

The Ohio State University

## **Report of the President and Provost's Council on Women Widen the Circle Task Force**

July, 2014

Submitted to

President Michael Drake  
Provost Joseph Steinmetz

Task Force Members

**Maria Anderson**, Administrative Manager, Veterinary Biosciences, College of Veterinary Medicine  
**Laura Gast**, Manager-HR Planning and Analytics, Office of Human Resources  
**Eunice Hornsby**, Chair, Policy and Training Director, University Compliance and Integrity  
**Julia Carpenter-Hubin**, Assistant Vice President, Institutional Research and Planning  
**Sharon Gattshall**, Academic Advisor and Staff Assistant, Ohio State Marion  
**Mary Juhas**, Associate Vice President, Office of Research  
**Jamie Mathews-Mead**, Senior Director-Graduate Career Management, Fisher College of Business  
**Susan Moffatt-Bruce**, Associate Professor, College of Medicine  
**Hazel Morrow-Jones**, Professor, College of Engineering and Associate Provost & Director of The Women's Place  
**Anne Nagy**, Associate Vice President, Office of Human Resources  
**Elizabeth (Lucy) Ramos**, Senior Communication Strategist, Extended Education and E-Learning  
**Linda Thompson-Kohli**, External community representative  
**Joanne Turner**, Associate Professor, College of Medicine  
**Yael Vodovotz**, Professor, College of Food, Agricultural, and Environmental Sciences

*The Task Force gratefully acknowledges the contributions of Julia Carpenter-Hubin and Casey Codd, Institutional Research and Planning, and Laura Gast, Office of Human Resources. Without their ability to mine and analyze data, this report would not have been possible. We especially thank Casey Codd, graduate associate with Institutional Research and Planning, for her exceptional skills in statistical analysis.*

# Executive Summary

---

Ohio State occupies an influential status among public and private Central Ohio employers and signed on early to support the [Columbus Partnership’s Widen the Circle Initiative](#), whose bold goal is to “make the Columbus Region the best place in the country for women to grow their careers.

The Women’s Place is involved and committed to the initiative and the Widen the Circle Task Force of the President and Provost’s Council on Women was charged in January, 2013 to:

- Examine the gender balance in the top Ohio State leadership positions (vice president, dean, chair) and the major university committee leadership (USAC and Senate committees primarily).
  - o Gather data describing the numbers and proportions of women and the gender breakdown of the compensation year by year for the past decade.
  - o Comment on noticeable patterns in the data.
  - o Recommend changes/policies if the subcommittee sees a need for them.
- Conduct informational interviews to gather insights about what other local organizations are thinking about and doing related to the Widen the Circle initiative and perhaps identify any best practices that might be adapted for Ohio State.

*In autumn of 2013, after review of the “Best Practices” report assembled by the Central Ohio Widen the Circle Initiative, the Task Force determined that informational interviews would not be conducted.*

The Task Force conducted two separate studies. The first examined the gender balance in the top Ohio State Leadership positions (dean, senior vice president, vice president, and vice provost). The second examined the career paths of long-term women staff that have attained Senior Administrative and Professional (A&P) Status.

## Executive Position Analysis: Gender Balance in Top Ohio State Leadership Positions

It is clear that Ohio State lacks gender and ethnic diversity at the highest ranks. As of May 2013<sup>12</sup>:

Female-Diverse	Female-White	Female-Total	Male-Diverse	White male	Male-Total	Position Headcount	Position
11%	11%	22%	5%	74%	79%	19	Dean
0%	0%	0%	13%	88%	100%	8	Senior Vice President
5%	37%	42%	0%	58%	58%	19	Vice President
14%	14%	28%	0%	71%	71%	7	Vice Provost

The numbers clearly demonstrate that there is a clear and pervasive lack of women and underrepresented groups at the top leadership ranks at Ohio State. There does not appear to be a trend of salary disparities related to gender/ethnicity in the highest ranks of leadership, but a few outliers can significantly affect the data. The resignation of one or two well-paid women/minorities could result in significant changes based on our current findings.

---

<sup>1</sup> Our Widen the Circle analysis began in May of 2013. All information in this report reflects data mined from the HRIS as of May 2013. We acknowledge that there have been leadership and staff changes since then.

<sup>2</sup> Numbers are rounded and therefore may not tally to 100%

**Recommendation:**

1. *We recommend that the Offices of the President, Academic Affairs, Human Resources, and Wexner Medical Center collaborate to develop a President's Cabinet sponsored initiative to diversify leaders, administrators, faculty, and staff across colleges and administrative units.*

**Career Paths of Long-Term Women Senior Administrative and Professional Staff**

We examined the career paths of female (436) and male (362) staff with 10 and 20 or more years of service who were promoted into Senior A&P positions. Eleven percent of American workers have 20 or more years of tenure on the job and 19% have 10 or more years of tenure on the job<sup>3</sup>. At Ohio State, 30% of regular staff and 37% of SAP staff have been with Ohio State for 10 or more years, about the same for both genders.

The study elucidated a few trends on staff development into senior A&P positions, both from CCS and A&P starting points. Changing departments and moving into units that employ large numbers of A&P staff were generally effective career enhancement strategies. There was near parity between genders across most of the categories measured, e.g., percentage with 10+ years promoted to SAP; number of department changes and number of years to achieve SAP status from CCS status; percentage, number of years, and number of department changes of staff who moved from A&P to SAP; increase in salary as a percentage of previous salary. The one disparity was the percentage of women (4%) versus men (14%) staff who earned BS degrees during their CCS and A&P service.

The sample paths created through the study are very instructive and could serve as interesting templates to inspire staff at each point in their career trajectory. Opportunities exist at the university – it would be helpful to more effectively communicate the balance between individual accountability and ownership for self-development in an environment of much opportunity. Ohio State provides opportunities that require the individual to accept responsibility to determine how they can best position themselves to take advantage of those opportunities, and, as an institution we must develop the ability and the backbone to communicate the competencies and qualities that we need in our staff (and faculty). We hope that this can be accomplished in part by the Office of Human Resources classification and compensation project.

**We recommend that:**

2. *Ohio State continue to fund the Office of Human Resources to enable expeditious completion of the classification and compensation project, with an emphasis on how a revitalized classification structure can be linked with and support professional development and career progression for staff.*
3. *The university commit more visibly to professional development for faculty and staff through a combination of efforts to include (a) a communications campaign, (b) visible leadership commitment, (c) additional formal programs, and (d) targeted funding. Charge the Office of Human Resources and provide needed funding.*
4. *The university fund the acquisition and maintenance of a Learning Management System to support and ensure opportunity and accountability for professional development for staff and faculty.*
5. *The Offices of Human Resources and University Communications develop and implement an approach to make the rich career path stories available through illustrations of career movement and a “how to” guide that includes examples outside of job movement for personal development that can impact a career.*

---

<sup>3</sup> Employee Benefit Research Institute, 2012.

## Introduction

---

Over the years, there have been many reports with many recommendations for improving the dismal representation of women and minorities at Ohio State. We have stalled in making progress towards diversification; with numbers of diverse leaders remaining stagnant or decreasing. It is now clear that “working at the margins” will not take us forward.

Ohio State is at a historic moment of possibility with the confluence of anticipated leadership changes and hiring of new faculty in support of the discovery themes initiative. *Systemic* and *deep* changes are needed to effectively recruit, onboard, promote, and retain women and underrepresented minorities for the benefit of the university. Many female faculty and staff have participated in leadership development programs at Ohio State and nationally, establishing a pool of developing leaders at the institution’s disposal, as yet fully tapped (*see Appendix A*).

## Executive Position Analysis and Findings

---

The Task Force confirmed the titles to be included in the Executive Position Analysis. It was determined to include the positions of: dean, senior vice president, vice president, and vice provost, given the span of influence, comparability of positions, and positions that the university typically includes in the “executive” group. Data used in the analysis was obtained from HR Planning and Analytics in May of 2013. A number of individuals hold more than one title (e.g. vice president and dean, vice president and vice provost). Working with the Offices of Human Resources and Institutional Research and Planning, the title group in which to place individuals was determined based on the group with whom their duties were most closely aligned (*see Appendix B*). Each title group was examined based on gender and race.

As is commonly known and noted, Ohio State’s top leadership lacks both gender and racial diversity. As illustrated in *Appendix C*, of 19 deans, only 4 of 19 (21%) are female, no senior vice president is female, 8 of 19 (42%) vice presidents are female, and 2 of 7 (29%) vice provosts are female.

## Career Paths Analysis and Findings

---

Beyond the numbers of women in top leadership positions, the task force was interested in the experience of, and how, staff women move into leadership positions at Ohio State. In our collective experience, we are aware of a widespread belief that it is difficult, if not impossible to do so. To gain an understanding of how women move up the ranks, we decided to analyze the career paths of long-term Senior Administrative and Professional (SAP) women and men, examining the progression of those with 10 and 20 or more years of experience at Ohio State. We hoped to discover any insights that might inform the institution and individuals about how such progressions occur and what we might do to encourage the growth, development, and promotion of women into leadership positions within Ohio State.

### Senior Administrative and Professional Staff with 20+ Years at Ohio State

The first analysis examined 282 (153 female, 129 male) staff members with 20 or more years at Ohio State who were promoted into SAP positions, out of a total of 2,680 SAP positions, as of January, 2014.

Fifty three staff moved from Classified Civil Service (CCS) to SAP positions, more female (37, 24%) than male (16, 12%). Of the women who progressed, three did so without changing departments and six did so without changing college/VP units. Women and men had an average of four department changes, with women having a maximum of nine and men had a maximum of seven. Women and men had an

average of two college/VP unit changes, with women having a maximum of eight and men had a maximum of four. It took women and men an average of 20 years to move from CCS to SAP.

One hundred and ninety-two staff moved from Administrative and Professional (A&P) to SAP positions – the same percentage of female and male staff, with greater actual number of females (104) than males (88) making the transition. Of the individuals who progressed, 29 women (19%) and 21 men (16%) did so without changing departments and 59 women (39%) and 45 men (35%) did so without changing college/VP units. Women and men had an average of two department changes and a maximum of eight department changes. Women had an average of two and men had an average of one college/VP unit changes, with women having a maximum of six and men had a maximum of five. It took women and men an average of 13 years to move from A&P to SAP.

