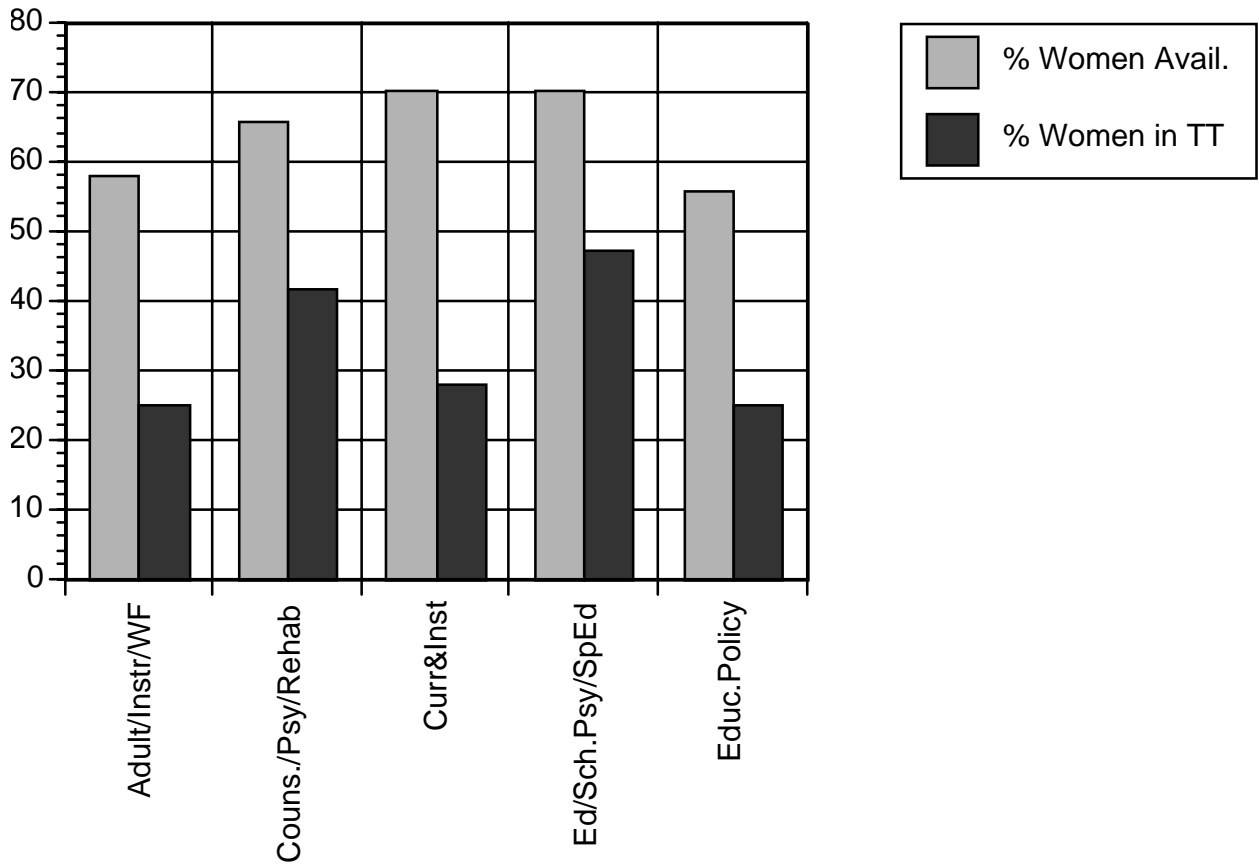
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 25: COLLEGE OF EARTH & MINERAL SCIENCES  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



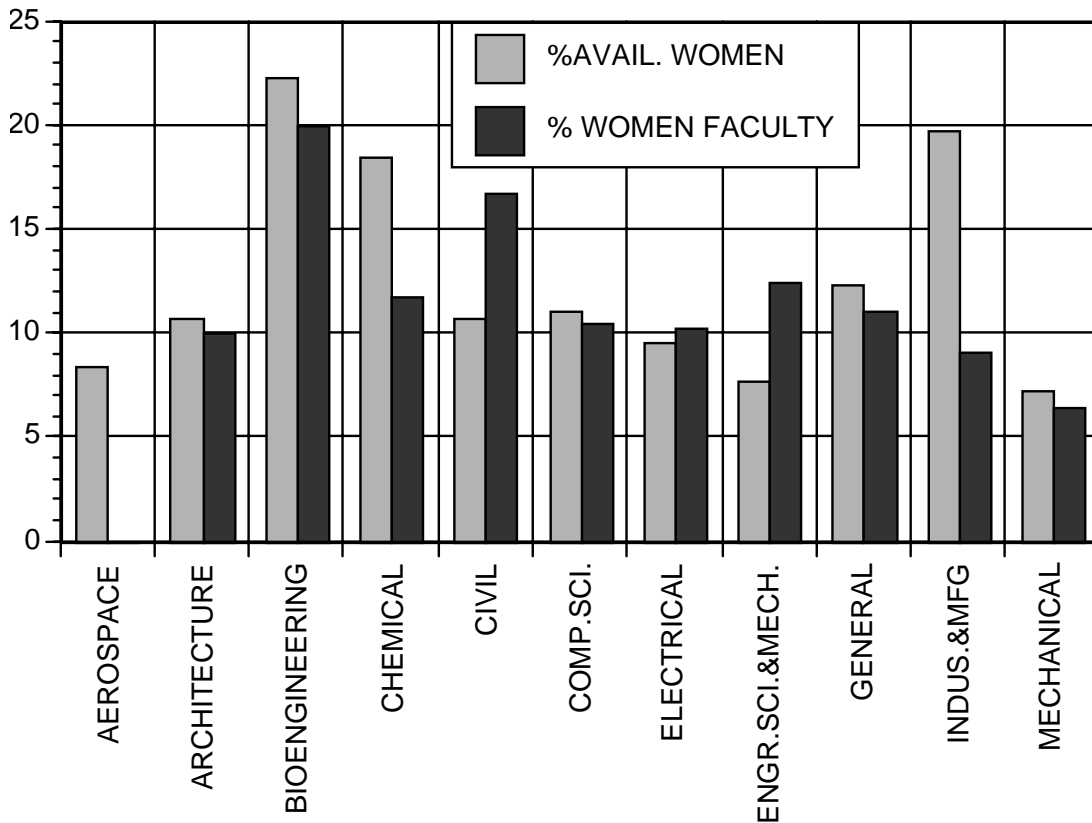
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 26: COLLEGE OF EDUCATION  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



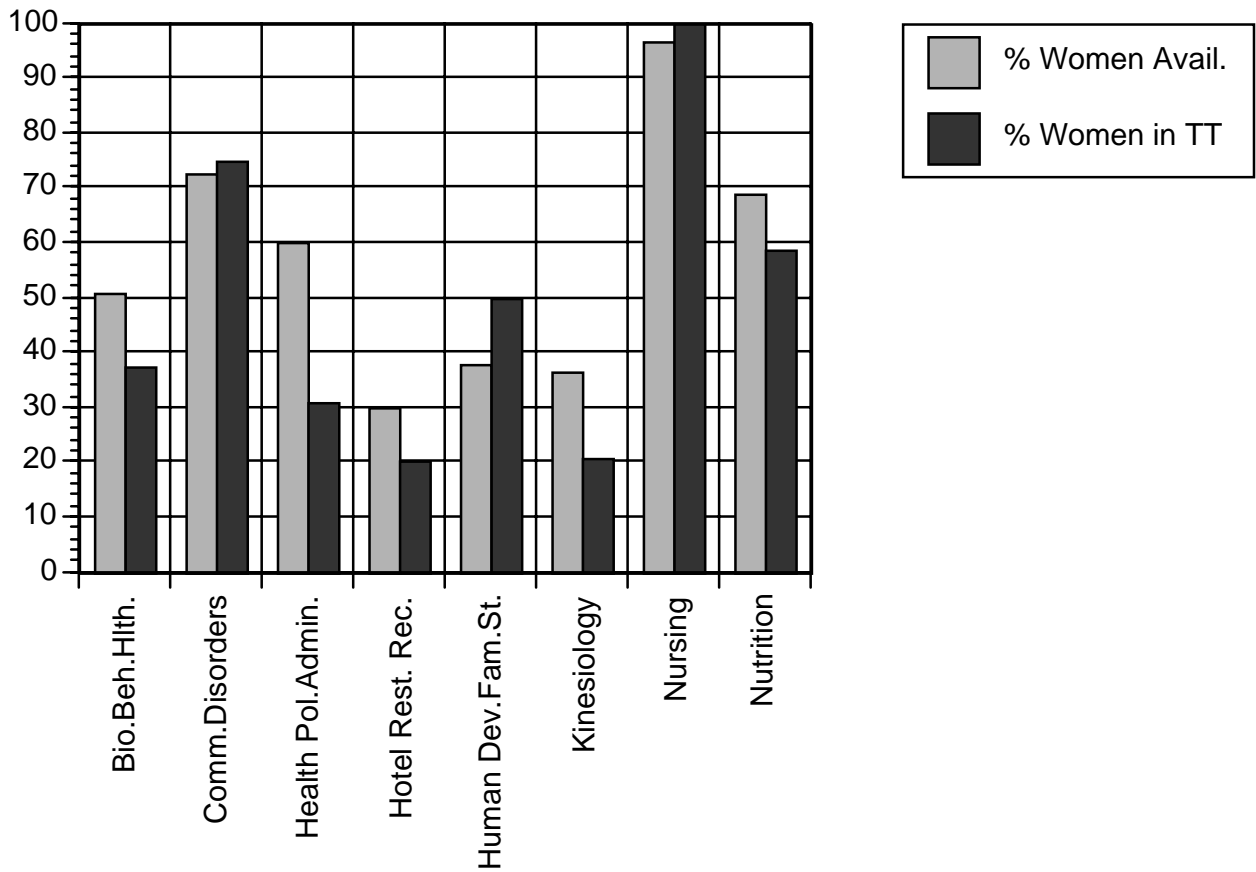
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 27: COLLEGE OF ENGINEERING  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



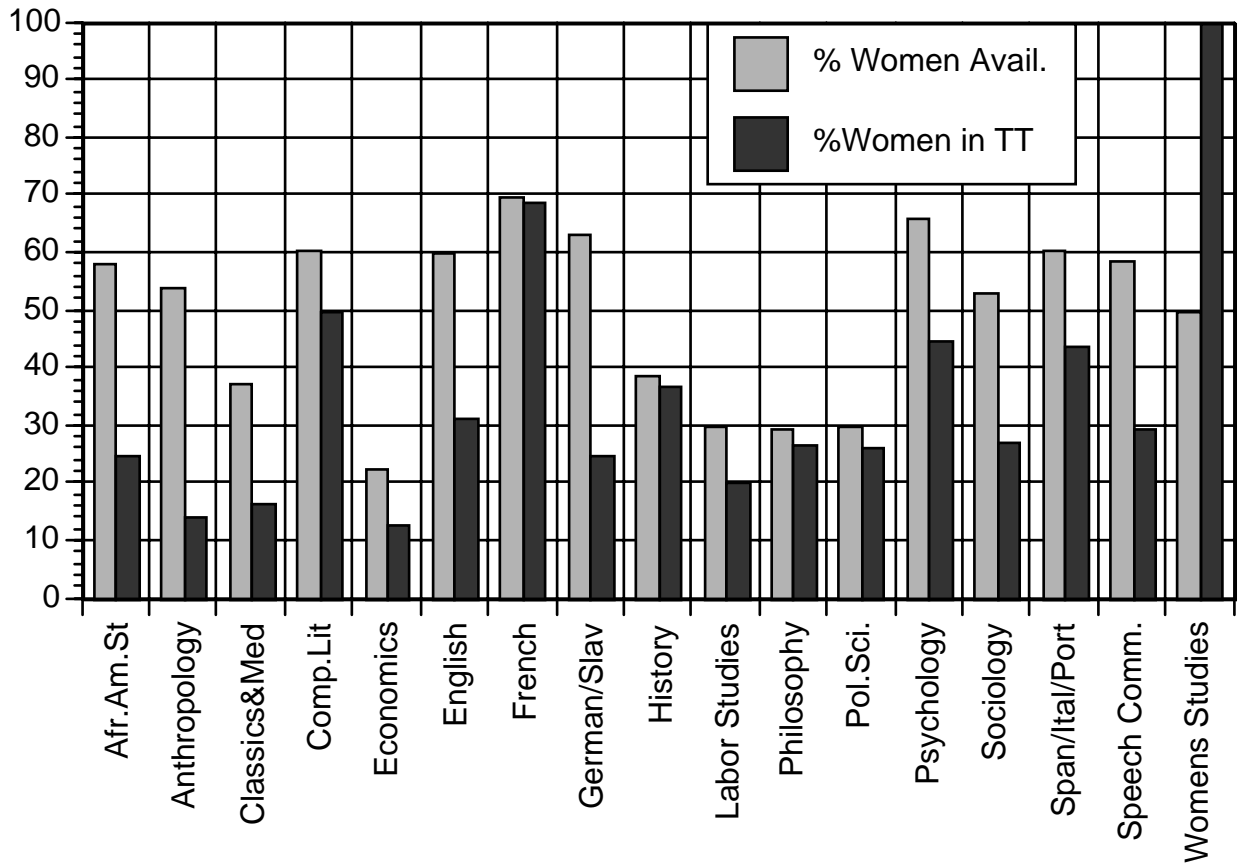
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 28: COLLEGE OF HEALTH & HUMAN DEVELOPMENT  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



