



THE OHIO STATE UNIVERSITY



THE WOMEN'S PLACE

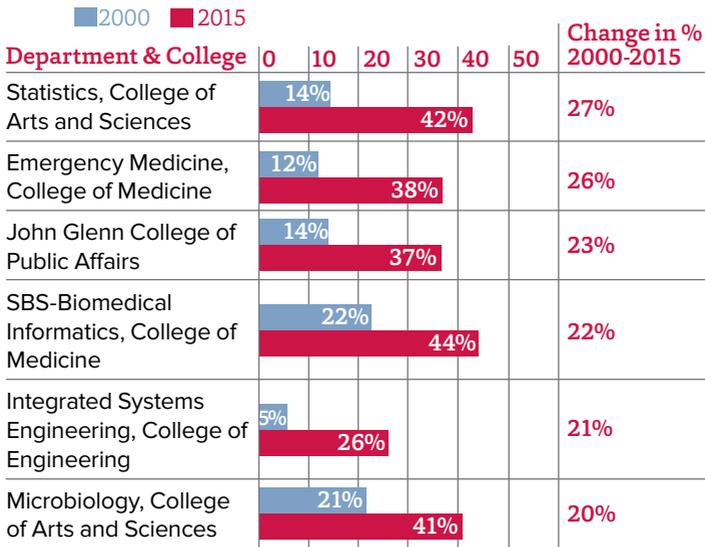
2016 Status Report on Women at Ohio State



IS THE NEEDLE STUCK?

Is Ohio State making progress toward gender equity? The Women's Place (TWP) monitors the status of women at Ohio State in this annual report and the answer is, it depends. It depends on what area you focus on: the numbers for women of color in senior administrative leadership positions have generally stagnated, in some cases stagnated at 0 for the past 16 years. Representation of all women in the most senior administrative leadership positions shows no consistent upward trend over time. On the other hand, the proportions of women in all other ranks do show a consistent upward trend.

Some of the best examples of this upward trend toward gender equity among faculty are included in the chart below. These departments and colleges are top performers, based solely on improvements in gender numbers.



For those of us who are working on diversity and inclusion and seeking to advance President Drake's vision of inclusive excellence, progress, where it has been made, is too slow. This statement, "those of us working on diversity and inclusion," points out one of the reasons we believe progress has been so sluggish: Historically, these efforts have disproportionately focused and relied on marginalized groups, such as white women, people of color or visible minorities, and LGBTQ folks, to drive diversity and inclusion initiatives.

Yet, TWP believes that diversity is everyone's responsibility. It is ironic that white men, who tend to hold the highest position of privilege and are therefore, arguably, the most influential group in affecting transformation in the workplace, have not typically been involved in day-to-day diversity work in our culture. To change this dynamic and kick start our sluggish progress, TWP has initiated a strategic focus on privilege including involving men in gender equity efforts.

To bring men further into the gender equity coalition, The Women's Place along with the College of Engineering, Ohio State ADVANCE Office (formerly Gender Initiatives in STEMM), and Dr. Joan Herbers, professor and principal investigator of Project CEOs, have partnered on the NSF grant entitled Advocates and Allies for the Advancement of Women Faculty. The grant brought the successful Advocates and Allies facilitation program developed at North Dakota State University to Ohio State. The mission of Advocates and Allies is to introduce male faculty to skills and strategies for bringing about gender equity culture change and use that knowledge to build a supportive network of male allies for female faculty. (Learn more at go.osu.edu/Advocates-AlliesProgram.)



An additional TWP initiative focusing on men is White Men as Full Diversity Partners (WMFDP) workshops. WMFDP is a national leadership development group that conducts learning labs designed for white male leaders. These innovative, experiential sessions help participants understand how their actions and perceptions contribute to workplace inequities and guide them on how to create an inclusive environment. The sessions also help men recognize themselves as individuals with privileges and help men see cultural norms that often create disadvantages for women and people of color in the workplace. Learn more about this initiative in the content of this report below.