Seventy-six women (50%) and 59 men (46%) have Senior Administrative and Professional positions in a college/VP unit other than their first hiring unit.

Forty two women (27%) and 26 men (20%) earned graduate degrees<sup>4</sup> including eight women and six men who also earned baccalaureate degrees while employed at Ohio State.

### **Senior Administrative and Professional Staff with 10+ Years at Ohio State<sup>5</sup>**

The second analysis examined 798 (436 female, 362 male) staff members with 10 or more years at Ohio State who were promoted into SAP positions. As of February, 2014, out of a total of 2,694 SAP positions, women held 1577 (59%) and men held 1117 (41%).

Ninety two staff moved from Classified Civil Service (CCS) to SAP positions, more female (66, 15%) than male (26, 7%). Of those who progressed six females (nine percent) and 2 males (eight percent) did so without changing departments and 15 did so without changing college/VP units (12 females [18%] and 3 males [12%]). Women had an average of 2.8 and men had an average of three department changes, with women having a maximum of nine and men having a maximum of seven changes. Women had an average of 2.7 and men had an average of 2.1 college/VP unit changes, with women having a maximum of eight and men having a maximum of 5 changes. It took women an average of 15.3 and men an average of 16.1 years to move from CCS to SAP.

Five hundred and fifty-one staff with moved from Administrative and Professional (A&P) to SAP positions, more female (303, 69%) than male (248, 69%). Of the individuals who progressed, 117 women (29%) and 71 men (27%) did so without changing departments. One hundred and ninety-eight women (45%) and 144 men (40%) did so without changing college/VP unit<sup>6</sup>. Women had an average of 1.2 and men had an average of 1.5 department changes, with women having a maximum of eight and men had a maximum of seven changes. Women had an average of .6 and men had an average of .8 college/VP unit changes, with women having a maximum of six and men had a maximum of five changes. It took women an average of 8.7 years and men an average of 9.7 years to move from A&P to SAP.

---

<sup>4</sup> Includes all Ohio State degree recipients and all degree recipients from other institutions for which we could find information on line.

<sup>5</sup> This is a separate cohort. We first analyzed SAP staff with 20+ years of experience at Ohio State and then analyzed SAP staff with 10+ years of experience at Ohio State.

<sup>6</sup> Thirty-nine individuals were excluded from the department change calculations as their data seemed problematic. Thirty-one of these individuals moved from A&P to SAP, 18 females and 13 males.

Sixty eight women (18%) and 61 men (22%) earned graduate degrees<sup>7</sup> including fifteen women and thirty seven men who also earned baccalaureate degrees while employed at Ohio State.

The median change in salary after a progression was \$3,636 for women and \$4,212 for men. As a percent of previous salary, the change was 9.966% for women and 9.980% for men – virtually no difference.

## Findings Across 20+ and 10+ Years Groups

***The majority of CCS and A&P staff who are promoted to Senior Administrative and Professional positions change college/VP unit and department within college/VP unit.*** Confirming popular belief, it is often necessary to change departments or college/VP units to grow one's career at Ohio State. Some staff express concerns about this, however, it is important to acknowledge that the institution values staff who have a broader perspective that can be gained only through experience in multiple areas of the university.

***Staff are more likely to be promoted to Senior Administrative and Professional positions within and into units that have more SAP positions.*** This isn't surprising, and, now we can encourage staff who desire such advancement to be aware of where such opportunities lie. The top five employers of Senior Administrative and Professional staff, in order, are: Wexner Medical Center (898); Office of Academic Affairs (345); College of Food, Agricultural, and Environmental Sciences (205); College of Medicine (193), and Health Sciences (153) (See Appendix D for list of top 12 SAP employers).

***Classified Civil Service staff who are promoted to Senior Administrative and Professional positions take longer to achieve that promotion than Administrative and Professional staff who are promoted to SAP.*** Although not a surprise, the importance of this finding is that CCS staff are able to move up through the university over time.

***Several staff who received graduate degrees were promoted to SAP before completing their degree.*** It is clear that higher education is valued, and that the practice of pursuing an undergraduate or graduate degree can be seen as an investing in the individual and her career.

***Some units, such as Ohio State University Extension have clear career paths for staff.*** Through recent University Staff Advisory Committee Staff Compensation and Benefits Committee reports, as well as the Staff Culture Survey, we know that staff believe there is a need for greater clarity regarding career paths in the university. Perhaps lessons can be learned from those units who currently offer, and individuals who currently use such career paths.

## Conclusion

---

Our analysis found that the top leadership levels at Ohio State are woefully lacking racial and gender diversity. We found little difference between women and men's career paths when moving from Administrative and Professional status to Senior Administrative and Professional status. Initial learnings from the analysis appear to be that desire for advancement, willingness to move across departments and/or college/VP unit, and a commitment to self-development through pursuing higher education may facilitate advancement for staff at Ohio State.

We are hopeful and optimistic that Ohio State can and will identify and enact the systemic and deep changes necessary to recruit, onboard, promote, and retain women and underrepresented minorities.

<sup>7</sup> Includes all Ohio State degree recipients and all degree recipients from other institutions for which we could find information on line.

Given our mission to create a new future for Ohio, the United States, and the globe through our discovery themes, we can do no less. We cannot lead the world if we are set apart from it by our lack of diversity, and we cannot lead a world if we do not fully and completely leverage the talent of women, who make up half of the globe's population. The President and Provost's Council on Women stands ready and eager to be a part of creating Ohio State's new future.

## Appendix A: Leadership Development Program Participants

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Cheryl	Achterberg	CIC-ALP <sup>1</sup>	Faculty	Dean, Professor	Human Sciences	Education and Human Ecology
Karen	Ahijevych	CIC-ALP	Faculty	Associate Dean	Nursing	Nursing
Heather	Allen	CIC-ALP	Faculty	Professor	Chemistry and Biochemistry	College of Arts and Sciences
Doug	Als Dorf	PPLI <sup>2</sup>	Faculty	Associate Professor	Earth Sciences	College of Arts and Sciences
Homa	Amini	PPLI	Faculty	Associate Professor-Clinical	Pediatric Dentistry	Dentistry
Eric	Anderman	CIC-ALP	Faculty	Chair	Educational Studies	Education and Human Ecology
Betty Lise	Anderson	PPLI	Faculty	Professor	Electrical and Computer Engineering	Engineering
Hilary	Apfelstadt	PPLI	Faculty	Professor	School of Music	College of Arts and Sciences
Kimberly	Arcoleo	CIC-ALP	Faculty	Associate Dean	Nursing	Nursing
Shantha	Balaswamy	PPLI	Faculty	Associate Professor	Social Work	Social Work
Sheryl	Barringer	CIC-ALP	Faculty	Professor	Food & Science Technology	Food, Agricultural, and Environmental Sciences
Anne	Beatty	PPLI	Faculty	Professor	Accounting	Fisher College of Business
Mark	Bender	CIC-ALP	Faculty	Professor and Chair	East Asian Languages and Literatures	College of Arts and Sciences
Alicia	Bertone	PPLI, CIC-ALP	Faculty	Professor	Veterinary Clinical Sciences	Veterinary Medicine
Diane	Birckbichler	CIC-ALP	Faculty	Professor - Director, Foreign Language Center	French & Italian	College of Arts and Sciences
Kathy	Boris-Lawrie	PPLI	Faculty	Professor	Veterinary Biosciences	Veterinary Medicine
Katey	Borland	PPLI, HERS <sup>3</sup>	Faculty	Associate Professor	Comparative Studies	Ohio State Newark
Pamela	Bradigan	PPLI	Faculty	Associate Professor; Director-Health Sciences Library	Prior Health Sciences Library	University Libraries
Angela	Brintlinger	PPLI, CIC-ALP	Faculty	Associate Professor	Slavic & East European Languages & Literatures	College of Arts and Sciences
Brenda	Brueggemann	PPLI, HERS	Faculty	Professor	English	College of Arts and Sciences
Claudia	Buchmann	PPLI	Faculty	Professor	Sociology	College of Arts and Sciences
Ginny	Bumgardner	CIC-ALP	Faculty	Associate Dean	Surgery	Medicine
Mary Jo	Burkhard	PPLI	Faculty	Associate Professor	Veterinary Biosciences	Veterinary Medicine
Jamie	Cano	CIC-ALP	Faculty	Associate Professor	Human & Community Resource Development	Food, Agricultural, and Environmental Sciences
Anne	Carey	PPLI, CIC-ALP, HERS	Faculty	Professor; Director-Undergraduate Research	Geological Sciences, Earth Sciences	College of Arts and Sciences
Cynthia	Carnes	PPLI	Faculty	Professor; Adjunct Professor-Physiology & Cell Biology	Pharmacy	Pharmacy
Michele	Carr	PPLI	Faculty	Associate Professor	Dental Hygiene & HS Nursing Quality and Research	College of Dentistry & OSU Medical Center
Luis	Casian	CIC-ALP	Faculty	Chair	Mathematics	College of Arts and Sciences
Ann	Christy	PPLI	Faculty	Associate Professor; Associate Provost-Academic Affairs Admin	Food, Agriculture, & Bioengineering	Food, Agricultural, and Environmental Sciences
Tamar	Chute	PPLI	Faculty	olson	University Libraries	University Libraries
William	Clark	CIC-ALP	Faculty	Professor	Materials Science Engineering	Engineering
Maria Manta	Conroy	PPLI	Faculty	Associate Professor	Knowlton School of Architecture	College of Engineering
Stratos	Constantinidis	PPLI	Faculty	Professor	Theatre	College of Arts and Sciences
Miriam	Conteh-Morgan	PPLI	Faculty	Associate Professor	University Libraries	University Libraries

<sup>1</sup> Committee on Institutional Cooperation Academic Leadership Program (CIC-ALP), <https://www.cic.net/projects/leadership/alp/introduction>

<sup>2</sup> President and Provost's Leadership Institute (PPLI), <http://womensplace.osu.edu/leadership-programs/>