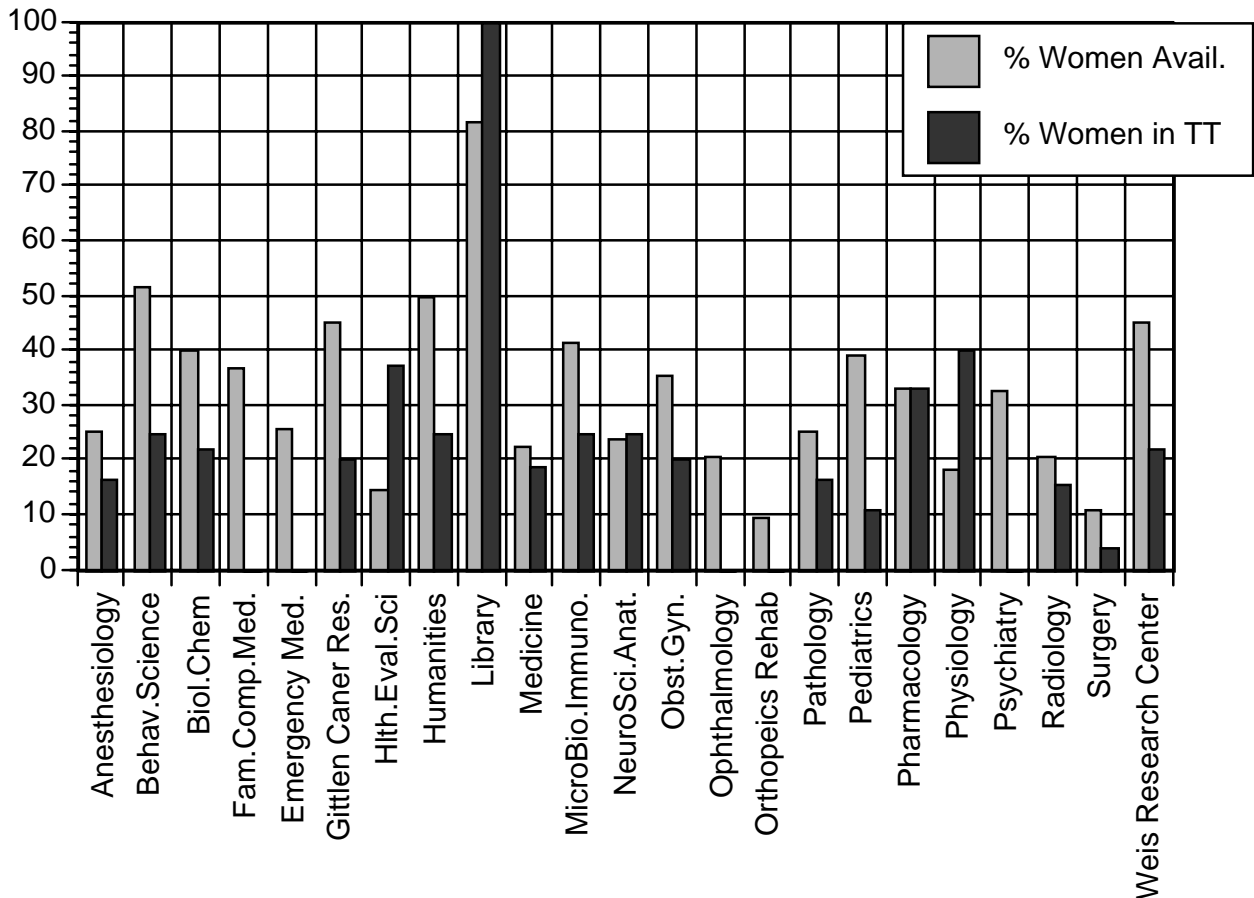
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 29: COLLEGE OF LIBERAL ARTS  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

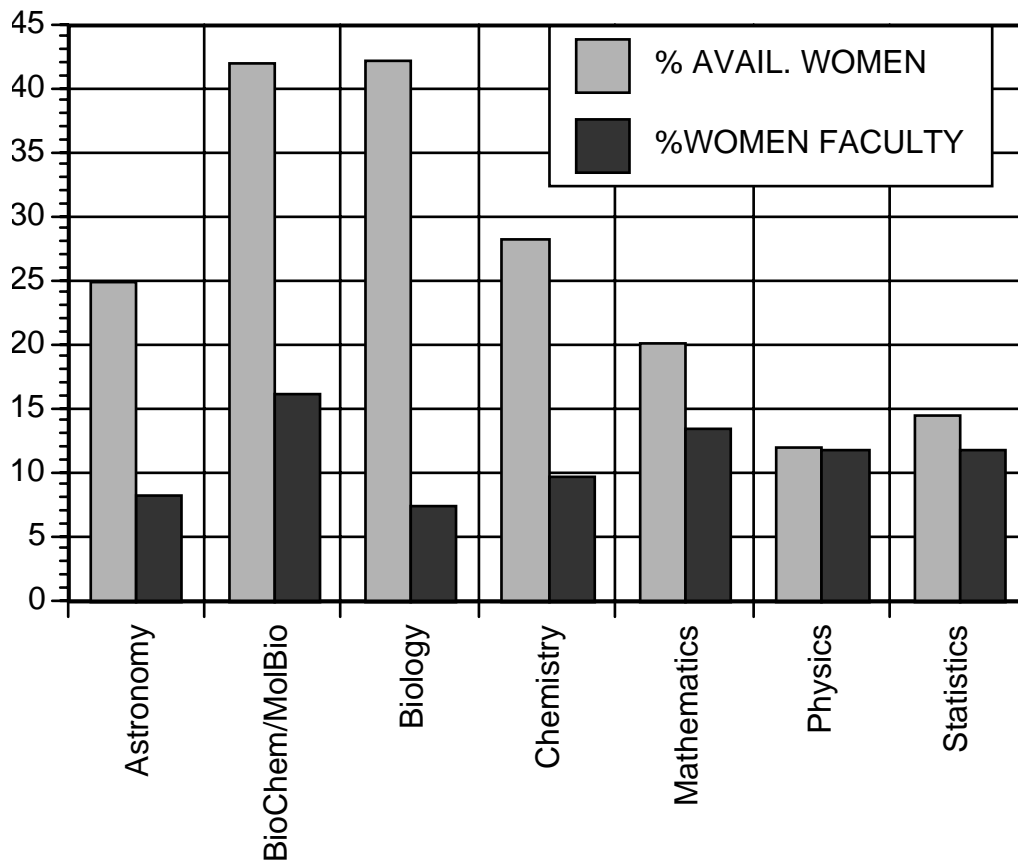
**FIGURE 30: COLLEGE OF MEDICINE  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



**SOURCE:** Availability Source: Doctoral Recipients from United States Universities

PSU Data : HUMORS FILE 1999, Office of Human Resources

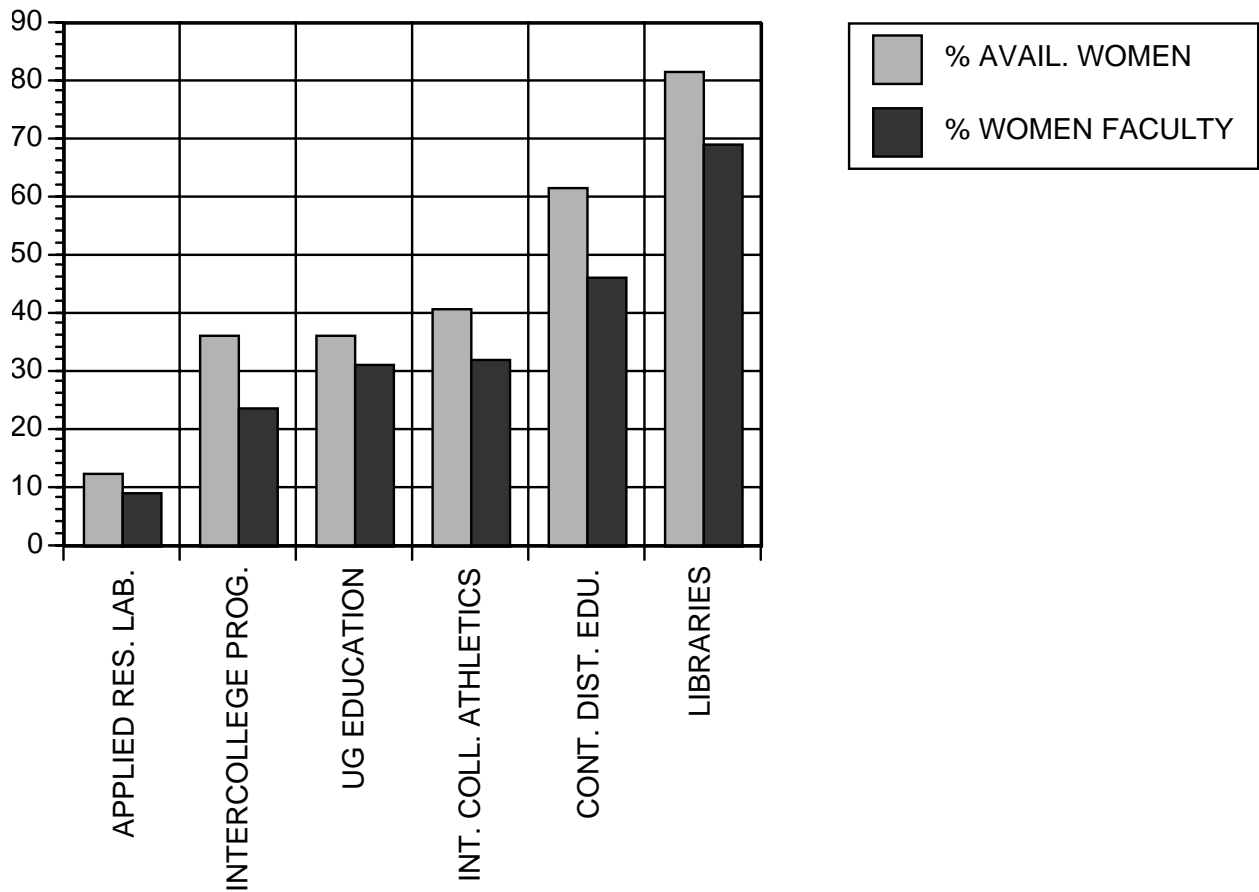
**FIGURE 31: EBERLY COLLEGE OF SCIENCE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