The Women's Place will continue a multifaceted approach to achieving gender equity and culture change at Ohio State. We are very encouraged and excited that we will be moving forward with a growing number of male allies and advocates at our sides.

● Engaging White Men: Strengthening Equity and Diversity Efforts

“Real cultural change must involve white men, who still make up the majority of Ohio State senior leadership and who hold influence in their units,” says Jennifer Beard, director of The Women's Place. “Quite simply, their commitment to inclusive excellence is a significant factor in developing solutions.” Beard further emphasizes “Although there are social pressures for white men to remain quiet or even in denial about their privileges, there are courageous individuals who are willing to acknowledge that they belong to a privileged group that often disadvantages nonwhites and women. These men are also willing to pursue solutions.”

Beard's call for cultural change involving white men is underscored by research. The Women's Place was influenced, in part, to try WMFDP workshops by a study conducted by Catalyst, a leading nonprofit organization that uses research and strategy development to expand opportunities for women and business. The Catalyst study, reported in *Engaging Men: What Change Agents Need to Know*, found evidence that learning labs conducted by WMFDP had a transformative effect on the individuals studied, shifting both their mindsets and behaviors.

In 2014, The Women's Place introduced the WMFDP initiative to provide senior white male leaders at Ohio State an opportunity to understand their advantage in the workplace, learn about gender gaps, and to create and/or strengthen and transform existing diversity and gender equity initiatives in their units alongside women and people of color. “Diversity is everyone's responsibility,” Beard says. “The important aspect about WMFDP is its unique approach to help white men understand and commit to this effort.”

The Women's Place, with the support of the provost and Office of Academic Affairs, recruited senior white male Ohio State leaders—vice presidents, deans and directors from across the university—to attend the WMFDP training. Twenty-three attended as of time of publication. Many of the men spoke afterwards about the sessions or learning labs as an eye-opening experience, realizing and acknowledging that their privileges can adversely impact and disadvantage others. They returned to campus ready to commit to real change.

The following examples in this report highlight post-WMFDP initiatives launched by learning lab attendees in the College of Food, Agricultural, and Environmental Sciences, the Office of Administration and Planning, and the College of Veterinary Medicine. TWP encourages you to incorporate similar efforts in your unit's diversity initiatives.

College of Food, Agricultural, and Environmental Sciences Elevates Commitment to Equity

The College of Food, Agricultural, and Environmental Sciences (CFAES) launched several gender and diversity developments since then-Vice President of Agricultural Administration and Dean Bruce McPherson's participation in the WMFDP training. These include promoting the diversity leader to a key member of the leadership team; creating a gender program to help retain and advance women; and establishing a Dean's Council on Equity and Inclusion.



Placing diversity front and center

The first step senior leaders took was to elevate the role of Kathy Lechman, from leader, Diversity Development for OSU Extension, to a key member of the college's leadership team as director, Equity and Inclusion. Lechman now will play a significant role in hiring and strategic planning with senior leaders. "I'm excited about this designation," Lechman says. "It indicates the college's commitment to the importance of diversity, equity and inclusion."

Among Lechman's most immediate decisions as part of senior leadership was the creation of a college-funded, two-year pilot CFAES Gender Initiative program. Lechman received a sizeable financial commitment rarely seen in a science-related program from the dean's office for this initiative. To help