<sup>3</sup> Higher Education Resource Services (HERS) Leadership Institutes, <http://hersnet.org/>

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Virginia	Cope	PPLI	Faculty	Associate Professor	Newark Campus	Ohio State Newark
Jeane	Copenhaver-Johnson	PPLI	Faculty	Associate Professor	Education Teaching & Learning	Education and Human Ecology
Nena	Couch	CIC-ALP	Faculty	Head - Thompson Special Collections	University Libraries	University Libraries
Jennifer	Cowley	PPLI	Faculty	Professor	City & Regional Planning	Engineering
Carla	Curtis	HERS	Faculty	Associate Professor	Social Work	Social Work
Linda	Daley	PPLI	Faculty	Associate Professor-Clinical; Asst Dean-Pre-licensure-College of Nursing	Nursing	Nursing
Jeffrey	Daniels	CIC-ALP	Faculty	Professor	Earth Sciences	College of Arts and Sciences
Sharon	Davies	CIC-ALP	Faculty	Professor - Director, Kirwan Institute for the Study of Race and Ethnicity in the Americas	Law	Law
Cheryl	Devore	HERS	Faculty	Faculty Emeritus	Dentistry Admin	Dentistry
Courtney	Devries	PPLI	Faculty	Professor	Psychology	College of Arts and Sciences
Lora	Dobos	PPLI	Faculty	Associate Professor	Music	College of Arts and Sciences
Prabir	Dutta	CIC-ALP	Faculty	Professor	Chemistry and Biochemistry	College of Arts and Sciences
Theresa	Early	PPLI	Faculty	Associate Professor	Social Work	Social Work
Magda	El-Sherbini	PPLI	Faculty	Associate Professor	University Libraries	University Libraries
Diana	Erchick	PPLI	Faculty	Associate Professor	Education Teaching & Learning	Education and Human Ecology
Christopher	Fairman	CIC-ALP	Faculty	Associate Dean	Law	Law
Kate	Federle	PPLI	Faculty	Professor	Moritz College of Law	Moritz College of Law
Amy	Ferketich	PPLI	Faculty	Associate Professor	COPH -Division of Epidemiology & Statistics	Public Health, Natural and Mathematical Science
Leslie	Fine	PPLI	Faculty	Associate Professor	Marketing	Fisher College of Business
Barbara	Fink	PPLI	Faculty	Associate Professor	Optometry	Optometry
Lisa	Florman	PPLI	Faculty	Associate Professor	History of Art	College of Arts and Sciences
Steve	Gavazzi	PPLI	Faculty	Dean-Mansfield Campus	Human Development & Family Science	Education and Human Ecology
Wondwossen	Gebreyes	PPLI	Faculty	Professor	Veterinary Preventative Medicine	Veterinary Medicine
Anne	Gemensky-Metzler	PPLI	Faculty	Associate Professor-Clinical	Veterinary Clinical Sciences	Veterinary Medicine
Carroll	Glynn	CIC-ALP	Faculty	Director	Communication	College of Arts and Sciences
Diane	Gorgas	PPLI	Faculty	Associate Professor-Clinical	Emergency Medicine	Medicine
Margaret	Graham	PPLI	Faculty	Associate Professor	Nursing	Nursing
Dorota	Grejner-Brzezinska	PPLI	Faculty	Professor	Geodetic Science	College of Arts and Sciences
Ann	Griffen	PPLI	Faculty	Professor	Pediatric Dentistry	Dentistry
Anna	Grotans	PPLI	Faculty	Associate Professor; Chair-Germanic Languages & Lit	German	College of Arts and Sciences
Andrea	Grottoli	CIC-ALP	Faculty	Associate Professor	Earth Sciences	College of Arts and Sciences
Terry	Gustafson	CIC-ALP	Faculty	Professor	Chemistry and Biochemistry	College of Arts and Sciences
Christopher	Hadad	PPLI	Faculty	Professor; Associate Dean - NMS	Chemistry	College of Arts and Sciences
Peter	Hahn	CIC-ALP	Faculty	Chair	History	College of Arts and Sciences
Dana	Haynie	PPLI	Faculty	Professor	Sociology	College of Arts and Sciences
Camille	Hebert	CIC-ALP	Faculty	Professor	Law	Law
M. Scott	Herness	CIC-ALP	Faculty	Associate Dean	Graduate School	Graduate School
Randy	Hodson	CIC-ALP	Faculty	Professor	Sociology	College of Arts and Sciences
Gene	Holland	PPLI	Faculty	Professor; Chair-Dept of Comp Stds in Hum	Comparative Studies, French and Italian	College of Arts and Sciences
Kari	Hoyt	PPLI	Faculty	Associate Professor	Pharmacology	Pharmacy
Steve	Huefner	PPLI	Faculty	Associate Dean-Clinical Programs; Professor	Law	Law

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Elizabeth	Hume	PPLI	Faculty	Professor; Chair-Department of Linguistics	Linguistics	College of Arts and Sciences
Karen	Hutzel	PPLI	Faculty	Assistant Professor	Art Education	College of Arts and Sciences
Mike	Ibba	PPLI	Faculty	Professor	Microbiology Admin	College of Arts and Sciences
David	Jarjoura	PPLI	Faculty	Research Professor-COPH-Division of Biostatistics; Director-Biostatistics Program	Biostatistics	Public Health
Garry	Jenkins	CIC-ALP	Faculty	Associate Dean	Law	Law
Sissy	Jhiang	PPLI	Faculty	Professor	Physiology and Cell Biology	Medicine
Kay Bea	Jones	PPLI	Faculty	Associate Professor	Architecture	Engineering
Robin	Judd	PPLI	Faculty	Associate Professor	History	College of Arts and Sciences
John	Kalmar	CIC-ALP	Faculty	Professor	Dentistry Admin	Dentistry
Balveen	Kaur	HERS	Faculty	Associate Professor	Neurological Surgery	Medicine
Melanie	Kennedy	HERS	Faculty	Faculty Emeritus - Physician	Pathology	Medicine, Health Sciences
Susan	Koletar	PPLI	Faculty	Professor-Clinical	Infectious Diseases	College of Medicine
Steven	Krakowka	CIC-ALP	Faculty	Professor	Veterinary Biosciences	Veterinary Medicine
Marjean	Kulp	PPLI	Faculty	Associate Professor	Optometry	Optometry
Mei-Po	Kwan	PPLI HERS	Faculty	Professor	Geography	College of Arts and Sciences
Mo-Yee	Lee	PPLI	Faculty	Professor	Social Work	Social Work
Valerie	Lee	CIC-ALP	Faculty	Professor - Vice Provost for Diversity and Inclusion; Vice President for Outreach and Engagement	English	College of Arts and Sciences
Jen Hill	Lucas	PPLI	Faculty	Associate Professor	Physiology and Cell Biology	Medicine
David	Manderscheid	CIC-ALP	Faculty	Professor - Executive Dean	Mathematics	College of Arts and Sciences
Henry	Mann	CIC-ALP	Faculty	Dean	Pharmacy	Pharmacy
Peter	March	CIC-ALP	Faculty	Professor - Divisional Dean - Natural and Mathematical Sciences	Mathematics	College of Arts and Sciences
Angelo	Mariotti	CIC-ALP	Faculty	Chair	Periodontics	Dentistry
Elizabeth	Marschall	CIC-ALP	Faculty	Professor and Chair	Evolution, Ecology, and Organismal Biology	College of Arts and Sciences
Jim	McAuley	PPLI	Faculty	Associate Professor	Pharmacy Practice and Administration	Pharmacy
Donna	McCarthy	PPLI	Faculty	Associate Professor; Associate Dean for Research - College of Nursing	Nursing	Nursing
Rebecca	McCauley	CIC-ALP	Faculty	Professor	Speech and Hearing Science	College of Arts and Sciences
Anne	McCoy	CIC-ALP, PPLI	Faculty	Professor	Chemistry and Biochemistry	College of Arts and Sciences
William	McDaniel	CIC-ALP	Faculty	Professor	African American & African Studies - School of Music	Arts & Sciences
Michael	Mercil	PPLI	Faculty	Associate Professor	Art	College of Arts and Sciences
Jacquelyn	Monroe Meshelemiah	PPLI	Faculty	Associate Professor	Social Work	Social Work
Catherine P.	Montalto	PPLI	Faculty	Associate Professor	Consumer Science	Education and Human Ecology
James, III	Moore	CIC-ALP	Faculty	Distinguished Professor - Ac Fellow - Associate Provost, Office of Diversity and Inclusion	Educational Studies	Education and Human Ecology
Patricia	Morris	PPLI	Faculty	Associate Professor	Materials Science	Engineering
Hazel	Morrow-Jones	PPLI	Faculty	Associate Provost-The Women's Place; Professor	City & Regional Planning	Engineering
Karin	Musier-Forsyth	PPLI	Faculty	Professor	Biochemistry	College of Arts and Sciences
Kathy	Norther	CIC-ALP	Faculty	Associate Dean	Law	Law
Michael	Oglesbee	CIC-ALP	Faculty	Chair	Veterinary Biosciences	Veterinary Medicine
Morton	O'Kelly	CIC-ALP	Faculty	Professor	Geography	College of Arts and Sciences
Susan	Olesik	HERS	Faculty	Chair	Chemistry and Biochemistry	College of Arts and Sciences
Andrea	Palmer	CIC-ALP	Faculty	Professor	Chemical and Biomolecular Engineering	College of Arts and Sciences
James	Peck	CIC-ALP	Faculty	Professor	Economics	College of Arts and Sciences