**SOURCE:** Availability Source: Doctoral Recipients from United States Universities

PSU Data : HUMORS FILE 1999, Office of Human Resources

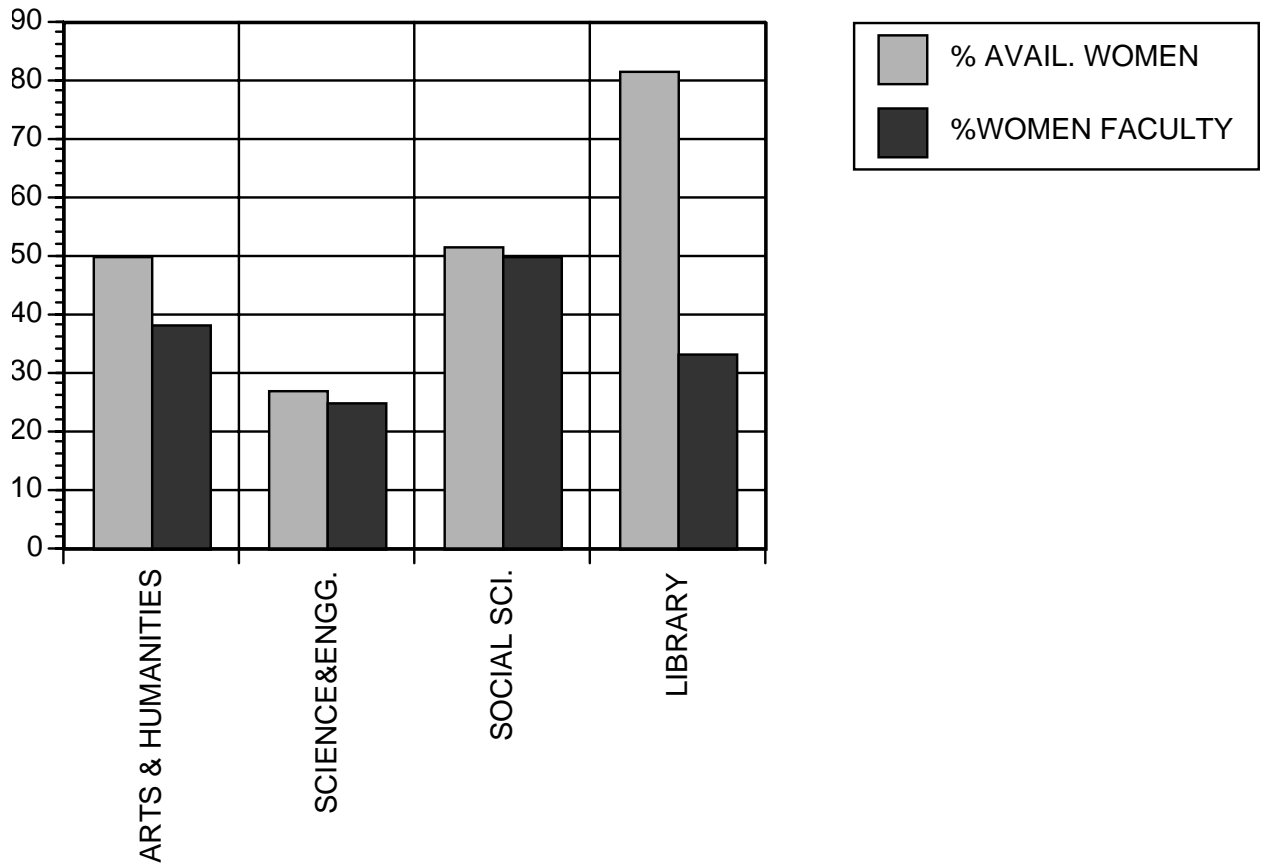
**FIGURE 32: FACULTY OUTSIDE THE COLLEGES  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



**SOURCE:** Availability Source: Doctoral Recipients from United States Universities

PSU Data : HUMORS FILE 1999, Office of Human Resources

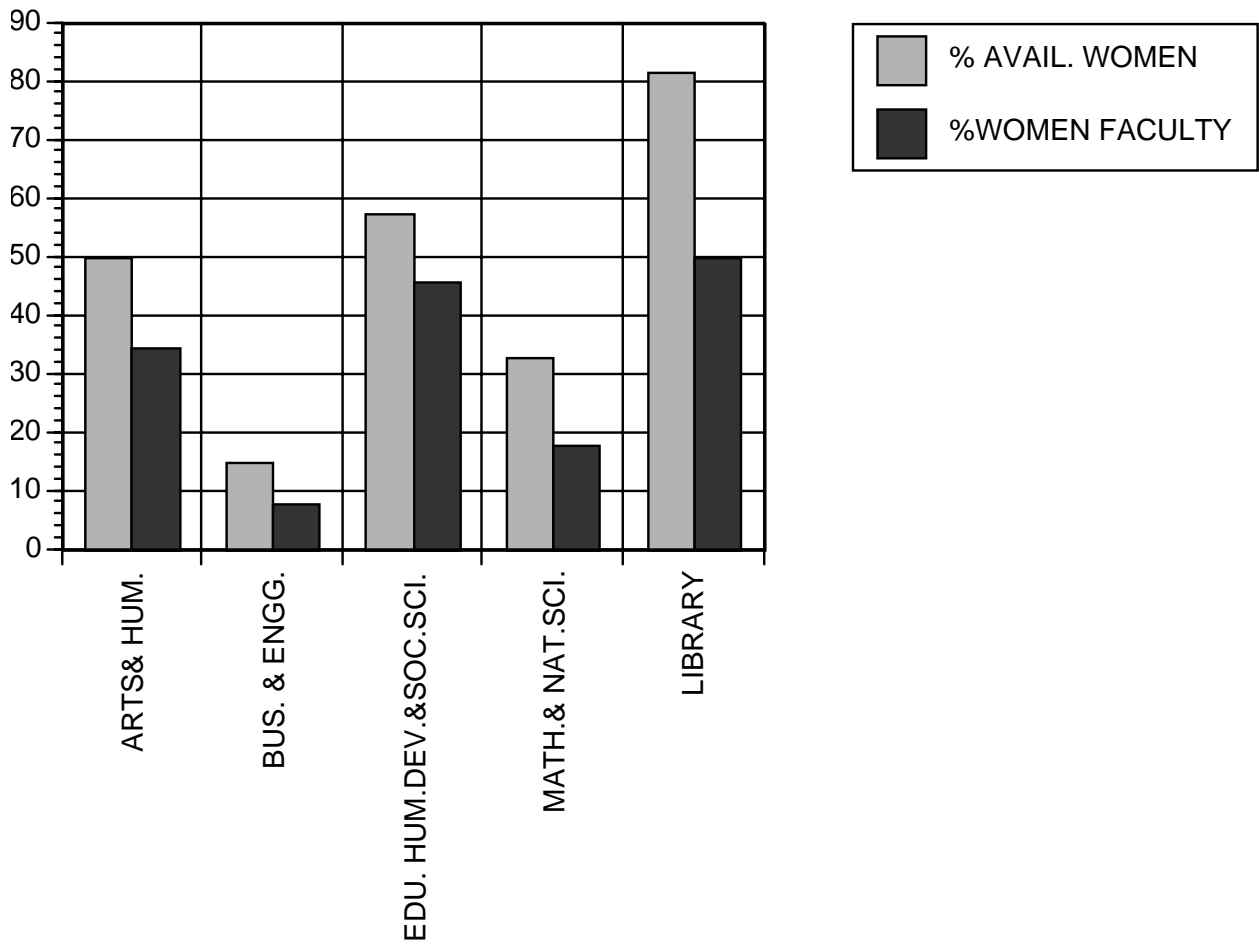
**FIGURE 33: ABINGTON COLLEGE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



**SOURCE:** Availability Source: Doctoral Recipients from United States Universities

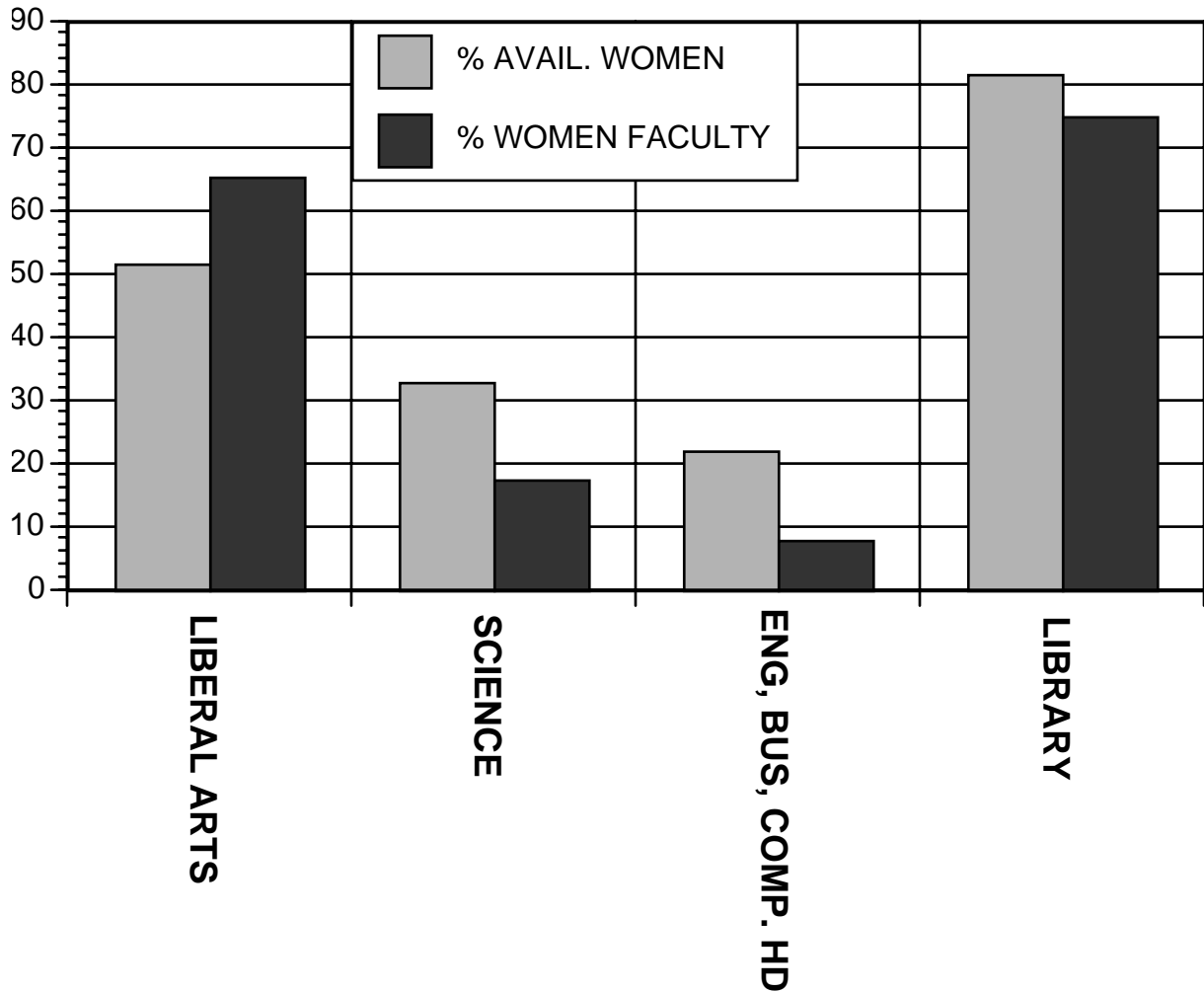
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 34: ALTOONA COLLEGE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



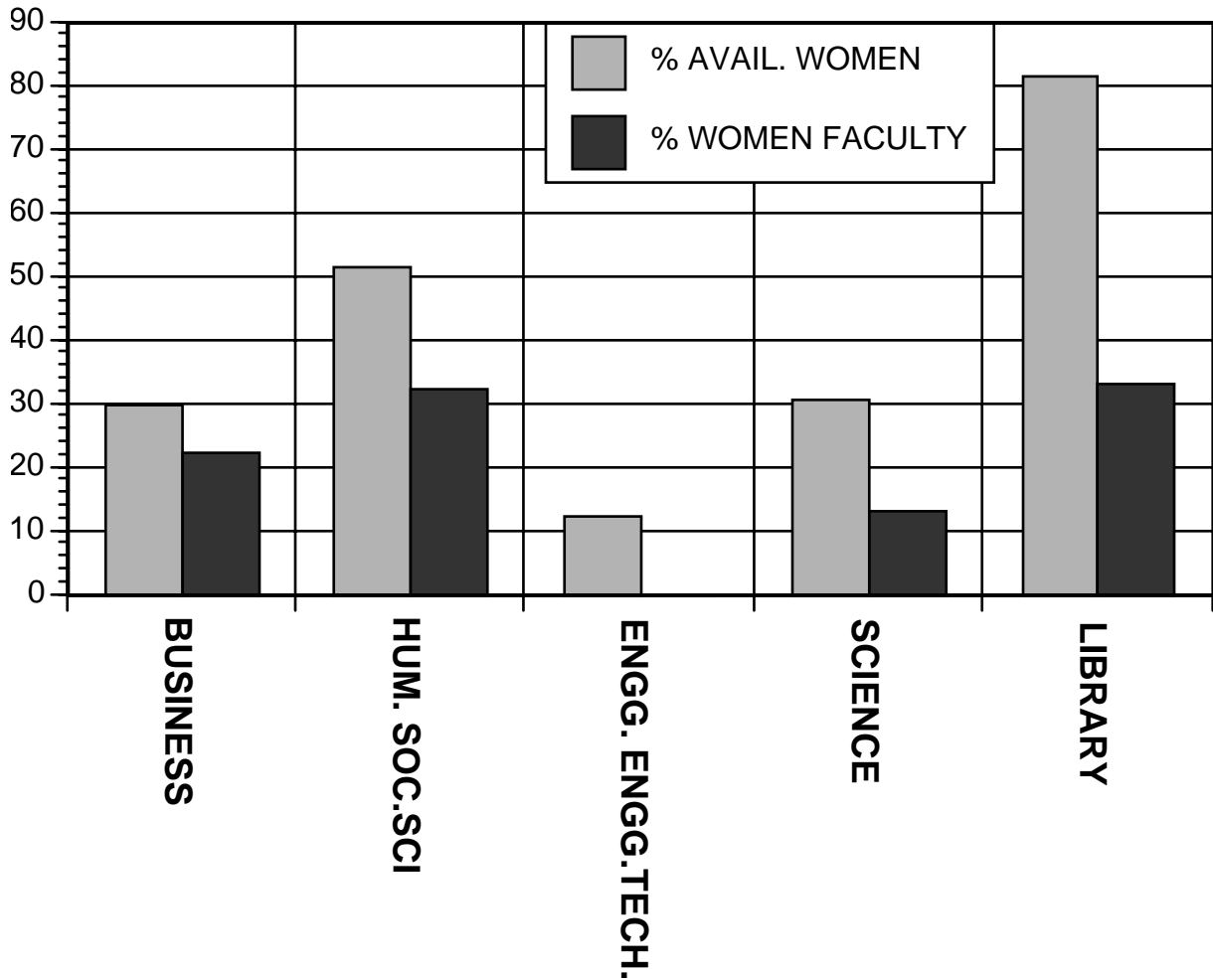
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 35: BERKS LEHIGH VALLEY COLLEGE  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