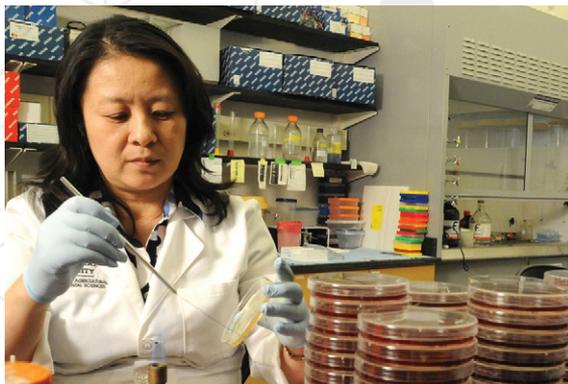


ensure the program's success, she plans to form a committee within the program that will include male allies, along with women, and possibly industry representatives. She also named Dr. Sandy Velleman, a professor in the Department of Animal Sciences, the faculty member responsible for co-leading the program. Velleman is passionate about women in the sciences

initiatives, having come through the ranks as a scientist in a male-dominated field. "I was told I'd have to work 10 times harder than a man to get to the same point, and sad to say, that's been true," she says.

Lechman cites Velleman's designation as another significant development for gender equity in CFAES. "Seeing a female faculty member in this type of position is also encouraging to other women in the sciences," Lechman says of Velleman.

Retaining women in the sciences is key



The CFAES Gender Initiative program will provide professional development opportunities for female undergraduate and graduate students, post docs, and faculty, many of whom often feel lost once they enter the workplace. The program also will offer a formal support network and resource clearinghouse for women in the sciences to help retain them and advance their careers. "A lot of women leave the sciences because of family obligations, trying to find that work-life balance," Velleman

says. She adds that sometimes women need to share experiences and solutions. "Our hope is that for those women, this program will help," she says.

CFAES envisions that its efforts will make it a national leader in nurturing the career development of women and other underrepresented groups in the agricultural and natural sciences.

—Kathy Lechman

New dean's council to guide strategies

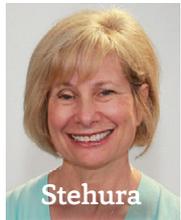
Finally, to further the college's commitment to creating a welcoming and supportive environment, CFAES senior leaders established a Dean's Council on Equity and Inclusion, which will offer guidance and insight into overall strategies, and engage staff and faculty college-wide around issues of equity and inclusion. The council will, among other efforts, use data, offer leadership development opportunities, host discussions, and explore best practices to support new faculty.

While CFAES envisions that its efforts will make it a national leader in nurturing the career development of women and other underrepresented groups in the agricultural and natural sciences, Lechman says, the goal is to "make sure that this is something that becomes just part of what our college does." Already, she says, "We've come far in a short period of time."

Office of Administration and Planning Focuses on Awareness, Building Skills



Since Jay Kasey, senior vice president, the Office of Administration and Planning (A&P), participated in the WMFDP training, the unit has taken exciting first steps toward creating a more welcoming and equitable environment for all staff, according to Human Resources Director and new Chief Diversity Officer Laura Stehura. The diversity and inclusion initiatives include: the establishment of a diversity position within senior leadership, the creation of A&P's first diversity council, and the development of educational and training programs for employees.



Senior leadership diversity role addresses need

Appointing Laura Stehura chief diversity officer was one of Kasey's first moves towards making changes in A&P. Stehura's appointment places inclusion and diversity at the helm of A&P's stated commitment. "We've known through our assessment that we needed to address diversity and inclusion," Stehura says. The unit, Stehura notes, is primarily male-dominated, and turnover among female employees is slightly higher than among men. A&P's 1,200 employees provide support services for a wide range of facilities and campus environment services, from safety and security, to traffic management, transportation, and campus events and construction.

Stehura's new role includes overseeing the diversity council, composed of four women and seven men from all levels of the organization. Council members focused its diversity action plan for 2016 on the development of policies, including infrastructure changes, and educational and skills-building programs that create a more welcoming environment for all staff.

Building a foundation

The diversity council also established a mission, vision and goals, all of which emphasize diversity and inclusion at the forefront of A&P's leadership agenda. "We know that if we are a more diverse organization, we are better problem solvers, and we're more creative," Stehura says. Moreover, she adds, "If we are inclusive, we are more collaborative—and that leads to better decisions." Diversity and inclusion is an integral part of A&P's programs, policies and practices, including hiring practices. Most important among these for women, says Stehura, are policies on flexible work schedules and workplace civility.