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Robert	Perry	CIC-ALP	Faculty	Professor, Department of Physics	Physics	College of Arts and Sciences
Richard	Petty	CIC-ALP	Faculty	Chair	Psychology	College of Arts and Sciences
Jill	Pfister	CIC-ALP	Faculty	Assistant Dean & Administrative Director	College of Food, Agricultural & Environmental Sciences	College of Food, Agricultural & Environmental Sciences
Laura	Phieffer	PPLI	Faculty	Asso Prof; Physician-Ortho at Carepoint East; Medical Director-Clinical Direction	Orthopedic Surgery	Medicine
Phyllis	Pirie	PPLI	Faculty	Professor	Public Health	Public Health
Amanda	Rodewald	PPLI	Faculty	Professor	Environmental Science & Natural Resources	Food, Agricultural, and Environmental Sciences
Jennifer	Rodis	PPLI	Faculty	Assistant Professor-Clinical	Pharm CBO/Coll	Pharmacy
Pamela	Salsberry	PPLI, HERS	Faculty	Professor; Associate Professor	Nursing	Nursing
Tina	Schneider	PPLI	Faculty	Associate Professor	University Libraries	University Libraries
Mark	Shanda	CIC-ALP	Faculty	Divisional Dean - Arts and Humanities	Theatre	College of Arts and Sciences
Jeff	Sharp	CIC-ALP	Faculty	Interim Director	Environmental Science & Natural Resources	Food, Agricultural, and Environmental Sciences
Patricia	Sieber	PPLI	Faculty	Associate Professor	East Asian Languages and Literatures	College of Arts and Sciences
Alison	Snow	CIC-ALP	Faculty	Director	Office of Undergraduate Research	Office of Enrollment Services and Undergrad Education
Hilary	Soller	PPLI	Faculty	Associate Professor-Clinical	Primary Care	Dentistry
Shari	Speer	PPLI	Faculty	Professor	Linguistics	College of Arts and Sciences
Marc	Spindelman	CIC-ALP	Faculty	Professor	Law	Law
David	Stetson	PPLI	Faculty	Associate Professor	Biological Sciences	College of Arts and Sciences
Maurice	Stevens	PPLI	Faculty	Associate Professor	Comparative Studies	College of Arts and Sciences
Maurice	Stevens	CIC-ALP	Faculty	Associate Professor	Comparative Studies	College of Arts and Sciences
Terrell	Strayhorn	PPLI	Faculty	Associate Professor	HESA	Education and Human Ecology
Scott	Sweetland	PPLI	Faculty	Associate Professor	Education Administration & Higher Education	Education and Human Ecology
Jeanine	Thompson	PPLI	Faculty	Associate Professor	Theater	College of Arts and Sciences
Lisa	Tilder	PPLI	Faculty	Associate Professor	Architecture	Engineering
David	Tomasko	PPLI, CIC-ALP	Faculty	Associate Dean-Undergrad Edc & Srv; Professor	Chemical and Biomolecular Engineering	Engineering
David	Tovey	PPLI	Faculty	Associate Professor	School of Music	College of Arts and Sciences
Joanne	Turner	PPLI	Faculty	Associate Professor	Internal Medicine and Molecular Virology, Immunology, & Molecular Genetics	Medicine
Claudia	Turro	PPLI	Faculty	Professor	Chemistry	College of Arts and Sciences
Cynthia	Tyson	PPLI	Faculty	Professor	Education Teaching & Learning	Education and Human Ecology
Susan	Van Pelt Petry	PPLI	Faculty	Chair - Dance	Dance	College of Arts and Sciences
Yael	Vodovotz	PPLI	Faculty	Professor	Food Science & Technology	Food, Agricultural, and Environmental Sciences
Craig	Volden	PPLI	Faculty	Professor	Political Science, no longer at Ohio State	College of Arts and Sciences
Hal	Walker	PPLI	Faculty	Professor	Civil Engineering	Engineering
Gifford	Weary	CIC-ALP	Faculty	Professor - Divisional Dean - Social and Behavioral Sciences	Psychology	College of Arts and Sciences
Linda	Weavers	PPLI	Faculty	Professor	Civil and Environmental Engineering and Geodetic Science	Engineering
Katharine	Webb	PPLI	Faculty	Associate Professor	University Libraries	University Libraries
Bruce	Weinberg	PPLI	Faculty	Professor	Economics	College of Arts and Sciences
Janet	Weisenberger	CIC-ALP	Faculty	Professor - Senior Associate Vice President for Research	Speech and Hearing Science	College of Arts and Sciences
Mary Ellen	Wewers	CIC-ALP	Faculty	Professor	Public Health - COPH	Public Health
Joe	Wheaton	PPLI	Faculty	Associate Professor	Special Education	Education and Human Ecology
Susie	Whittington	PPLI	Faculty	Professor	Human & Community Resource Development	Food, Agricultural, and Environmental Sciences
Jennifer	Willging	PPLI	Faculty	Associate Professor	French & Italian	College of Arts and Sciences

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Susan	Williams	PPLI, CIC-ALP	Faculty	Vice Provost-Academic Policy & Faculty Resources	English; Academic Affairs	College of Arts and Sciences
Valarie	Williams	CIC-ALP	Faculty	Associate Dean, Division of Arts and Humanities - Director, Urban Arts Space	Dance	College of Arts and Sciences
Andi	Wolfe	PPLI	Faculty	Associate Professor	Evolution, Ecology, and Organismal Biology	College of Arts and Sciences
Judy	Wu	PPLI	Faculty	Associate Professor	History	College of Arts and Sciences
Barbara	Wyslouzil	CIC-ALP	Faculty	Professor	Chemical and Biomolecular Engineering	College of Arts and Sciences
Karla	Zadnik	CIC-ALP	Faculty	Associate Dean	Optometry	Optometry
Susan	Zies	SLS <sup>4</sup>	Faculty	Assistant Professor	OSUE County Operations	Food, Agricultural, and Environmental Sciences
Cheryl	Boyd	HERS	Faculty	Adjunct Assistant Professor	Nursing Undergraduate Studies	Nursing
Alexis	Collier	HERS	Faculty	Faculty Emeritus - Assistant Provost	Psychology, Academic Affairs Admin	College of Arts and Sciences, Office of Academic Affairs
Karen	Alsbrooks	SLS	Staff	Director	Office of Diversity & Inclusion	Office of Academic Affairs
Christina	Alutto	SLS	Staff	Senior Systems Manager	HRITS	Office of Academic Affairs
Maria	Anderson	HERS	Staff	Administrative Manager	Veterinary Biosciences	Veterinary Medicine
Trina	Beebe	SLS	Staff	Office Admin Associate	ACEL	Food, Agricultural, and Environmental Sciences
Angi	Beer	SLS	Staff		Knowlton School of Architecture	Engineering
Julianna	Belyn	SLS	Staff	Student Financial Aid & Staff Assistant	Student Financial Aid	Office of Enrollment Services and Undergrad Education
Rhonda	Benedict	SLS	Staff	Associate Director of Student Services	FCOB UG Regional	Fisher College of Business
Rebecca	Bias	SLS	Staff	Assistant Director - Foreign Language Center	Foreign Language Center	College of Arts and Sciences
Christina	Black O'Malley	SLS	Staff	Interim Executive Director, Health Sciences, Executive Director, External Relations and Advancement		Public Health
Elizabeth	Boster	SLS	Staff	Clinical Instructor	Pharm CBO/Coll	Pharmacy
Eva	Bradshaw	SLS	Staff	Director	FCOB ITS Educ Technologies	Fisher College of Business
Kathy	Braidic	SLS	Staff	Senior Systems Manager	OCIO Enterprise Applications	Office of Academic Affairs
Jennifer	Brandt	SLS	Staff	Director of Student Services - Adjunct Assistant Professor	Veterinary Clinical Sciences	Veterinary Medicine
Emily	Caldwell	SLS	Staff	Associate Editor	Research Communications	Office of University Relations
Jennifer	Campbell	SLS	Staff	Organizational Effectiveness Consultant	Education, Develop & Resources	Medical Center
Amy	Carey	SLS	Staff	Program Director	Office of International Affairs	Office of Academic Affairs
Tammy	Carl	SLS	Staff	Program Manager	ADM-Medicine Administration	Medicine
Carolyn	Chapman	SLS	Staff	Senior Director of Development	Development	University Advancement
Stephanie	Clemons-Thompson	SLS	Staff	Program Coordinator	ODI Scholars Program	Office of Diversity & Inclusion
Sara	Dawson	SLS	Staff	Senior Systems Manager	OCIO Infrastructure Services	Office of Academic Affairs
Karen	Dertinger	SLS	Staff	Assistant Director	Trademark Licensing Services	Senior VP - Executive Officer
Jean	Dodson	SLS	Staff	Associate Director	OHR Child Care Program	Office of Academic Affairs
Kimberly	Doran	SLS	Staff	Associate Director - Enrollment Services	SASSO	Office of Enrollment Services and Undergrad Education
Lisa	Durham	SLS	Staff	Program Director	Social Work	Social Work
Lorri	Fowler	SLS	Staff	Clinic Nurse	Clinical Treatment Unit	Medical Center
Carol	Freytag	SLS	Staff	Business Manager	Mansfield Campus	Mansfield Campus
Sue	Frost	HERS	Staff	Assistant Vice President	Development	University Advancement
Lori	Frye	SLS	Staff	Manager - Financial Services	University Bursar	Office of Business and Finance
Laura	Gast	SLS	Staff	Senior Systems Manager	Org Metrics Data Analytics	Office of Academic Affairs
Joddi	Giacobbi	SLS	Staff	Executive Director	FCOB ITS Administration	Fisher College of Business
Alysia	Gobert-Smith	SLS	Staff	Coordinator - Public Relations	WOSU Stations	Office of University Relations

<sup>4</sup> Staff Leadership Series (SLS), <http://womensplace.osu.edu/leadership-programs/>