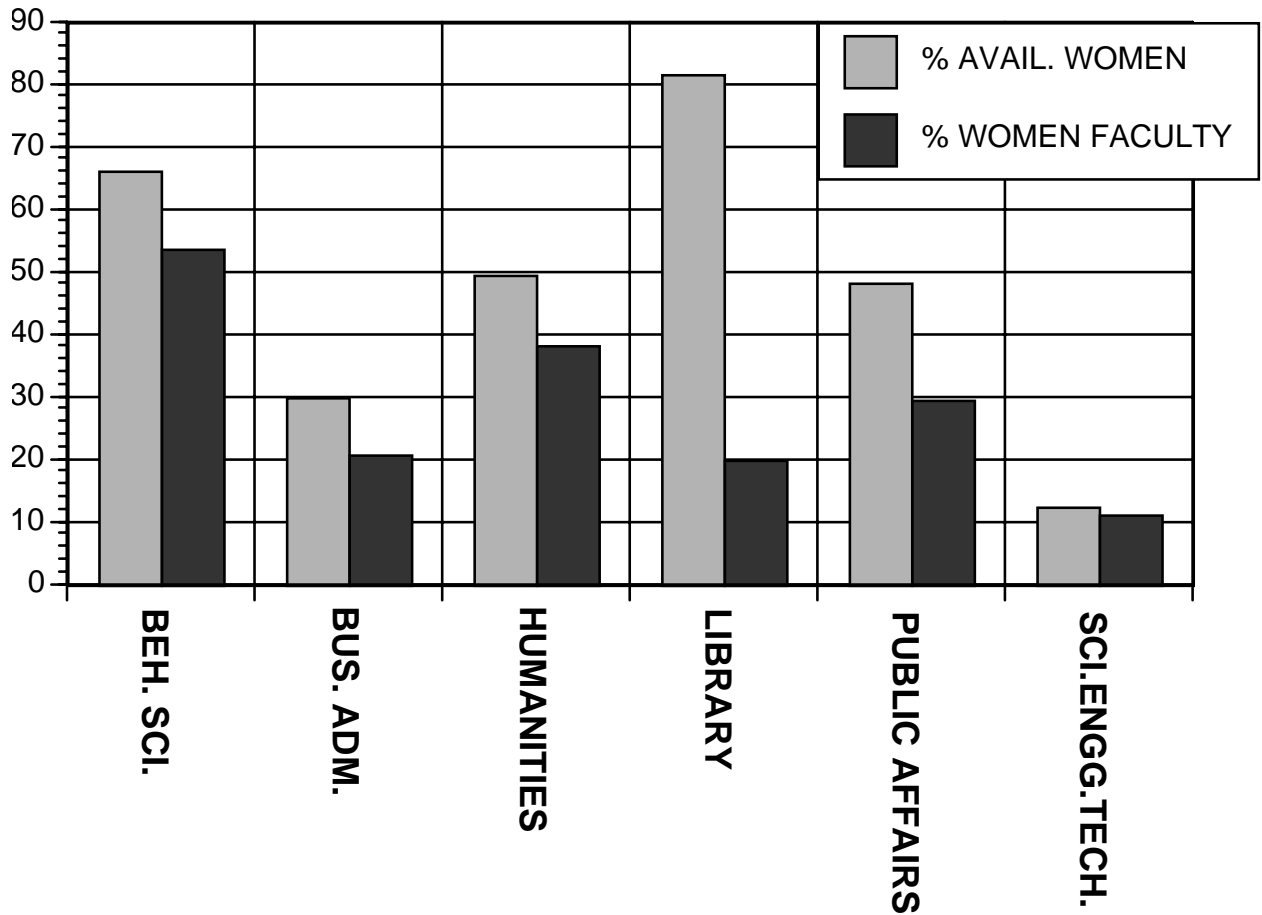
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 36: THE BEHREND COLLEGE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



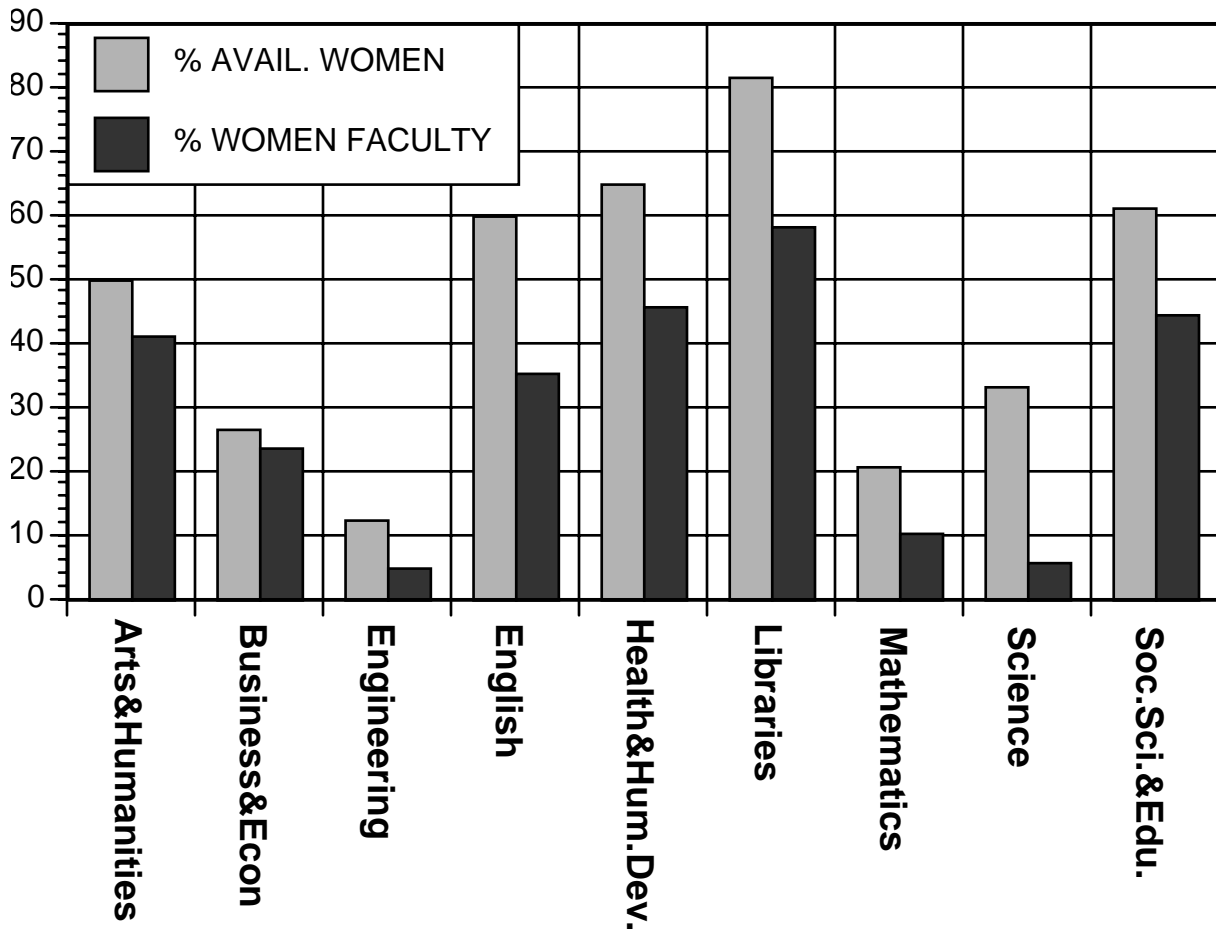
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 37: CAPITAL COLLEGE  
 PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
 PERCENT WOMEN, TENURED & TENURE TRACK**



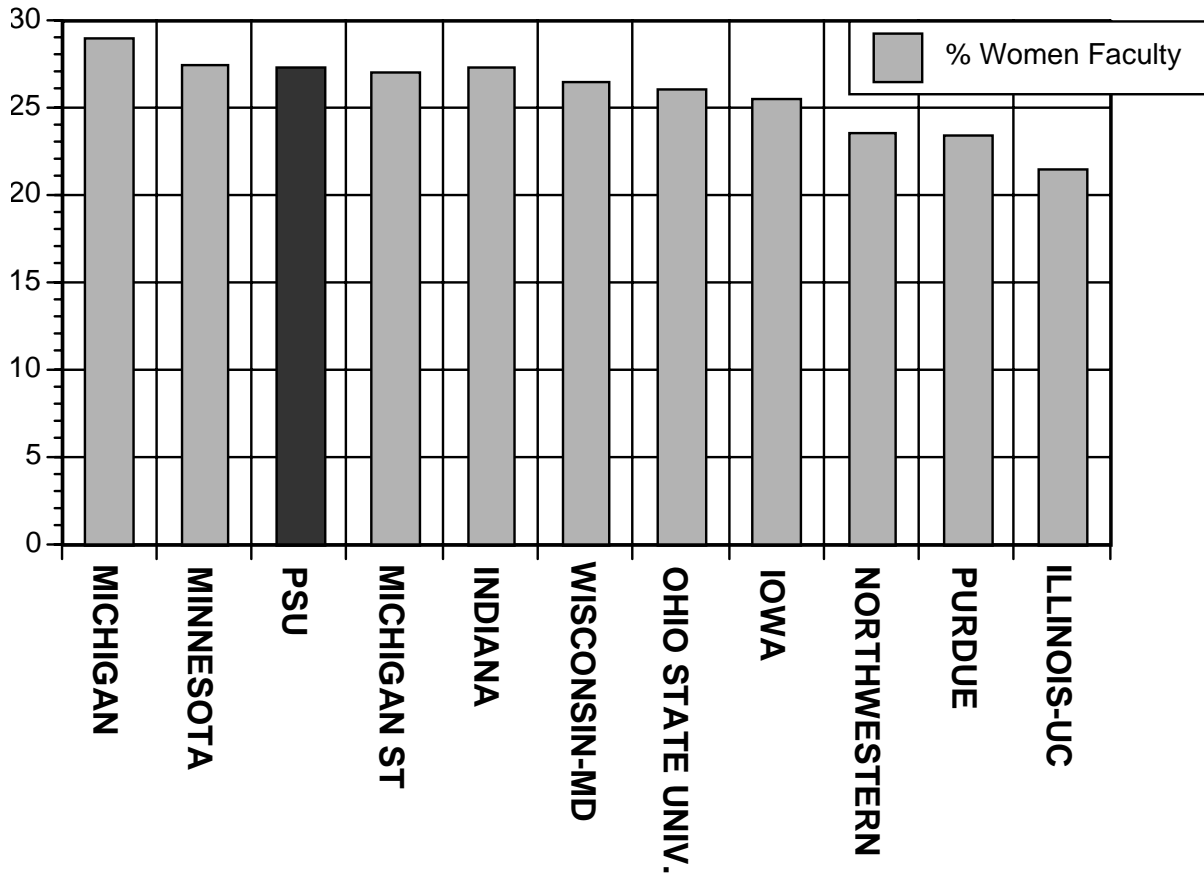
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
 PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 38: COMMONWEALTH COLLEGE  
PERCENT AVAILABILITY OF WOMEN IN LABOR POOL (1996) &  
PERCENT WOMEN, TENURED & TENURE TRACK**