“We know that if we are a more diverse organization, we are better problem solvers, and we're more creative.”

—Laura Stehura

Videos increase employee awareness

Another A&P initiative includes “The Faces of A&P,” a marketing and educational campaign aimed at—and featuring—A&P employees. The communications department developed a series of videos that focus on 12 employees—one per month—who share their diversity and inclusion stories. Each month one video is highlighted in the employee A&P Newsletter and throughout video boards in employee break rooms. “Faces of A&P” posters, which include diversity and inclusion goals, also were designed and distributed. A&P’s senior leaders, including Kasey and Stehura, are featured in the posters and in the introductory video, “Diversity and Inclusion in A&P,” which points out that leadership is behind these efforts.

“The reaction to the Faces campaign has been positive,” says Stehura. “People are more interested when they see people they know. In addition, they allow A&P to show potential job applicants that it nurtures an inclusive culture and values a diverse workforce that mirrors the campus it serves.” The videos also have created interest among employees who want to serve on the diversity council.

Sexual misconduct, harassment training

As part of the diversity action plan’s educational component, Stehura plans to roll out sexual misconduct and harassment training for all staff. All A&P managers and supervisors have already undergone the training. She notes that A&P will likely use the online Buckeye Learn for staff training. An additional area of diversity within their staff is that many do not use computers during their work day. For this group, in-person training sessions will be conducted using lecture format with examples or case studies. “It is important for us to use a multi-faceted approach,” she says.

These initiatives are just the beginning of real momentum, Stehura says. “It’s exciting to know that A&P is committed to making diversity and inclusivity a priority, and personally, for me, to be a part of that effort.”

College of Veterinary Medicine Makes Inclusion a Core Value



Since College of Veterinary Medicine Dean Rustin Moore’s participation in the WMFDP training, the college announced several initiatives, including naming Dr. Mary Jo Burkhard, associate professor, to a new position as associate dean for Faculty and Student Affairs, Inclusive Diversity and Planning, and elevating that role to senior leadership. The college also developed an initial action plan that focuses

on creating a sustained effort in diversity and gender equity across its educational programs in biosciences, clinical sciences and preventive medicine, as well as its hospital services and large and small animal programs. “While women are not a minority in the profession, their numbers in leadership roles continue to lag,” Burkhard says.

MOVING FORWARD

The examples described in this report of upward trends in gender equity and diversity and inclusion initiatives that have resulted from the efforts of WMFDP learning lab attendees are just a sampling of changes and incremental progress in these areas. More examples of progress within units and resulting from the WMFDP

A voice among senior leaders



As an integral member of the College of Veterinary Medicine (CVM) leadership, Burkhard will have a voice in senior faculty searches and the recruitment process, and numerous other decisions affecting how the college communicates its messages and promotes an inclusive environment. Her responsibilities include overseeing a number of areas: the development of a diversity council, incorporating bias training into staff and professional development, and integrating diversity into the college's administrative policies and procedures. It's a role Burkhard knows has significance for the next generation of veterinarians and veterinary medical educators. "The

exciting aspect of this effort is that senior leadership not only recognizes women as agents of change in veterinary medical education, but is committed to that effort as part of its mission," she says. The diversity council Burkhard plans to develop will include alumni, donors, external partners, faculty, staff, and students. The council will help guide the college's inclusive diversity initiatives as well as provide partnerships to help support developing professional connections for students and mentoring processes.

"The veterinary profession is known as 'the whitest profession.'"

—Mary Jo Burkhard

Bias, diversity awareness training

The college has partnered with the Ohio State Kirwin Institute for the Study of Race and Ethnicity to conduct bias training via video for individuals responsible for the admissions process—admissions committee members, file reviewers, and interviewers—and for faculty and staff searches and recruitment. The training will play an important role in the college's admissions review process by helping faculty and staff take into account the "whole" applicant, thinking more broadly about what the individual brings to the college. Beginning in December 2015, the bias training was required for all faculty searches that weren't yet at the interview stage.