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Barbara	Goedde	SLS	Staff	Program Coordinator	Gahanna FP Clinic	Medical Center
Amanda	Goff	SLS	Staff	Associate Administrator - Medical Center	Infectious Diseases	Medicine
Cindy	Gray	SLS	Staff	Senior Graphic Designer	Learning Technology	Office of Academic Affairs
Petra	Haertelt	SLS	Staff	Program Manager	Orthopedics	Medicine
Teresa	Hagerman Daniels	SLS	Staff	Administrative Assistant	Fisher College of Business	Fisher College of Business
Michelle	Harcha	SLS	Staff	Clinical Associate Professor; Director	Veterinary Preventative Medicine	Veterinary Medicine
Cathy	Hartley-Plimpton	SLS	Staff	Transcriber	Office for Disability Services	Student Life
Beth	Hathaway	SLS	Staff	Senior Systems Consultant - Clinical Instructor	Clinical Applications - HRS	Medicine
Shina	Hayden	SLS	Staff	Human Resources Manager	OSU On-Line Admin	Office of Academic Affairs
Martha	Hicks	SLS	Staff	Associate Director - Medical Education	ADM - Medicine Administration	Medicine
Donna	Hight	HERS	Staff	Assistant Director	Mansfield Campus	Mansfield Campus
Eunice	Hornsby	ALIA <sup>5</sup> , HERS, PPLI	Staff	Program Director	Human Resources	Office of Academic Affairs
Allison	Jones	SLS	Staff	Program Manager	FCOB Office of Career Management	Fisher College of Business
Pam	Joseph	SLS	Staff	Manager - Marketing Communications	Lima Campus	Lima Campus
Katie	Justice	SLS	Staff	Director Alumni Affairs		College of Social Work
Kimberly	Kovarik	SLS	Staff	Executive Communication Spl	Office of Diversity & Inclusion	Office of Academic Affairs
Rada	Kupersmidt	SLS	Staff	Program Coordinator	ADM - Medicine Administration	Medicine
Karen	Kyle	SLS	Staff	Director	Student Advocacy Center	Office of Student Life
Amy	Lahmers	SLS	Staff	Program Manager	R-Ed Administration	Medicine
Nancy	Lahmers	SLS	Staff	Executive Director	FCOB Assc Dean - Academic Programs	Fisher College of Business
Jamie	Lambert	SLS	Staff	Senior Systems Manager -Sap	OCIO Data Center	Office of Academic Affairs
Jennifer	Lanter	SLS	Staff	Director	Research Billing and Compliance	Medical Center
Heather	Link	SLS	Staff	Associate Secretary	Trustees	Board of Trustees
Debra	Lowry	SLS	Staff	Academic Program Coordinator	English	College of Arts and Sciences
Caity	McCandless	SLS	Staff	Assistant Director for Disability Services	Disability Services	Office of Student Life
Julie	McDonald	HERS	Staff	Human Resources Director	EHE Human Resources	Education and Human Ecology
Jessica	Mercerhill	SLS	Staff	Program Director	School of Teaching and Learning	Education and Human Ecology
Emily	Meyer	SLS	Staff	Program Manager	Marion Campus	Marion Campus
Susan	Mills Potter	SLS	Staff	Program Manager	Nursing	Nursing
Linda	Montano	SLS	Staff	Director	Office of International Affairs	Office of Academic Affairs
Shelly	Nelson	SLS	Staff			
Nicole	Nieto	SLS	Staff	Program Manager	Multicultural Center	Office of Student Life
Chinwe	Okpalaoka	SLS	Staff	Director - Minority Services	Recruitment and Diversity	College of Arts and Sciences '
Helen	O'Meara	SLS	Staff	Associate Director	Responsible Research Practices	Office of Research
Shelley	Palmer	SLS	Staff	Administrative Associate	Physics	College of Arts and Sciences
Corinna	Ross	SLS	Staff	Program Coordinator	Evolution, Ecology, and Organismal Biology	College of Arts and Sciences
Ann	Rottersman	HERS	Staff	Program Director	ASC Student Programs	College of Arts and Sciences
Lori	Scott Martensen	SLS	Staff	Program Manager		College of Medicine
Ellen	Sheaffer	SLS	Staff	Graphic Illustrator	Marion Campus	Marion Campus
Cortney	Silva	SLS	Staff	Disability Case Manager	OHR Integrated Disability	Office of Academic Affairs

<sup>5</sup> Authentic Leadership in Action (ALIA), <http://aliainstitute.org/>

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Cheryl	Sowash	SLS	Staff	Senior Sponsored Program Officer	OSP - Admin/Payroll	Office of Research
Joyce	Steffan	SLS	Staff	Program Director	FCOB International Programs Office	Fisher College of Business
Tina	Thome	SLS	Staff	Development Officer	OSU Alumni Association	OSU Alumni Association
Kristina	Torres	HERS, SLS	Staff	Systems Manager	OClO Customer Solutions	Office of Academic Affairs
Chris	Trapp	SLS	Staff	Assistant Director-Regional Campus	Ohio State Marion	Ohio State Marion
Lisa	Van Dyke	SLS	Staff	Program Coordinator	Statistics	College of Arts and Sciences
Bernadette	Vankeerbergen	SLS	Staff	Program Manager	ASC Advising	College of Arts and Sciences
Susan	Waller	SLS	Staff	Administrative Manager	Astronomy	College of Arts and Sciences
Andrea	Ward Ross	SLS	Staff	Assistant Dean & Administrative Director	ASC Administration	College of Arts and Sciences
Sara	Widing	SLS	Staff	Director	Neurosciences Administration	Medical Center
Autumn	Williams	SLS	Staff	Program Director	Near East Side Community Redev.	Medical Center
Jean	Wyer	HERS	Staff	Director - Undergrad Career Svcs	EHE Academic Affairs & Curriculum	Education and Human Ecology
Paula	Young	SLS	Staff	Associate Director	OHR Child Care Program	Office of Academic Affairs
Tanya	Young	SLS	Staff	Administrative Manager	Chemistry and Biochemistry	College of Arts and Sciences
Cynthia	Thomas	HERS				
<b>No Longer Working At Ohio State</b>						
Bethany	Christoff	SLS	Staff			
Elizabeth	Corwin	PPLI	Faculty		Nursing, now University of Colorado	Nursing
Georgina	Dodge	HERS				
Michelle	Geiman	SLS	Staff			
Sally	Haltom	SLS	Staff			
Jean	Hart	SLS	Staff			
Jennifer	Hertzfeld	SLS	Staff			
Lisa	Hinkelman	SLS, HERS	Staff			
Kim	Kivimaki	SLS	Staff			
Kai A.	Landis	SLS	Staff			
Judith	McDonald	HERS				
Kelly	Nichols	PPLI	Faculty		Optometry, no longer at Ohio State	Optometry
Lynne	Olson	CIC-ALP	Faculty		Veterinary Biosciences	Veterinary Medicine
Kathy	Orcena	SLS	Staff			
Noreen	Palmer	SLS	Staff			
Deborah	Parris	HERS				
Pam	Paxton	PPLI	Faculty		Sociology, no longer at Ohio State	College of Arts and Sciences
Jean	Sander	HERS			Veterinary Medicine	Veterinary Medicine
Kythrie	Silva	SLS	Staff			
Richelle	Simonson	HERS				
Jennifer	Small	SLS	Staff			
Jeni	Squiric	SLS	Staff			
Carrie	Sweeney	SLS	Staff			
Lori	Thomas	SLS	Staff		Continuing Education	
Dawn	Tyler Lee	SLS, HERS	Staff			
Stephanie	Vecchirelli	SLS	Staff			

First Name	Last Name	Program	Fac/Staff	Title	Department	College
Shannon	Washington	SLS	Staff			
Beth	Whittaker	PPLI	Faculty		University Libraries, now University of Kansas, Head of Spencer Research Library	University Libraries
Carla	Wilks	SLS	Staff			
Hilary	Wilson	SLS	Staff			
Fawn	Winterwood	SLS	Staff			
Pam	Wollenberg	SLS	Staff			
Mindy	Wright	HERS	Faculty		English	Academic Affairs

## Appendix B: Leader Gender Balance Analysis – Individuals by Position

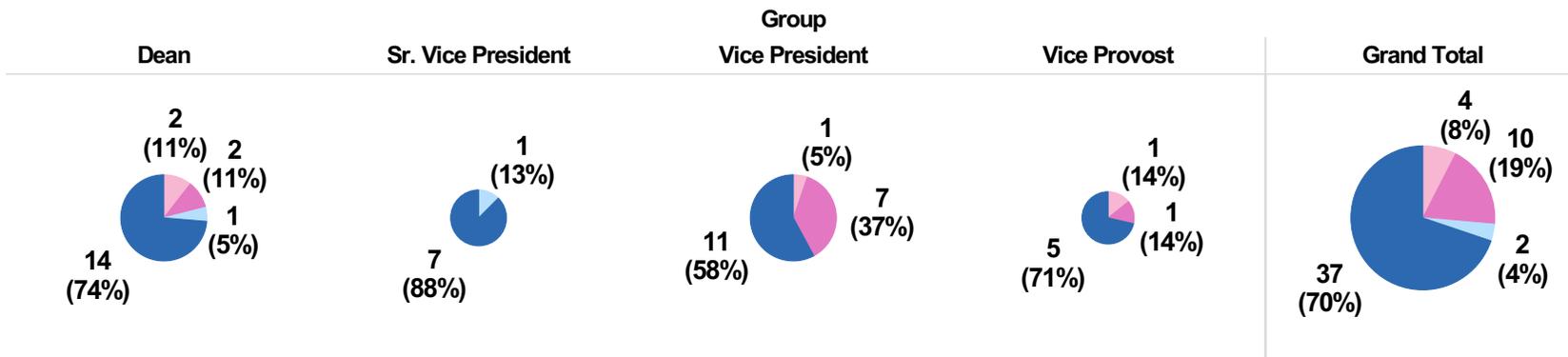
*Information as of May 2013*

Dean	Sr. Vice President	Vice President	Vice Provost
Achterberg, Cheryl L Brueggemeier, Robert Wayne Diedrichs, Carol Pitts Gavazzi, Stephen Michael Gregoire, Thomas Kenneth King, Lonnie James Lemeshow, Stanley Alan Lloyd, Patrick M. Lockwood, Charles Joseph MacDonald, William Lee McPheron, Bruce Alan Melnyk, Bernadette Michaels, Alan Charles Poon, Christine Ann Rose, Gregory Steven Shipp, Melvin D Snyder, John Robert Steinmetz, Joseph E Williams, David B.	Asher, Herbert B Chatas, Geoffrey S Culley, Christopher M. Eicher, Michael C Gabbe, Steven Glenn Griffin, Archie Mason Kaplan, Jeff M.S. Kasey, Jack D	Adams-Gaston, Javaune Marie Church, Melinda Diane Cummings, Brian A Devine, Kristine G Douglass, Andraea A Evanovich, Myles Dolan Garrity-Rokous, Edward Gates Geier, Peter E. Hill-Callahan, Patricia Mary Hook, Jonathan David Lewellen, Larry Marvin Mitchell, Michael Andrews Papadakis, Michael Rubin, Sara Ellen Sega, Ronald Michael Starkoff, Kathleen Klingbiel Stoddard, Richard Stephan Thompson, James Blake Whitacre, Caroline C	Boehm, Michael Jon Brustein, William Irving Carlson, Wayne Earl Lee, Valerie Bonita Osmer, Patrick Stewart Smith, William Randy Williams, Susan Shidal

Note: Each individual is counted once according to the usual classification of the role.