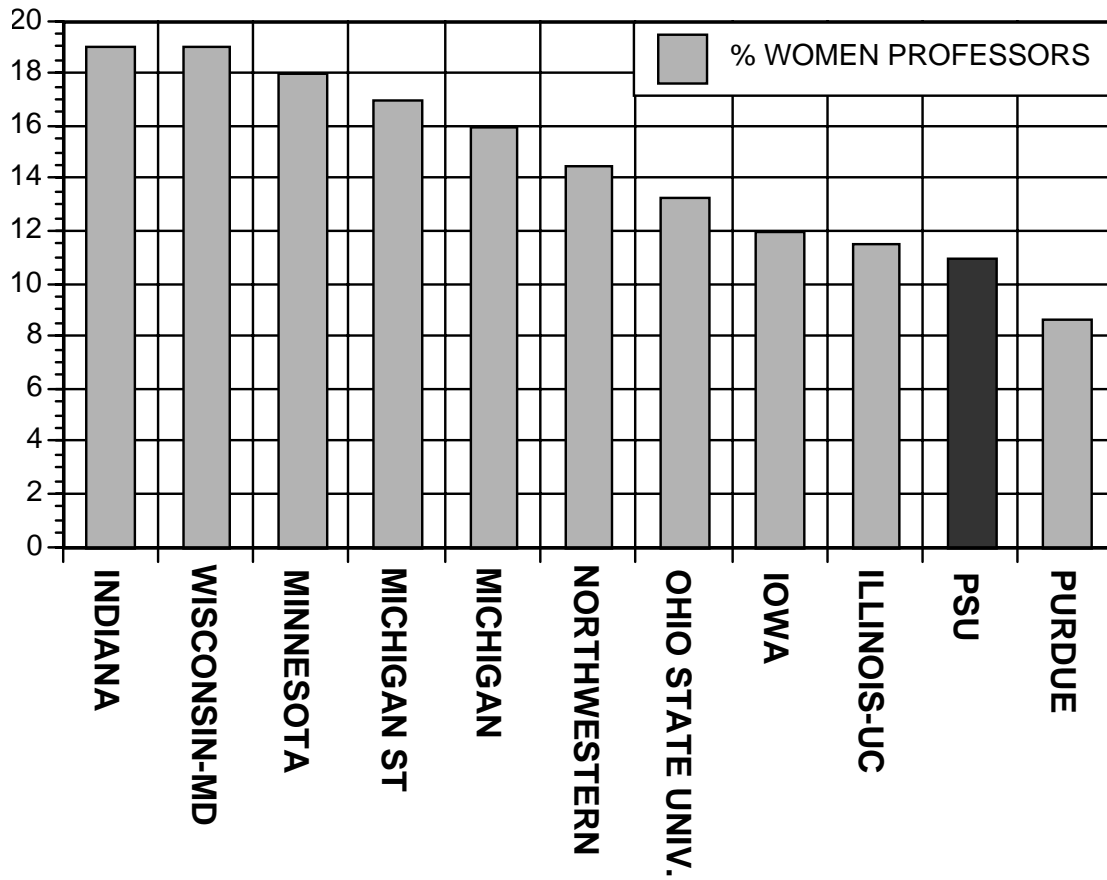
**SOURCE:** Availability Source: Doctoral Recipients from United States Universities  
PSU Data : HUMORS FILE 1999, Office of Human Resources

**FIGURE 39: PERCENT WOMEN FACULTY AT CIC INSTITUTIONS  
1999-2000**



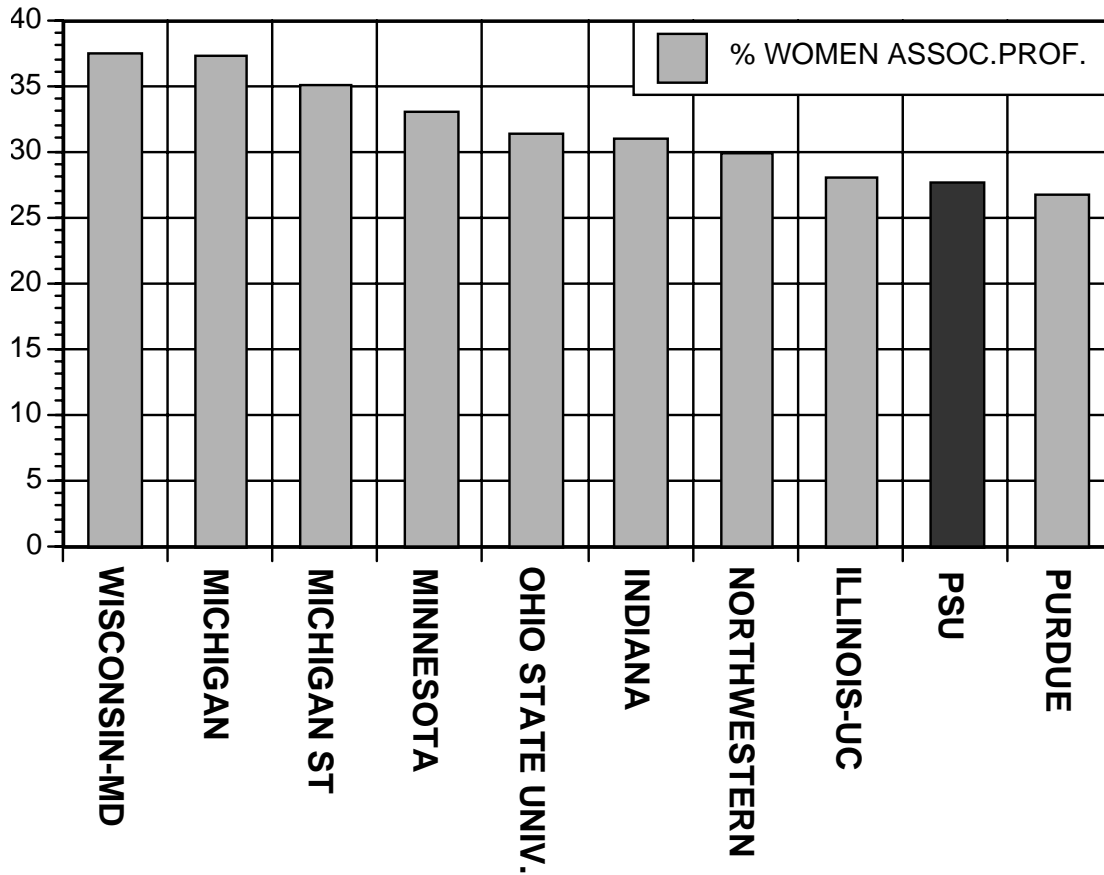
**SOURCE:** ACADEME, MARCH-APRIL 2000  
PSU Data – University Park only

**FIGURE 40: PERCENT WOMEN PROFESORS AT CIC INSTITUTIONS FOR 1999-2000**



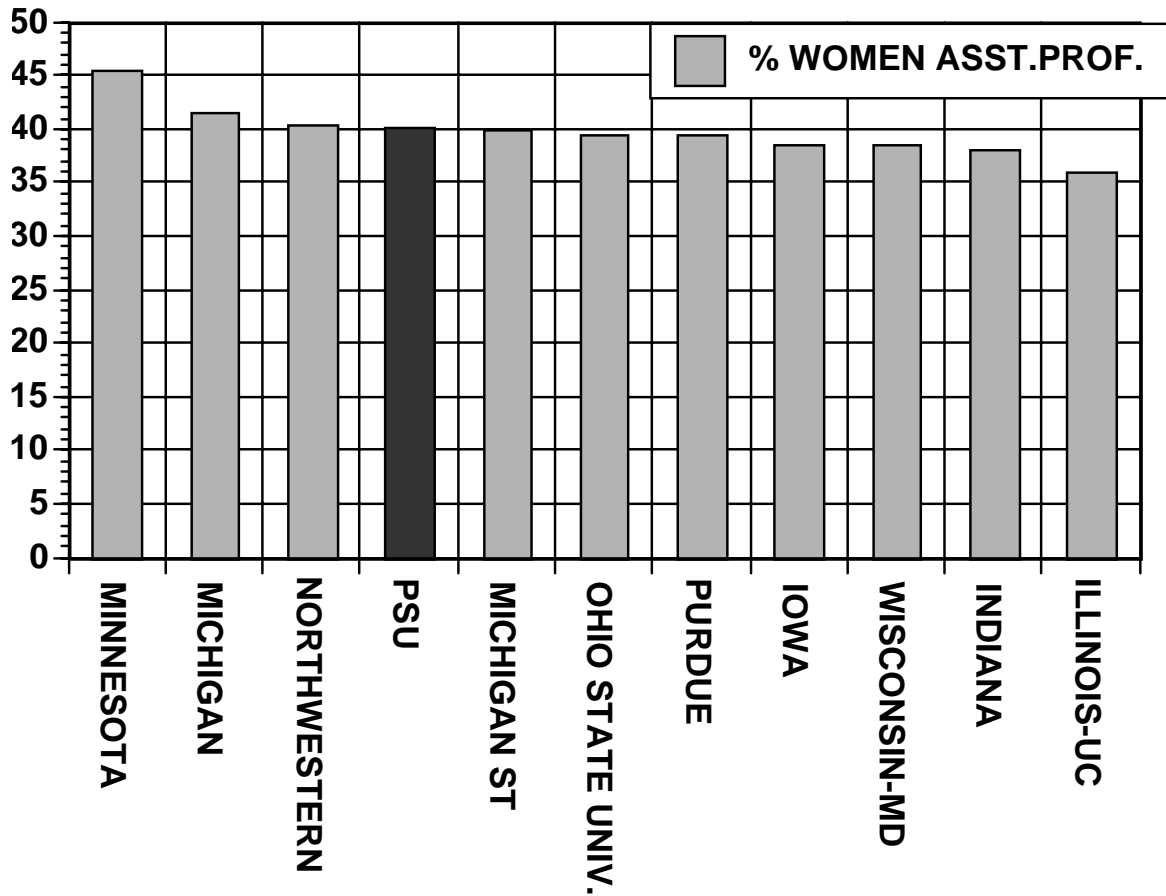
**SOURCE:** ACADEME, MARCH-APRIL 2000  
 PSU Data – University Park only

**FIGURE 41: PERCENT WOMEN ASSOCIATE PROFESSORS AT CIC INSTITUTIONS FOR 1999-2000**



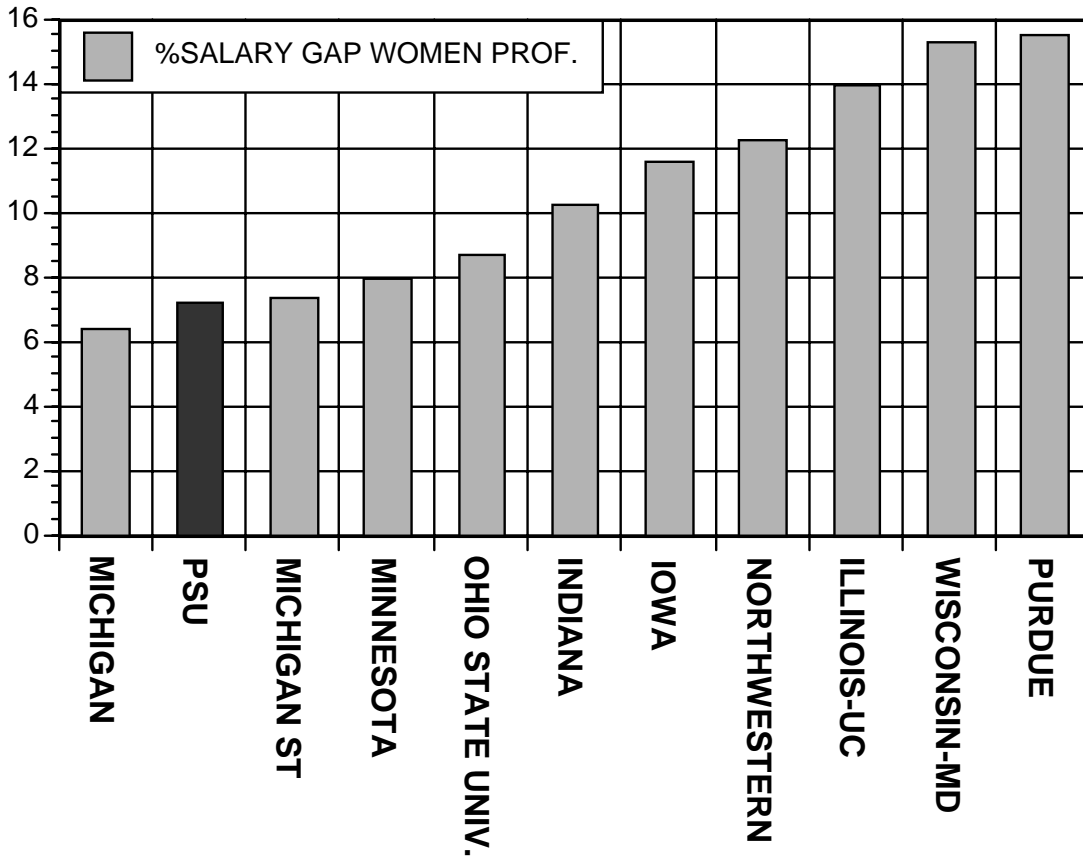
**SOURCE:** ACADEME, MARCH-APRIL 2000  
 PSU Data – University Park only