"As we change the culture and climate, we empower future leaders to start where we left off—to help make our ceiling their floor."

—Mary Jo Burkhard

Gender equity a core value

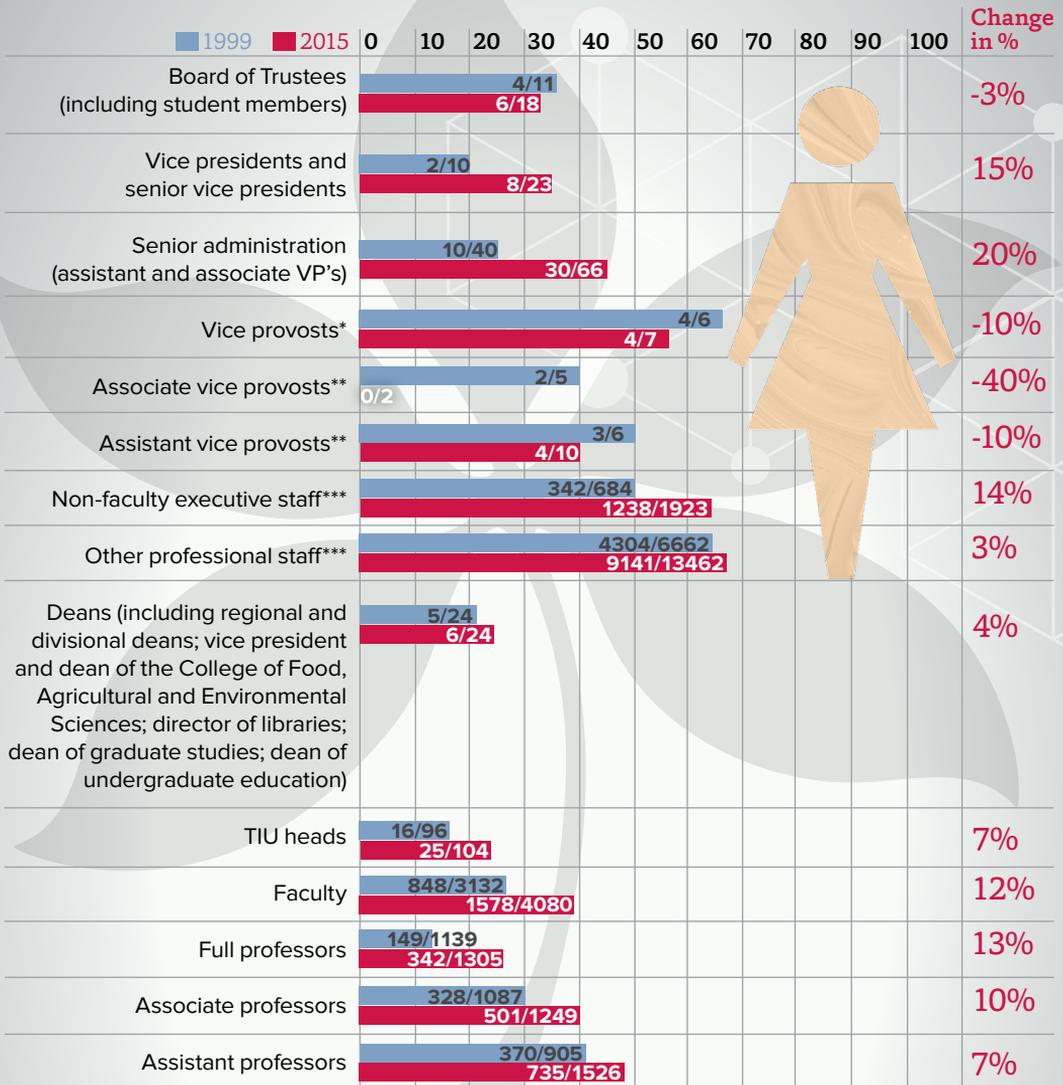
The college is also integrating inclusive diversity as a core value into its policies and procedures. "These initiatives hold real promise for making inclusion and diversity an integral part of veterinary medical education, and for the profession in general," Burkhard notes. This development is critical, as the veterinary profession is known as "the whitest profession," says Burkhard. Thus, she says, the college needs to consider innovative strategies to overcome the limited pool of potential ethnic/racial minority applicants for faculty and administrative positions. The CVM has begun work on developing a new website, and will use that