## Appendix C: Executive Position Analysis By Gender and Race Information as of May 2013

Group	Gender and Race									
	Female-Diverse		Female-White		Male-Diverse		Male-White		Grand Total	
	Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent
Dean	2	11%	2	11%	1	5%	14	74%	19	100%
Sr. Vice President					1	13%	7	88%	8	100%
Vice President	1	5%	7	37%			11	58%	19	100%
Vice Provost	1	14%	1	14%			5	71%	7	100%
Grand Total	4	8%	10	19%	2	4%	37	70%	53	100%



**Gender and Race Key**  
■ Female-Diverse    ■ Male-Diverse  
■ Female-White    ■ Male-White

**Note:** Each individual is counted once according to the usual classification of the role.

## Appendix D



**THE OHIO STATE UNIVERSITY**

---

# Career Paths at Ohio State

**Julie Carpenter-Hubin**

**Laura Gast**



## Initial Population Examined



- **436 Female and 362 Male Staff with 10+ Years of Service who were promoted into Senior A&P positions**
- **153 Female and 129 Male Staff with 20+ Years of Service who were promoted into Senior A&P positions**
- **A few in the group with 10+ years also have up to 20 years of service; they are part of the second group (those with 20+ years)**



## Length of Tenure

### 10+ Years Group

19%

of all American workers have 10 or more years of tenure on the job (Employee Benefit Research Institute, 2012)

30%

of all regular staff have been with OSU for 10 or more years; 31% for male and 29% for female staff

### 20+ Years Group

11%

of all American workers have 20 or more years of tenure on the job (Employee Benefit Research Institute, 2012)

12%

of all staff have been with OSU for 20 or more years; true for both male and female staff



## Length of Tenure (Cont.)

### 10+ Years Group

**37%**

of all SAP staff have been with OSU for 10 or more years; about the same for both genders

### 20+ Years Group

**18%**

of all SAP staff have been with OSU for 20 or more years; about the same for both genders



# Total Senior A&P Staff --10+ Years Tenure

**2694**

Senior A&P Staff

Female

**1577**  
(58% of Total SAP)

Male

**1117**  
(42% of Total SAP)

Senior A&P Staff with 10+ years  
(985 Total- 37% of all SAP)

**572**  
(58% of SAP 10+ years)

**413**  
(42% of SAP 10+ years)

Senior A&P staff with 10+ years promoted  
from within into that category.  
(798 Total- 30% of those with 10+ years were promoted to SAP  
from within)

**436**  
(55% of 10+ promoted into SAP)

**362**  
(45% of 10+ promoted into SAP)



# Total Senior A&P Staff --20+ Years Tenure

2680

Female

Male

1555  
(58% of Total SAP)

1125  
(42% of Total SAP)

Senior A&P Staff

241  
(57% of 20+)

Senior A&P Staff with 20+ years  
(424 Total- 16% of all SAP)  
(as of January 2014)

183  
(43% of 20+)

153  
(54% of 20+ promoted into SAP)

Senior A&P staff with 20+ years promoted from within into that category.  
(282 Total- 67% of those with 20+ years were promoted to SAP from within)

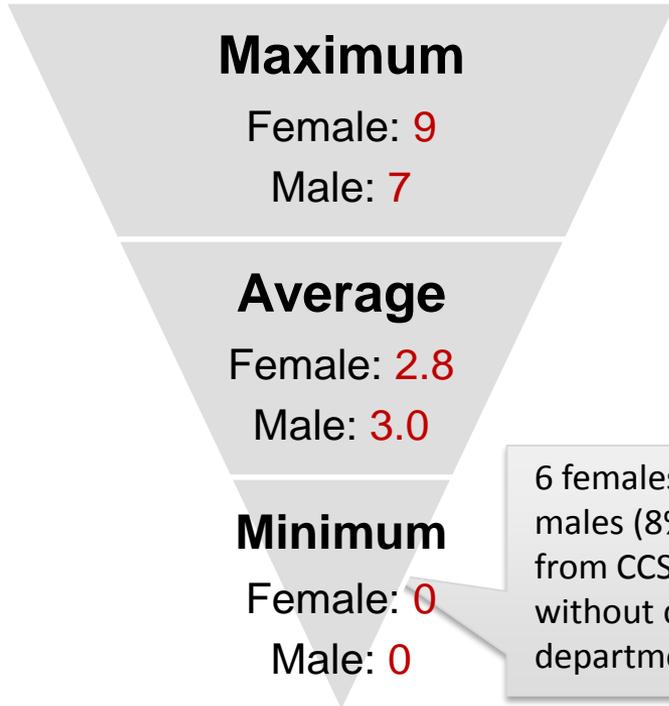
129  
(46% of 20+ promoted into SAP)



# 10+ Years Tenure

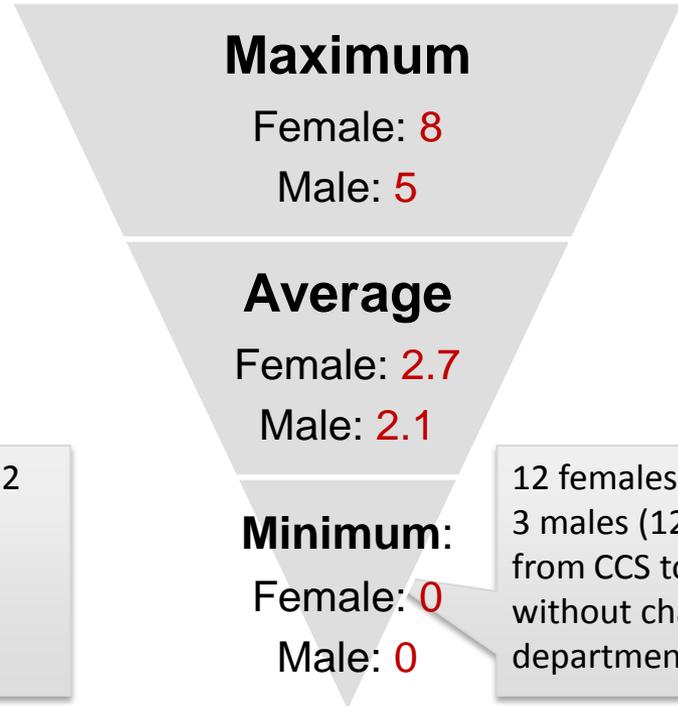
## 66 Female Staff (15%) and 26 Male Staff (7%) Moved from Classified Civil Service to SAP

### Department Changes



6 females (9%) and 2 males (8%) moved from CCS to SAP without changing department

### College/VP Unit Changes



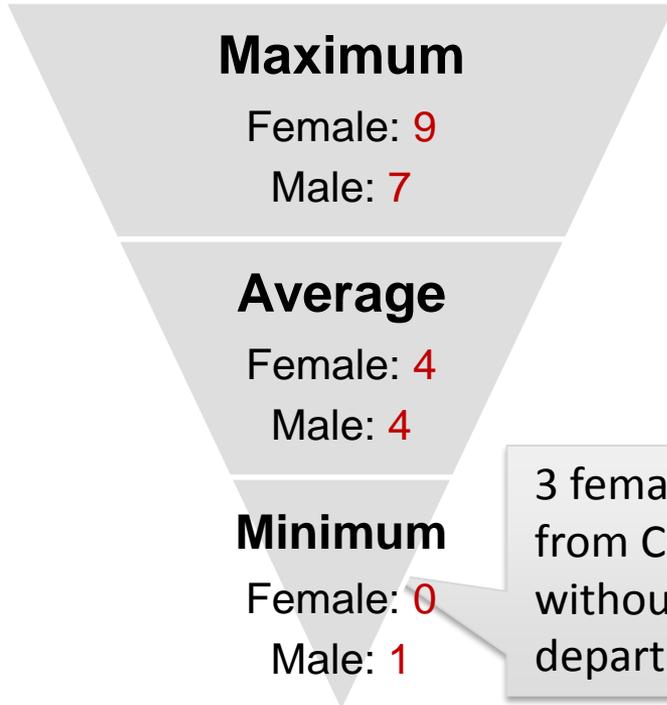
12 females (18%) and 3 males (12%) moved from CCS to SAP without changing department



# 20+ Years Tenure

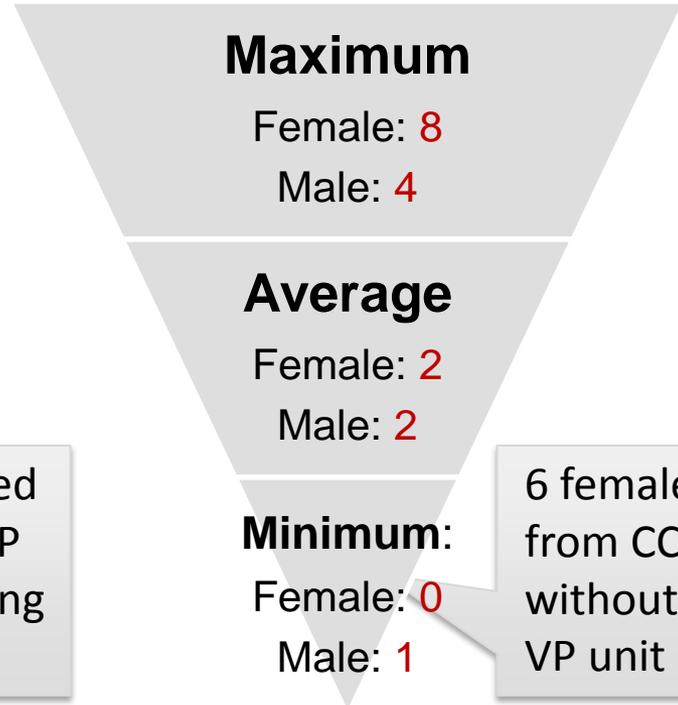
## 37 Female Staff (24%) and 16 Male Staff (12%) Moved from Classified Civil Service to SAP