**FIGURE 42: PERCENT WOMEN ASSISTANT PROFESSORS AT CIC INSTITUTIONS FOR 1999-2000**



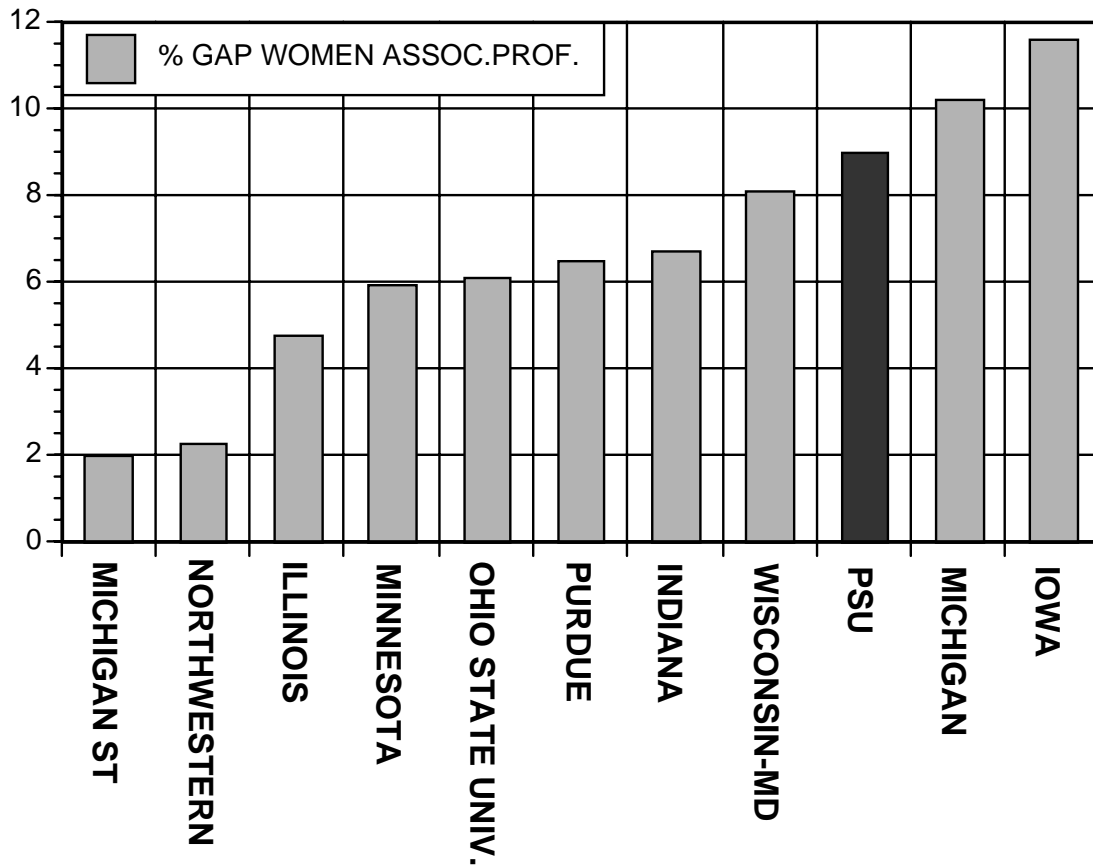
**SOURCE:** ACADEME, MARCH-APRIL 2000  
PSU Data – University Park only

**FIGURE 43: PERCENT SALARY GAP FOR WOMEN PROFESSORS AT CIC INSTITUTIONS 1999-2000**



**SOURCE:** ACADEME, MARCH-APRIL 2000  
 PSU Data – University Park only

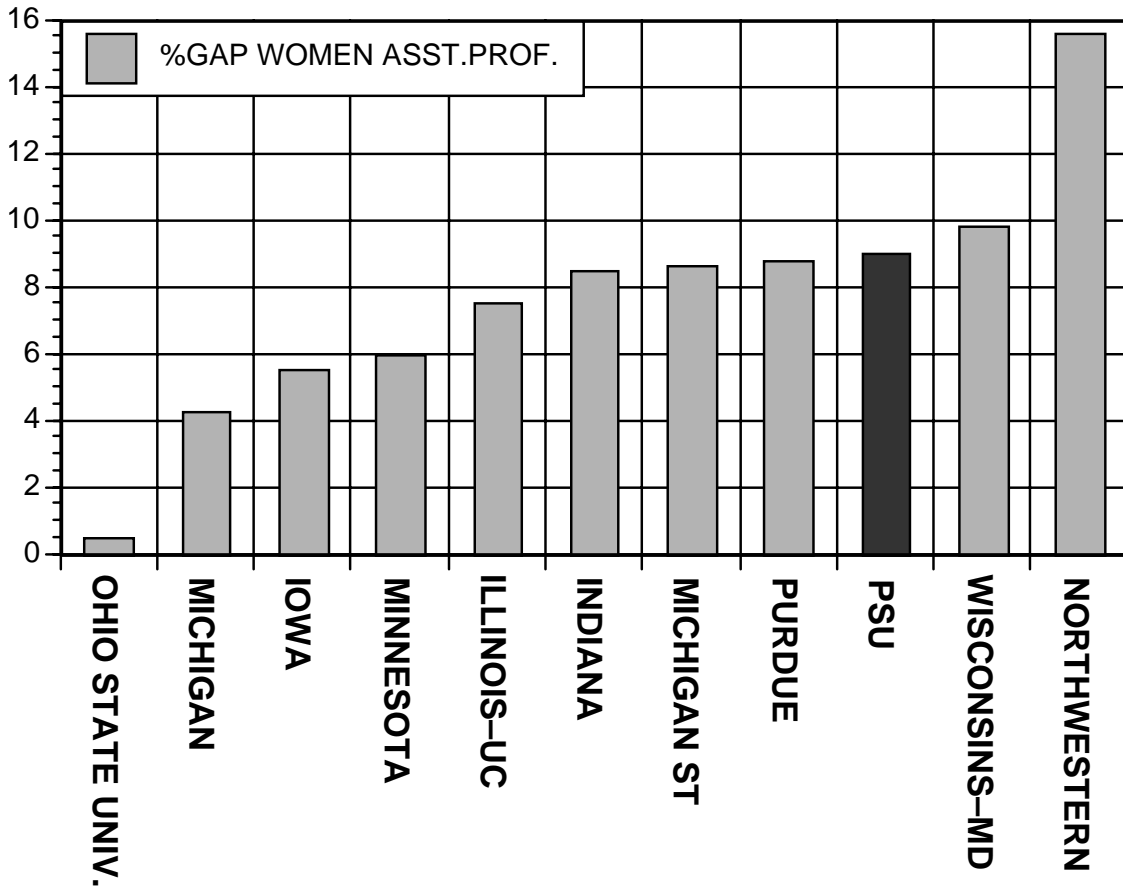
**FIGURE 44: PERCENT SALARY GAP FOR WOMEN ASSOCIATE PROFESSORS AT CIC INSTITUTIONS 1999-2000**



**SOURCE: ACADEME, MARCH-APRIL 2000**

PSU Data – University Park only

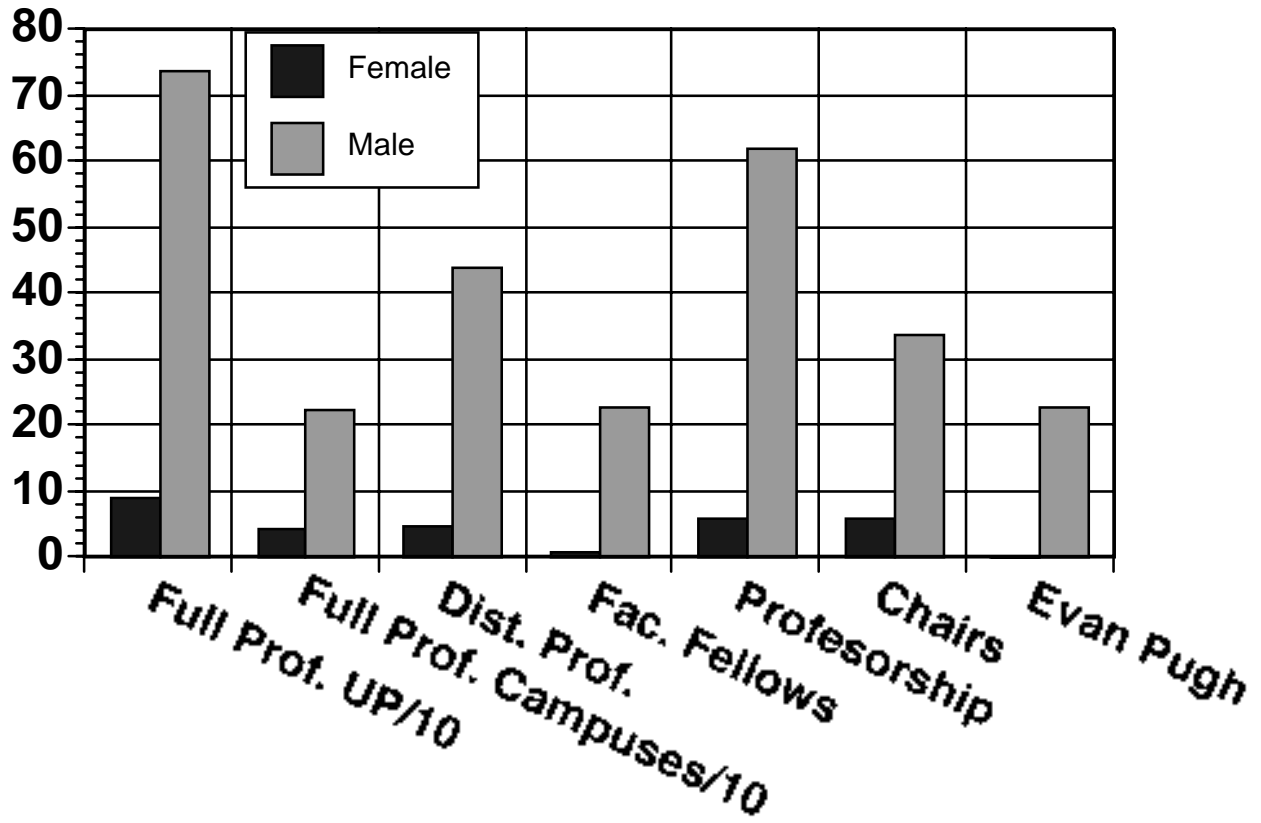
**FIGURE 45: PERCENT SALARY GAP FOR WOMEN ASSISTANT PROFESSORS AT CIC INSTITUTIONS 1999-2000**



