

To: President Chace and Dr. Etheridge
From: Faculty Concerns Committee of the PCSW/ Subcommittee on Leadership -
Susan P. Gilbert (chair)
Subject: End of Year Report on Women in Leadership

Date: April 24, 2003

The Faculty Concerns Committee of the President's Commission on the Status of Women has begun work on a multiyear study of the representation of women in leadership positions within Emory University. This is an ambitious project particularly when we try to define leadership in an academic setting, and we anticipate that a variety of methodologies will be employed to better understand what leadership is and how Emory is doing with respect to providing leadership opportunities for women. The purpose of this summary report is to present some preliminary findings which will hopefully ignite some thoughtful debate, prompt some action and whet our collective appetites for further study and the next report. All of the members of the committee who worked on this report have agreed to continue on the PCSW next year so that the project may continue another academic year. Once again the committee is fortunate to have the assistance and enormous contribution of Daniel Teodorescu, Director of the Office of Institutional Research.

According to the Integrated Education Survey for 2001-2002 (IPEDS) the percentage of women on staff at Emory is 67%; and 56% of Managerial, Executive and Professional staff are female. (See exhibit 1). Even more impressive, Emory has seen the largest growth in that category (37% over the last decade) of female employees when compared with peer schools. (See exhibit 2). These data demonstrate that Emory University has shown a strong commitment to the recruitment and promotion of females to administrative leadership positions within the school. The PCSW Report, *An Analysis of Gender Equity Issues at Emory University** (2002), further supports Emory's continuing efforts to increase the percentage of women faculty, particularly on the tenure track. When compared with peer institutions, Emory ranks third (behind Duke and the University of Pennsylvania) in percentage of women faculty with tenure, and second (behind Georgetown) in terms of percentage of total tenured faculty that is female.

With such impressive gains in female management rolls and tenure track faculty, can we surmise that the advancement of women to very senior positions of leadership at Emory University has also occurred? Based on an analysis of peer institutions, PCSW Faculty Concerns reports that the results are surprising. The Committee collected data and performed an analysis of the percentage of women in senior leadership positions at Emory and at peer institutions (the top 17 universities according to US News and World Reports rankings). All of the information for schools other Emory University came from published websites or telephone calls placed to the institutions. We made every attempt to provide directly comparable information, however, there may be some inconsistencies in how senior leadership is viewed and presented across schools. However, the data are enlightening and suggest that Emory University lags behind peer institutions in terms of female representation in senior leadership positions.

- We are not one of the four institutions on the list to have a female President of the University (Exhibit 3).
- In terms of Deans of Schools within the University, 2 of 9 (or 22%) are female – which places us in the bottom third of peer schools for which we could get data (Exhibit 4).
- When comparing Presidential Cabinet level positions (using data on published websites) we rank in the bottom third of institutions ranked in the top 18 in terms of percent women in these senior management positions. (Exhibit 5).
- While there are several universities that do not report such information publicly, only 2 institutions in the top 18 had a lower percentage female composition of its Board of Trustees. (Exhibit 6).

While these data comparing Emory to peer institutions are clearly disappointing, there is much left unsaid in terms of whether women are offered senior leadership opportunities or perceive any lack of such opportunities. They also do not reveal the influence women may or may not exert in terms of academic leadership or direction of the school's resources. The next phase of the PCSW study will focus on more qualitative aspects of leadership and a more in depth look at leadership opportunities within Emory University. The Committee wishes to thank President Chace for his inspiration in leading us to this topic of study and for his generosity in making available to us the expertise and contributions of Daniel Teodorescu of the Office of Institutional Research.

Exhibit 1

Exec/Admin Employees 2001

Institution Name	FT Men	PT Men	Total Men	FT Women	PT Women	Total Women	Grand Total	Percent Women
BROWN UNIVERSITY	247	10	257	328	44	372	629	59%
COLUMBIA UNIVERSITY	693	5	698	1164	16	1180	1878	63%
DUKE UNIVERSITY	399	1	400	455	2	457	857	53%
EMORY UNIVERSITY	182	5	187	225	12	237	424	56%
GEORGETOWN UNIVERSITY	29	0	29	17	0	17	46	37%
JOHNS HOPKINS UNIVERSITY	107	0	107	31	0	31	138	22%
NORTHWESTERN UNIVERSITY	303	15	318	434	17	451	769	59%
PRINCETON UNIVERSITY	126	5	131	114	5	119	250	48%
STANFORD UNIVERSITY	148	5	153	186	10	196	349	56%
UNIVERSITY OF CHICAGO	165	3	168	226	10	236	404	58%
UNIVERSITY OF PENNSYLVANIA	574	5	579	821	3	824	1403	59%
VANDERBILT UNIVERSITY	272	1	273	407	2	409	682	60%
WASHINGTON UNIVERSITY	448	7	455	673	42	715	1170	61%
YALE UNIVERSITY	634	18	652	1032	82	1114	1766	63%

Source: IPEDS Peer Analysis System.