### Department Changes



3 females moved from CCS to SAP without changing department

### College/VP Unit Changes



6 females moved from CCS to SAP without changing VP unit



## Staff Who Began Their OSU Career as Classified Civil Service: Years to Senior A&P

### 10+ Years Tenure

#### Maximum

Female: 31.8

Male: 28.8

#### Average

Female: 15.3

Male: 16.1

#### Minimum

Female: 3.0

Male: 4.2

### 20+ Years Tenure

#### Maximum

Female: 32

Male: 30

#### Average

Female: 20

Male: 20

#### Minimum

Female: 7

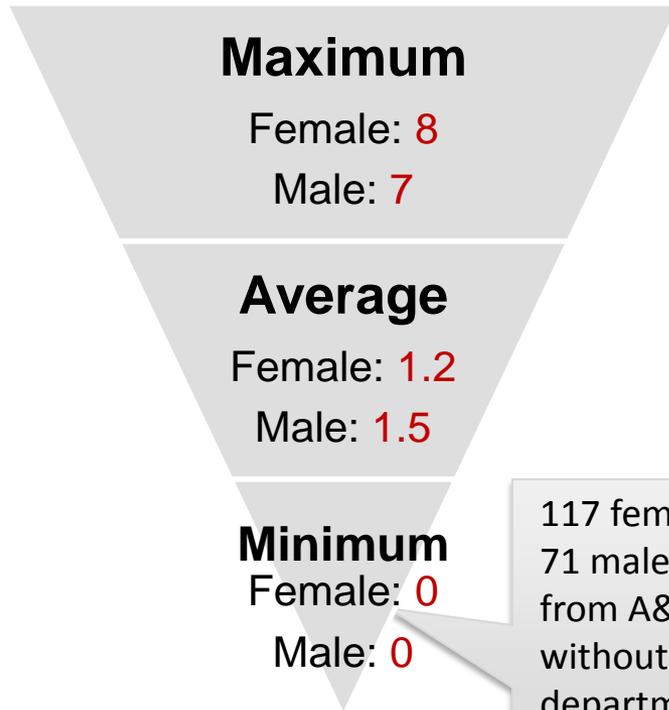
Male: 10



# 10+ Years Tenure

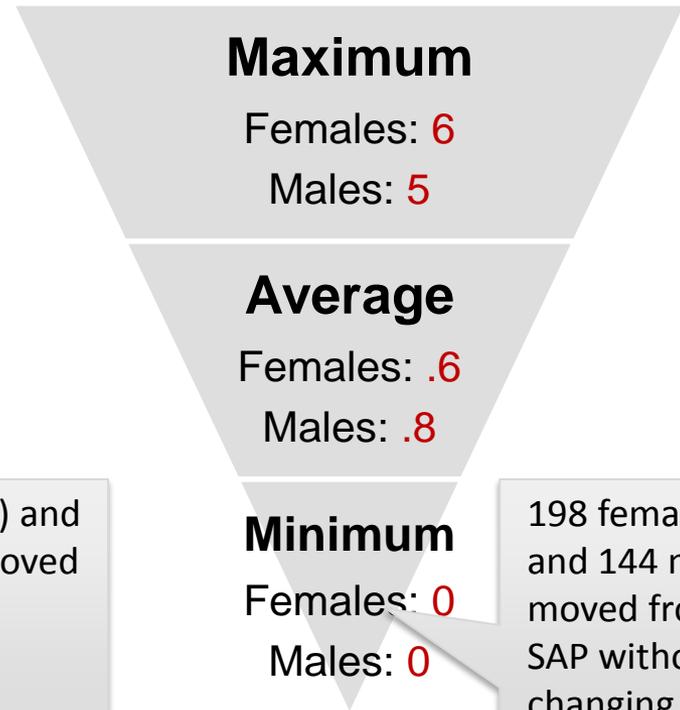
## 303 Female Staff (69%) and 248 Male Staff (69%) Moved From A&P to Senior A&P

Department Changes



117 females (28%) and 71 males (20%) moved from A&P to SAP without changing department

VP Unit Changes



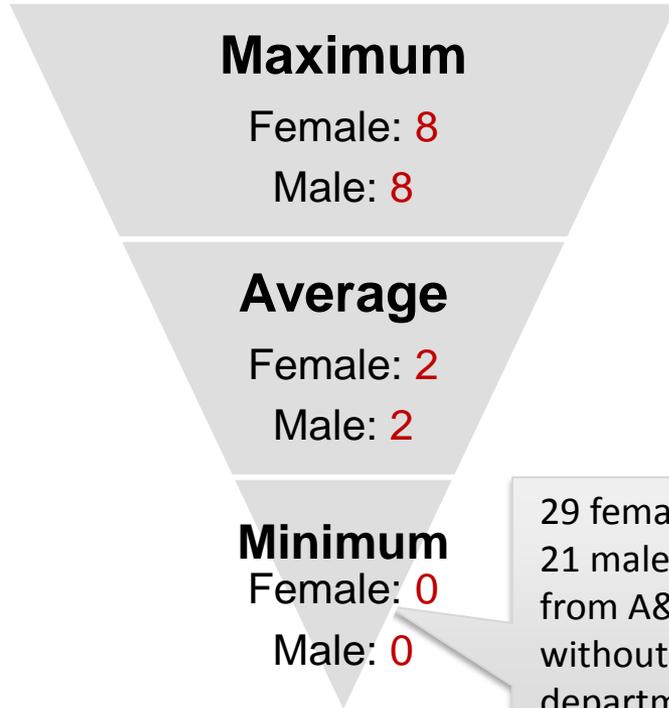
198 females (45%) and 144 males (40%) moved from A&P to SAP without changing VP unit



# 20+ Years Tenure

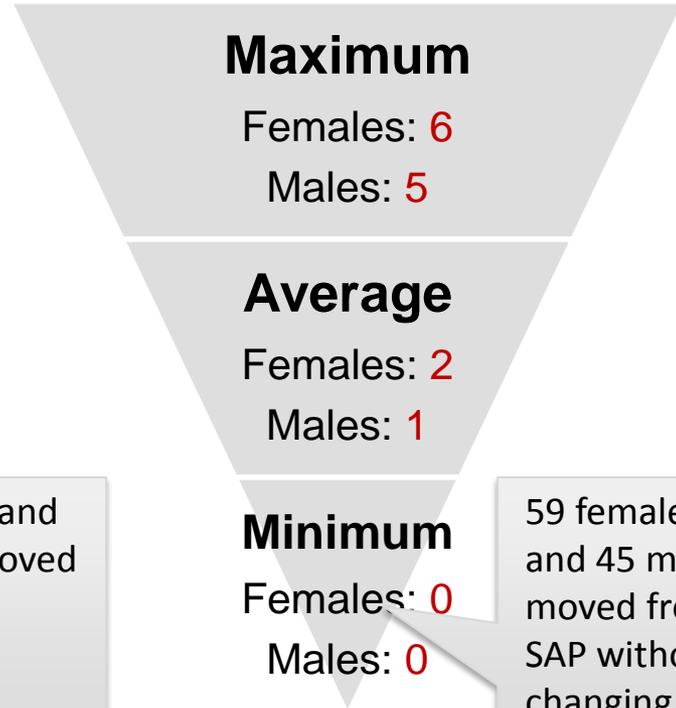
## 104 Female Staff (68%) and 88 Male Staff (68%) Moved From A&P to Senior A&P

Department Changes



29 females (19%) and 21 males (14%) moved from A&P to SAP without changing department

VP Unit Changes



59 females (39%) and 45 males (35%) moved from A&P to SAP without changing VP unit



## Staff Who Began Their OSU Career as A&P: Years to Senior A&P

### 10+ Years Tenure

#### Maximum

Female: 27

Male: 33

#### Average

Female: 8.7

Male: 9.7

#### Minimum

Female: <1

Male: <1

### 20+ Years Tenure

#### Maximum

Female: 27

Male: 33

#### Average

Female: 13

Male: 13

#### Minimum

Female: <1

Male: <1



## Top 12 Employers of Senior A&P Staff

	Female	Male	Total
OSU Medical Center	659	239	898
Office of Academic Affairs	149	196	345
FAES	135	70	205
College of Medicine	129	64	193
Health Sciences FGP	61	92	153
Arts and Sciences	38	63	101
University Advancement	57	34	91
Ofc of Health Sciences	49	34	83
Ofc of Student Life	44	38	82
College of Engineering	18	54	72
Senior VP Admin & Planning	24	44	68
Athletics	19	45	64



**For employees with 20+ years of service...**

**65 Female (42%) and 45 Male (35%) CCS/A&P Staff Were Promoted Without Leaving their College/VP Unit**

College/VP Unit	# CCS		# A&P	
	Female	Male	Female	Male
OSU Wexner Medical Center			24	14
FAES	1		18	10
College of Medicine	1		4	3
Student Life			4	
Office of Academic Affairs	1		2	6
Athletics			2	1
University Advancement	1		1	
Administration & Planning; Veterinary Medicine	1 each			
ASC			1	8
College of Engineering				2
Office of Business and Finance				1
EHE, FCOB, Legal Affairs			1 each	



**For employees with 20+ years of service...**

**76 Female (50%) and 59 Male (46%) CCS/A&P Staff Have Senior A&P Positions in a College/VP Unit Other Than Their First Hiring Unit**