**SOURCE: ACADEME, MARCH-APRIL 2000**

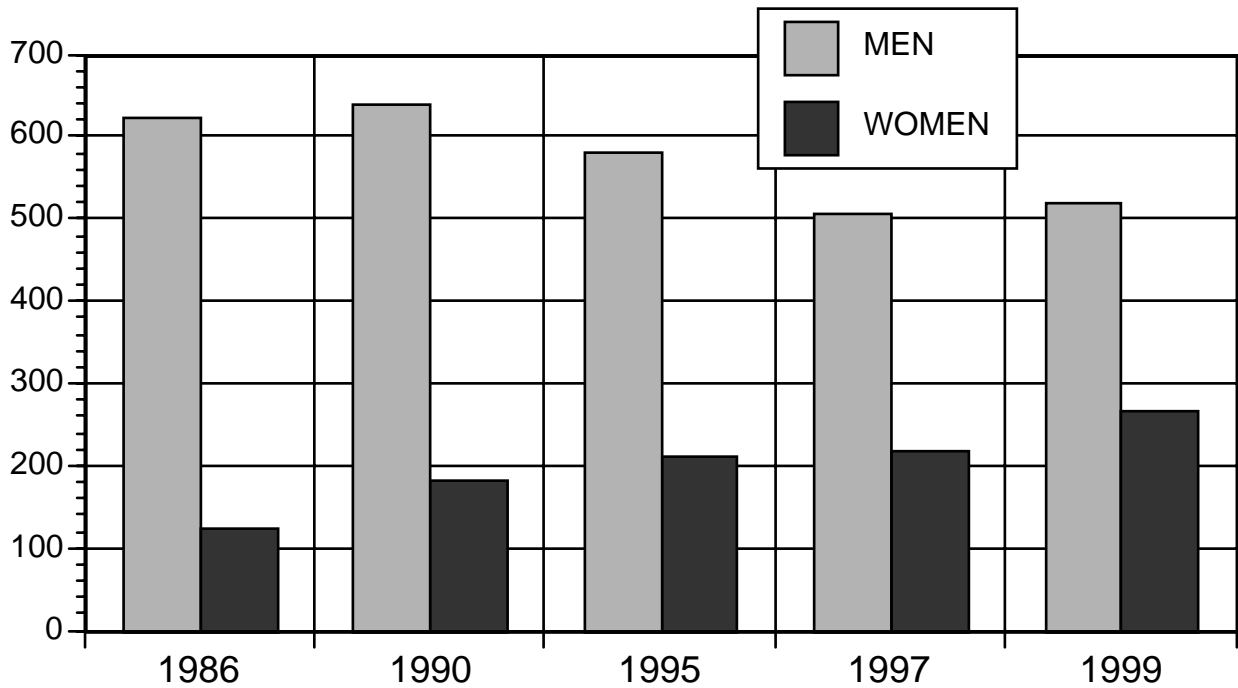
PSU Data – University Park only

**FIGURE 46: FULL PROFESSORS AND HOLDERS OF NAMED PROFESSORSHIPS AT PSU BY GENDER**



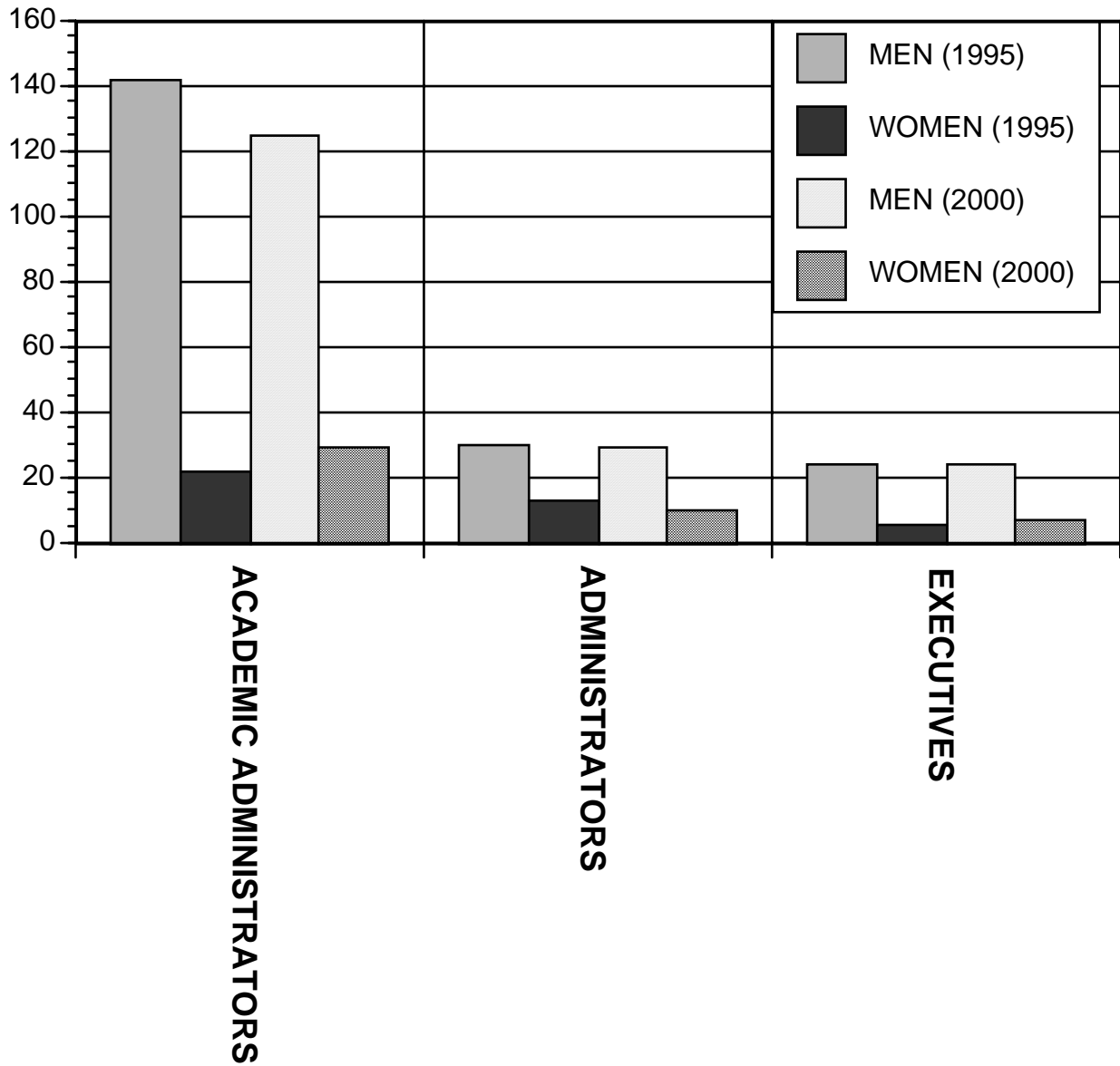
SOURCE: HUMORS 2000 for full professors & Office of Human Resources, 1999

**FIGURE 47: NUMBER OF MEN & WOMEN EXECUTIVES, ADMINISTRATORS, ACADEMIC ADMINISTRATORS & MANAGERS AT UNIVERSITY PARK**



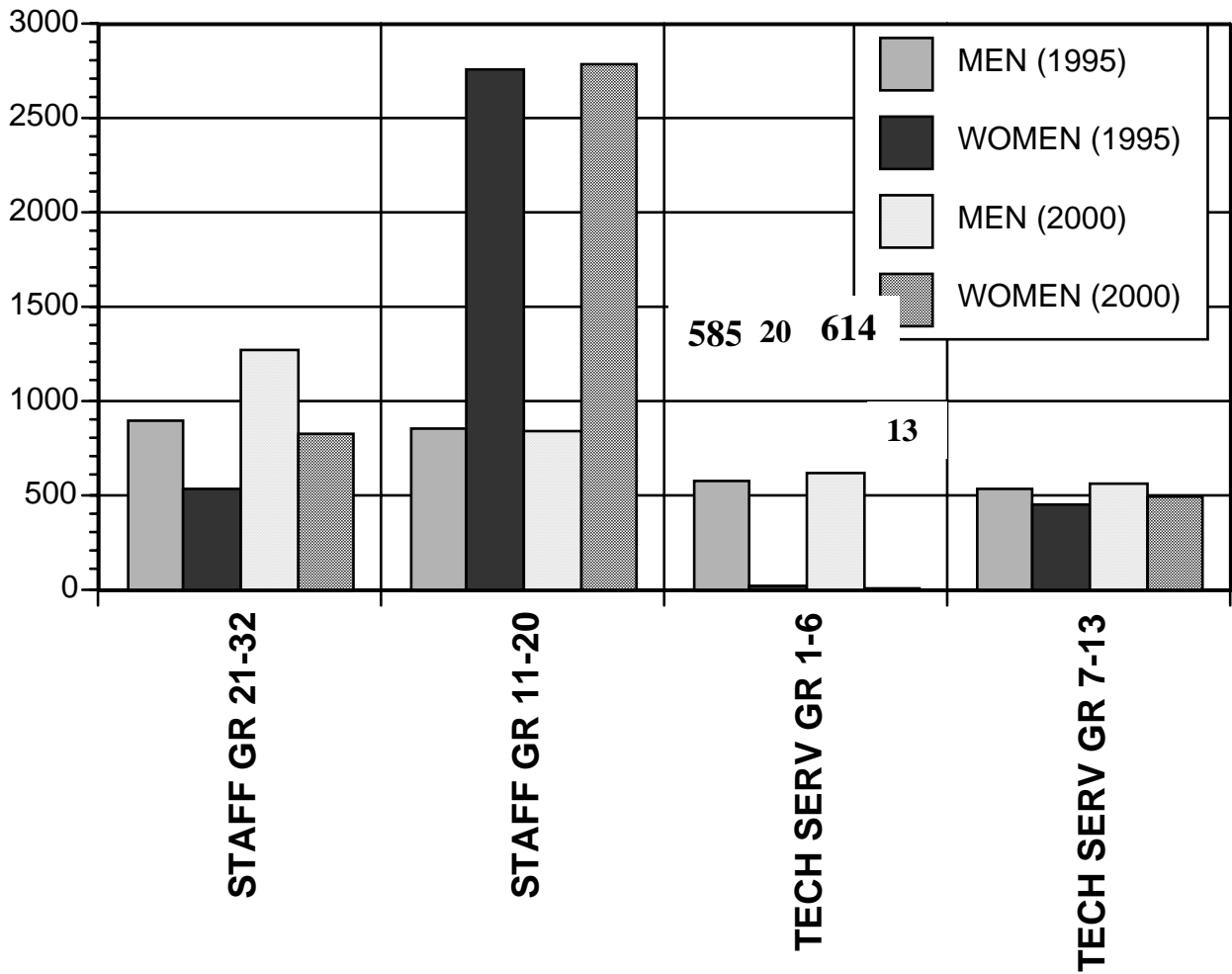
**SOURCE:** The Pennsylvania State University Affirmative Action Plan 1990-91 and 1999-2000, Affirmative Action Office