medium, along with other digital and social media communication, to support its messages around these diversity initiatives, using online links, stories, texts, and images.

"What excites me is changing things for the next generation," Burkhard says. "As we change the culture and climate, we empower future leaders to start where we left off—to help make our ceiling their floor."

initiative, such as actions initiated by Deans Trevor Brown and David Williams in the John Glenn College of Public Affairs and the College of Engineering, respectively, will be posted on the TWP website. In addition, TWP will continue to monitor the status of women with particular attention to women of color and administrative staff and will continue to work with our partners to catalyze systemic transformations and imbed the values of inclusive excellence.

Status of Women at The Ohio State University



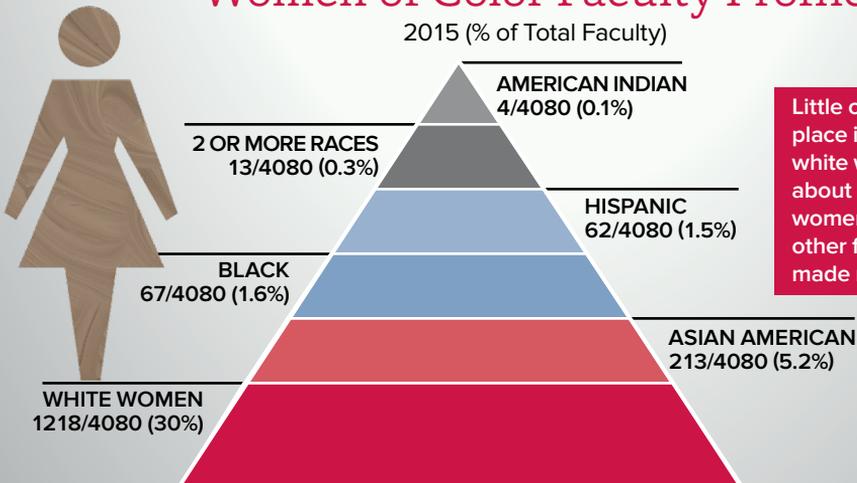
* Data are from 2005 and 2015; 1999 data are not available.

** Data are from 2011 and 2015; 1999 data are not available.

*** In autumn 2015 Wexner Medical Center personnel account for about 45% of the Non-faculty executive staff category and 50% of the Other professional staff category. About 76% of the Non-faculty executive staff at the Medical Center are women and about 79% of the Other professional staff are women

Women of Color Faculty Profile

2015 (% of Total Faculty)