Exhibit 2

Percent Women Exec/Admin Employees 1991-2001

Institution Name	1991	1993	1995	1997	1999	2001	Percent Change 91-01
BROWN UNIVERSITY	58%	54%	52%	54%	57%	59%	3%
COLUMBIA UNIVERSITY		60%	64%	58%	62%	63%	
DUKE UNIVERSITY	46%	44%	46%	48%	49%	53%	17%
EMORY UNIVERSITY	40%	39%	51%	51%	52%	56%	39%
GEORGETOWN UNIVERSITY	52%	53%	57%	58%	41%	37%	-28%
JOHNS HOPKINS UNIVERSITY	17%	17%	22%	23%	25%	22%	28%
NORTHWESTERN UNIVERSITY	50%	50%	53%	56%	55%	59%	16%
PRINCETON UNIVERSITY	57%	57%	44%	44%	43%	48%	-16%
STANFORD UNIVERSITY	35%	38%	54%	56%	59%	56%	59%
UNIVERSITY OF CHICAGO	47%	54%	58%	59%	63%	58%	24%
UNIVERSITY OF PENNSYLVANIA	52%	51%	53%	55%	58%	59%	13%
VANDERBILT UNIVERSITY	49%	50%	51%	56%	60%	60%	22%
WASHINGTON UNIVERSITY	64%	68%	69%	70%	60%	61%	-5%
YALE UNIVERSITY	58%	59%	59%	61%	62%	63%	9%
PEER MEAN	48%	50%	52%	54%	53%	54%	14%

Source: IPEDS Peer Analysis System.

Exhibit 3

Presidential Gender At Leading U.S. Universities

(Ranking According to U.S. News and World Reports)

Male President

Harvard University (2)
Yale University (3)
California Institute of Technology (4)
Massachusetts Institute of Technology (6)
Stanford University (7)
Dartmouth College (9)
Columbia University (10)
Northwestern University (11)
University of Chicago (12)
Cornell University (14)
Johns Hopkins University (15)
Rice University (16)
Emory University (18)

Female President

Princeton University (1)
Duke University (5)
University of Pennsylvania (8)
Brown University (17)

Exhibit 4

Percentage of Women Deans in Leading U.S. Universities

	University & Rank, According to U.S. News & World Reports	#Of Schools	#Women Deans	%
1.	Princeton University	5	3	60
2.	Harvard University	10	2	20
3.	Yale University	11	*	NA
4.	California Institute of Technology	*	*	NA
5.	Duke University	9	3	33
6.	Massachusetts Institute of Technology	5	0	0
7.	Stanford University	8	3	38
8.	University of Pennsylvania	12	3	25
9.	Dartmouth College	4	0	0
10.	Columbia University	17	*	NA
11.	Northwestern University	12	3	25
12.	University of Chicago	7	1	14
13.	Washington University in St. Louis	8	1	13
14.	Cornell University	13	3	23
15.	Johns Hopkins University	7	3	43
16.	Rice University	8	3	38
17.	Brown University	3	1	33
18.	Emory University	9	2	22
20.	University of California – Berkeley	14	0	0
22.	Vanderbilt University	10	2	20

*Data not available on website.

Exhibit 5

Percentage of Women in Senior Leadership Roles in Leading U.S. Universities

University & Rank, According to U.S. News & World Reports		Presidential Cabinet – Level Officers	#Women	%
1.	Princeton University	6	3	50
2.	Harvard University	8	3	38
3.	Yale University	7	3	43
4.	California Institute of Technology	10	3	30
5.	Duke University	18	6	33
6.	Massachusetts Institute of Technology	9	1	11
7.	Stanford University	27	6	22
8.	University of Pennsylvania	20	6	30
9.	Dartmouth College	12	6	50
10.	Columbia University	9	1	11
11.	Northwestern University	23	8	35
12.	University of Chicago	25	7	28
13.	Washington University in St. Louis	13	4	31
14.	Cornell University	11	4	36
15.	Johns Hopkins University	21	7	33
16.	Rice University	15	1	7
17.	Brown University	15	8	53
18.	Emory University	12	2	17
20.	University of California – Berkeley	8	1	13
22.	Vanderbilt University	9	1	11

*President, Provost, Chancellor, Vice President, Associate and Assistant Provost listed on websites of these schools.
Data may not be directly comparable across these schools.

Exhibit 6

Percentage of Women on Boards of Trustees in Leading U.S. Universities

	University & Rank, According to U.S. News & World Reports	Board of Trustees	#Women	%
1.	Princeton University	38	13	34
2.	Harvard University	*	*	NA
3.	Yale University	17	6	35
4.	California Institute of Technology	38	6	16
5.	Duke University	37	8	22
6.	Massachusetts Institute of Technology	48	10	21
7.	Stanford University	33	10	30
8.	University of Pennsylvania	27	4	15
9.	Dartmouth College	15	5	33
10.	Columbia University (NY)	19	4	21
11.	Northwestern University (IL)	*	*	NA
12.	University of Chicago	47	6	13
13.	Washington University in St. Louis	55	4	7
14.	Cornell University	*	*	NA
15.	Johns Hopkins University (MD)	*	*	NA
16.	Rice University (TX)	25	5	20
17.	Brown University (RI)	*	*	NA
18.	Emory University	35	5	14
20.	University of California – Berkeley	*	*	NA
22.	Vanderbilt University	4	2	50

*Data not available on website.

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