College/VP Unit	# CCS		# A&P	
	Female	Male	Female	Male
Office of Academic Affairs	8	6	17	11
College of Medicine	2	2	5	
Office of Health Sciences	3		4	1
OSU Medical Center	3		3	2
Arts and Sciences	3	2	2	4
Senior VP Admin & Planning	1		3	2
Education & Human Ecology	1		2	
Office of Business and Finance	2		1	5
Office of University Relations			2	3
FAES	1		1	1
Vet Med	1		1	2
Schottenstein Center, University Advancement	1 each		1 each	
Dentistry		1	1	
Engineering			1	2
Nursing, Public Health	1 each			
Student Life	1	2		4
Fisher College of Business	1	2		1
Office of Legal Affairs		1		
Athletics, College of Law, Ofc Gov Affairs, OSU Alumni Assoc, Senior VP- Exec Officer				1 each



# Length of Tenure

## 10+ Years

## 20+ Years

68 female (18%)  
61 male (22%)

CCS and A&P Staff in the Study Earned Degrees While Employed at OSU

47 female (31%)  
32 male (25%)

CCS and A&P Staff in the Study Earned Degrees While Employed at OSU

15 female (4%)  
37 male (14%)

CCS and A&P Staff in the Study Earned Baccalaureate Degrees

12 female (8%)  
12 male (9%)

CCS and A&P Staff in the Study Earned Baccalaureate Degrees



## Length of Tenure (Cont.)

### 10+ Years

61 female (16%)  
47 male (17%)

CCS and A&P  
Staff in the  
Study Earned  
Graduate  
Degrees

### 20+ Years

42 female (27%)  
26 male (20%)

CCS and A&P  
Staff in the Study  
Earned Graduate  
Degrees,  
including 8 of the  
female and 6 of  
the male  
Baccalaureate  
Degree  
Recipients  
counted above



**For employees with 20+ years of service only...**

## OSU Baccalaureate Recipients – No Additional Degree Found

Beginning Position	Current Position	Undergraduate Degree	Years from Employment to Degree Earned	Years to SAP
<b>FEMALES</b>				
Typist 2	Executive Director, FCOB	B.S. Business Admin	7	26
Accountant	Hospital Controller	B.S. Business Admin	3	13
Secretary 1	Assoc. Administrator, Med Ctr.	B.A.	1	16
Clerical Specialist	Admin Mgr., Vet Medicine	B.A.	4	14
Account Clerk 1	Director, Admin. & Planning	B.S. Business Admin	9	22
<b>MALES</b>				
Systems Programmer 1	Senior Systems Manager- Sap	B.A.	5	8
Programmer/Analyst	Director- A4	B.S.	7	16
Piano Technician	Director- A4	B.S.	13	21
Account Clerk 1	Administrator- Medical Center	B.S. Business Admin	3	22
Systems Programmer 1	Senior Systems Manager- Sap	B.S. Computer Science	4	7
Programmer/Analyst	Director- 00	B.S. Computer Science	2	21



**For employees with 20+ years of service only...**

## OSU Baccalaureate and Master's Recipients

Beginning Position	Current Position	Bacc Degree	Years from Employment to Bacc Degree	Graduate Degree	Years from Employment to Grad Degree	Years to SAP
<b>FEMALES</b>						
Typist 2	Asst. VP	B Arts	12	MA	20	21
Secretary 1	Director of Donor Relations	B Arts	1	MA	15	26
Radiology Manager	Assoc. Dir., Imaging Srv.	BS Allied Health	22	MPH	25	14
Account Clerk 2	Human Resources Dir	BS Bus Adm.	5	MS LHR	33	30
Secretary 1	Director (IUC)	B Arts	5	MA	20	18
Drug Coordinator	Admin. Dir – Med Ctr.	BS Allied Health	3	MS Hlth Adm	10	18
CT Technologist	Director	BS Allied Health	20	MPH	24	6
<b>MALES</b>						
Secretary 2	Assistant Provost	BA	<1	MSTHLAD	5	10
Cashier 1	Director- 00	BA	1	MA	15	19
Supervisor Operating Room Svc.	Director- A4	BA	5	MA	15	17
Programmer/Analyst	Administrative Manager	BS	2	MA	15	22
Coop Exten Prog Assistant	OSU Extension Educator 3	BS AGR	1	MS	1	3
Medical Technologist	Director- A4	BS ALHLPR	<1	MSTHLAD	7	7



**For employees with 20+ years of service only...**

### Master’s Degree Recipients – OSU Extension

Beginning Position	Current Position	Degree	Years from Employment to Degree	Years to SAP
<b>FEMALES</b>				
Coop. Extension Program Asst.	Extension Educator 2	MS	8	8
Extension Associate	Program Director	MS	3	1
Extension Associate	Extension Educator 3	MS	6	6
Extension Associate	Extension Educator 3	MS	18	16
Extension Associate	Extension Educator 2	MS	3	6
Extension Agent 1	Extension Educator 3	MS	9	5
Extension Associate	Extension Educator 2	MA	16	16
Extension Associate	Extension Educator 3	M Ed	10	10
Family Service Aide	Extension Educator 2	MA	20	20
<b>MALES</b>				
Coop. Extension Program Asst.	Extension Educator 3	MS	1	3
Extension Educator 3	Extension Educator 3	MS	5	0
Extension Associate	Extension Educator 3	MS	6	6
Extension Associate	Extension Educator 2	MS	6	5



**For employees with 20+ years of service only...**

## OSU Master’s Degree Recipients – OSUWMC, College of Medicine, and Health Sciences

Beginning Position	Current Position	Degree	Years from Employment to Degree	Years to SAP
<b>FEMALES</b>				
Clinical Nurse Specialist	Director	MS	8	8
Senior Buyer	Assoc Administrator	MA	22	12
Asst Dir – Hosp Dietetics	Director – Hosp Dietetics	MS	6	6
Asst Dir – Hosp Dietetics	Director – Hosp Dietetics	MS	6	6
Nursing Program Mgr	Director – Info Tech	MS	6	21
Patient Care Resource Mgr	Admin Dir – Univ Hospitals	MS	5	4
Nurse Manager	Associate Administrator	MS	25	9
Programmer/Analyst	Assoc VP – Health Services	MBA	3	14
Coord – Hosp PR	Assoc VP	MA	18	11
<b>MALES</b>				
Supervisor Operating Room Srv	Director- A4	MA	15	17
Medical Technologist	Director- A4	MS	7	7
Assistant Dir.- Hosp.Publications	Director- A4	MA	2	3
Assistant Dir.- Emp Relations	Vice President	MBA	3	5
Associate Hospital Controller	Admin-Financial Services	MBA	16	7
Associate Director- Pharmacy	Associate Director- Pharmacy	MS	2	0
Case Management Nurse	Director- A4	MS	4	3
Transplant Technologist	Director- A4	MS	13	9



**For employees with 20+ years of service only...**

**OSU Master's Degree Recipients – All other units**

Beginning Position	Current Position	Degree	Years from Employment to Degree	Years to SAP
<b>FEMALES</b>				
Program Manager	Program Director	MS	24	8
Medical Records Admin	Director	MA	6	27
Counselor – SFA	Director – Educational Resources	MA	3	20
Clerical Specialist	Senior Associate Director	MS LHR	20	25
Research Asst 1	Education Resource Specialist	MPH	17	12
Research Asst 1	Asst to Chairperson	MS	2	25
Admission Counselor	Director	MA	3	18
<b>MALES</b>				
Secretary 2	Assistant Provost	MS THLAD	5	10
Cashier 1	Director-00	MA	15	19
Programmer/Analyst	Administrative Manager	MA	15	22
Coordinator- Radio Promo	Assoc Dir- WOSU Public Media	MA	12	14
Assoc Editor- News Service	Director- University Relations	MA	4	27
Senior Accountant	Director- 00	MA	8	7
Marktg & Promo Dir- Athltcs	Associate Director- Athletics	MBA	1	7
Assoc University Treasurer	Director- 00	MBA	2	1
Systems Specialist- A&P	Finance Director	MBA	<1	12
Senior Accountant	Associate Controller	MBA	22	7
Extension Associate	Manager- Farm Sci Review/Farm Ops	MS	9	15



**For employees with 20+ years of service only...**

## OSU PhD and JD Recipients

Beginning Position	Current Position	Degree	Years from Employment to Degree	Years to SAP
<b>FEMALES</b>				
Assoc Director	Asst VP	PhD	1	9
Program Coordinator	Asst Provost	PhD	2	15
Athletic Counselor	Director of Donor Relations	PhD	7	12
Not Available (?)	Research Specialist	PhD	1	27
Director – Risk Mgmt	Director	JD	4	6
<b>MALES</b>				
Assistant Professor	Assistant to Chairperson	PhD	<1	7
Residence Hall Director	Director- Campus Recreation	PhD	9	19
Research Associate 1- B/H	Research Scientist	PhD	<1	11



## Employees with 10+ Years of Service

### Change in Salary after a Promotion

Female

Male

\$3,636

\$4,212

Median

9.966%

9.980%

As a Percent of Previous  
Salary (Median Percent  
Reported)



Based on the study population:

1. Most CCS and A&P staff who are promoted into SAP positions change VP units and departments within VP units;
2. Staff are more likely to be promoted to SAP positions within and into units that have more SAP positions;
3. CCS staff who are promoted to SAP take longer to get that promotion than A&P staff who are promoted to SAP;
4. Several staff who received graduate degrees were promoted to SAP before receiving those degrees;
5. Some units, such as OSUE, have clear career paths for staff



# Sample Paths

Account Clerk 2

Account Clerk 3

Fiscal Officer 1

Business Services Officer 1

Office Admin Associate

Admin Associate 1

Fiscal Officer

Business Manager

Account Clerk 2

Programmer Asst

Systems Analyst 1

Director

Organization Dev Consultant

Human Resources Director

Account Clerk 2

Accountant

Business Manager 1

Fiscal Officer

Administrator – Medical Center



# Sample Paths





Next steps:

- Is there a typical time to promotion to SAP?
- Salary analysis: for positions captured by CUPA, how do salaries for male SAP and female SAP staff at OSU compare to salaries for similar positions elsewhere? Will need to consider years of service, location