**FIGURE 48: NUMBER OF MEN & WOMEN ACADEMIC ADMINISTRATORS, ADMINISTRATORS, EXECUTIVES AT UNIVERSITY PARK, 1995, 2000**



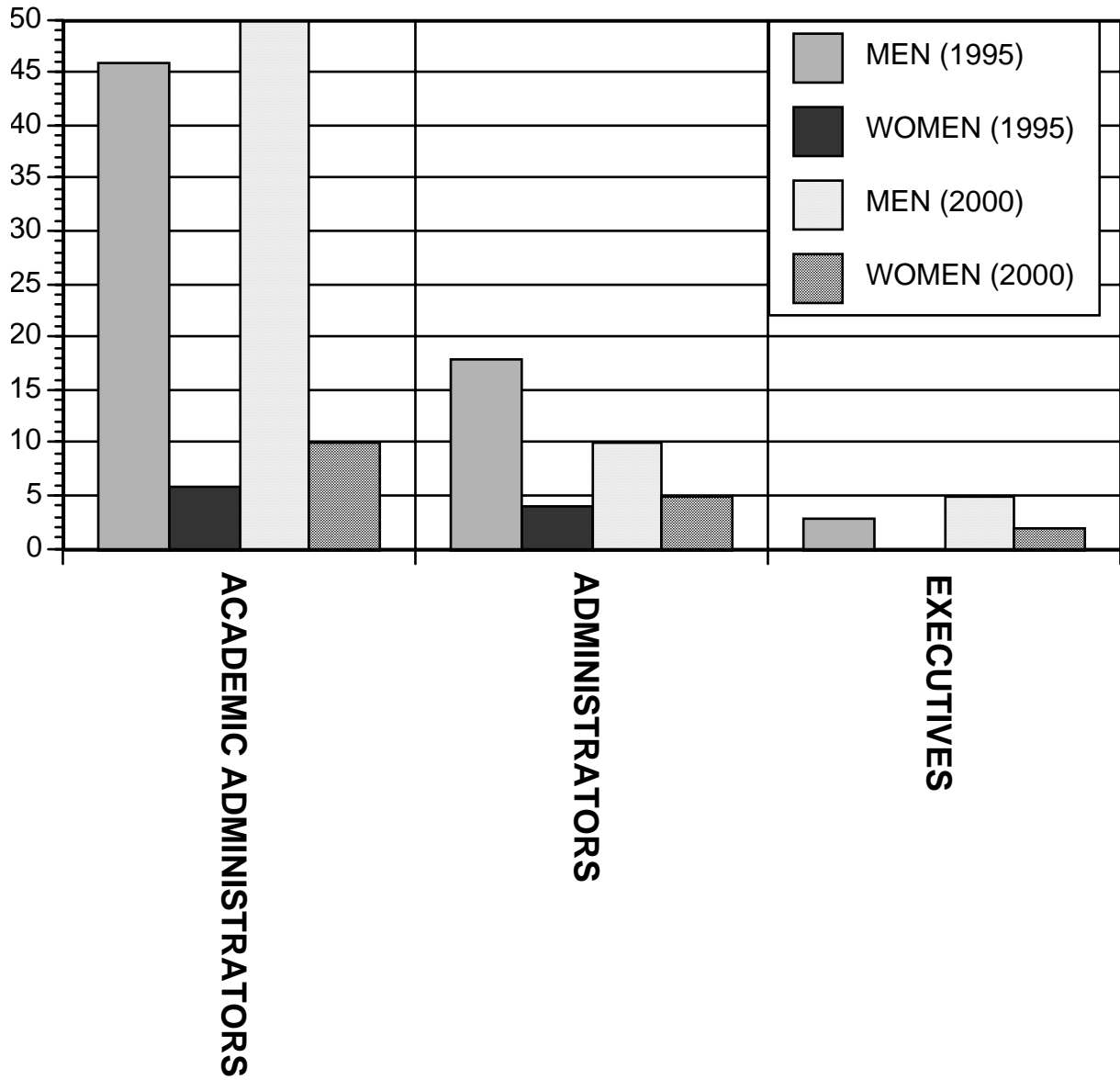
**SOURCE:** HUMORS File 1995, 2000 provided by Office of Budget & Resource Analysis

**FIGURE 49: NUMBER OF MEN & WOMEN STAFF AND TECH SERVICE EMPLOYEES AT UNIVERSITY PARK, 1995, 2000**



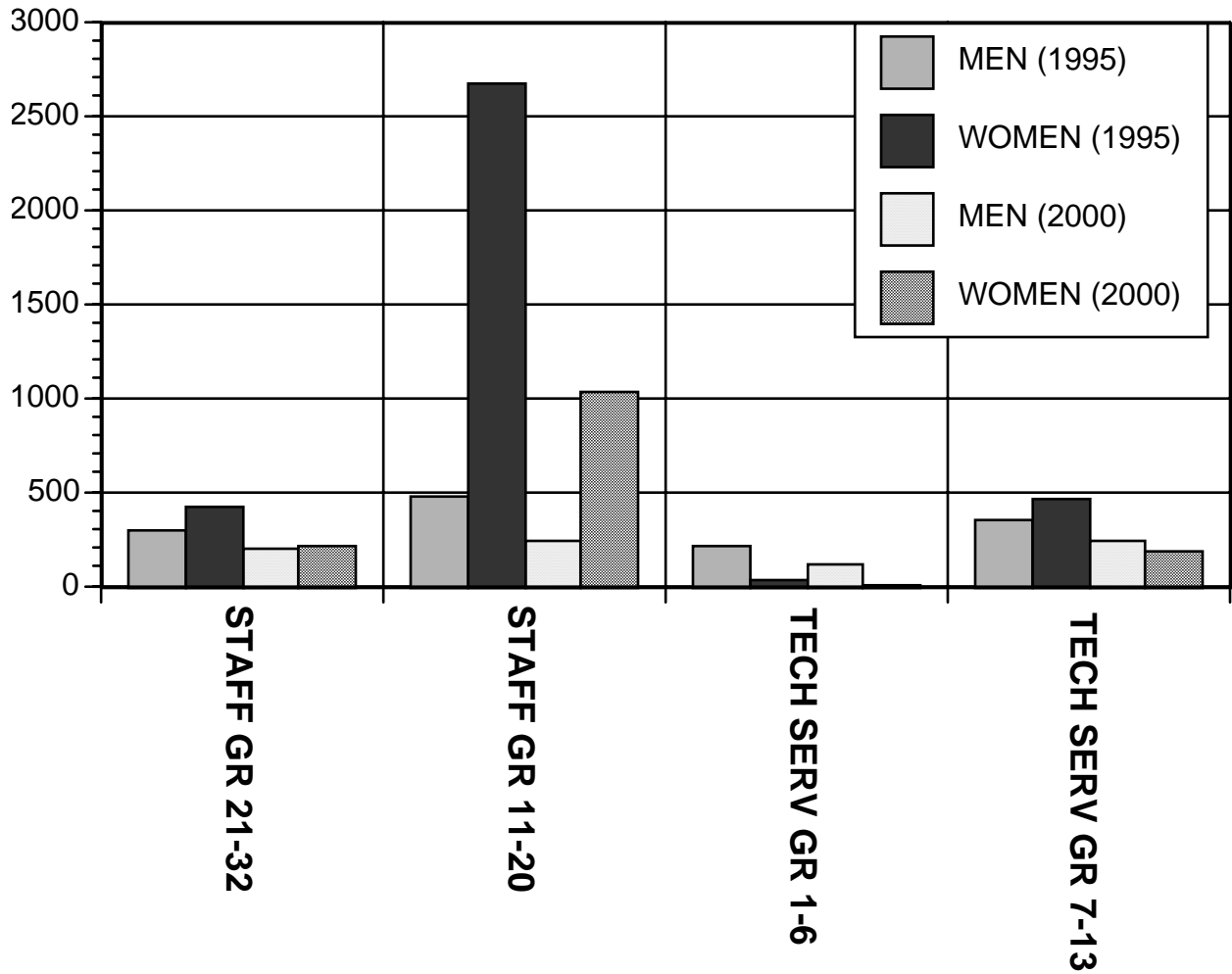
**SOURCE:** HUMORS File 1995, 2000 provided by Office of Budget & Resource Analysis

**FIGURE 50: NUMBER OF MEN & WOMEN ACADEMIC ADMINISTRATORS, ADMINISTRATORS & EXECUTIVES AT CAMPUS LOCATIONS**



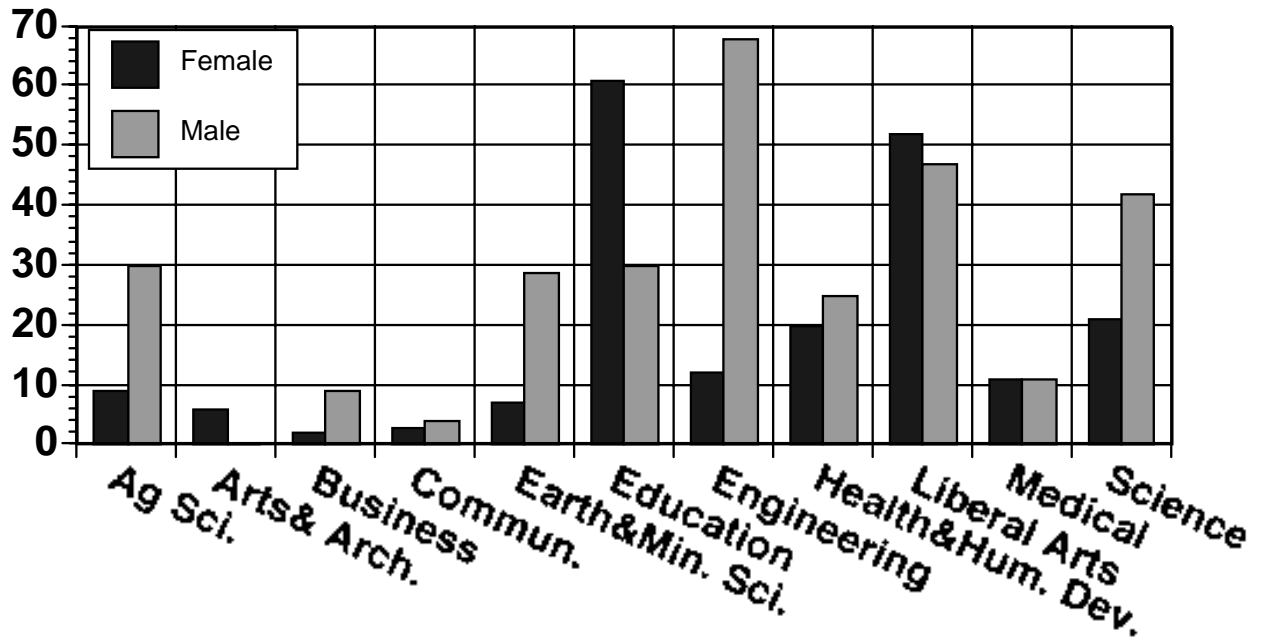
**SOURCE:** HUMORS File 1995, 2000 provided by Office of Budget & Resource Analysis

**FIGURE 51: NUMBER OF MEN & WOMEN STAFF AND TECH SERVICE EMPLOYEES AT CAMPUS LOCATIONS**



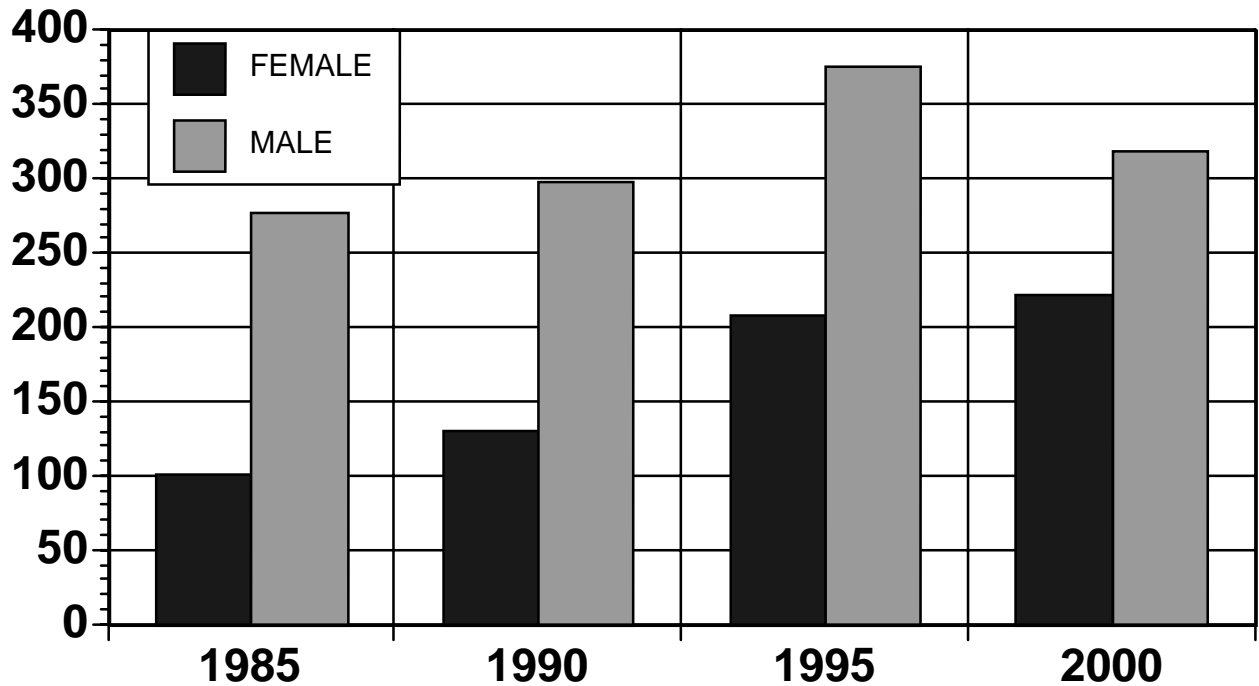
**SOURCE:** HUMORS File 1995, 2000 provided by Office of Budget & Resource Analysis

**FIGURE 52: DOCTORAL DEGREES AWARDED AT UP IN 1999-2000 BY GENDER AND FIELD**



SOURCE: Vice President for Research & Dean of the Graduate School

**FIGURE 53: DOCTORAL DEGREES GRANTED AT PSU BY GENDER-HISTORICAL**



Nationally 40.9% Ph.Ds awarded to Women in 1997

SOURCE: Vice President for Research & Dean of the Graduate School