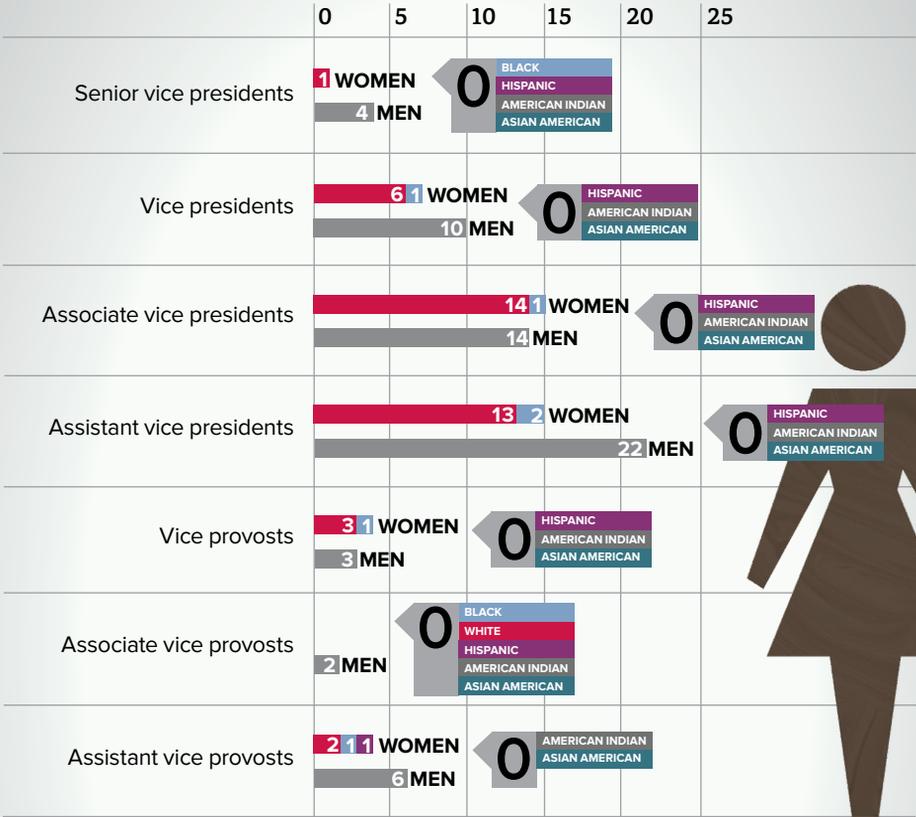


Little change has taken place in the past 10 years: white women have gained about 5%, Asian American women about 4% and the other four groups have made negligible gains.

Details for the statistics below and more data are on The Women's Place website under the Data sections of the Resources tab at womensplace.osu.edu.

Women of Color in Senior Administrative Positions

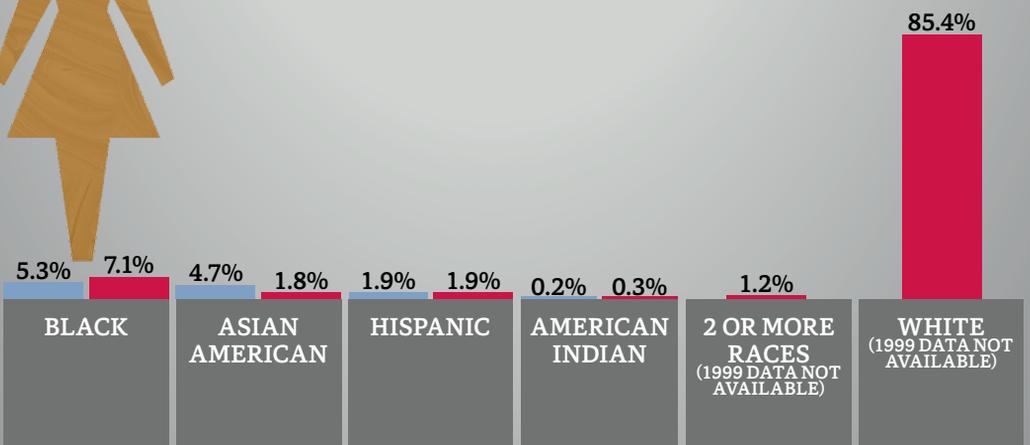
■ Black
 ■ White
 ■ Hispanic
 ■ American Indian
 ■ Asian American



Women of color hold 6.5% of all senior administrative positions
White women hold 36.4% of all senior administrative positions

Women in Executive, Administrative and Managerial Positions

■ 1999
 ■ 2015



The Women's Place (TWP)

Mission

The Women's Place serves as a catalyst for institutional change to expand opportunities for women's growth, leadership and power in an inclusive, supportive and safe university environment consistent with the goals of the Academic and Diversity Plans.

Vision

The Women's Place embraces a vision of the university which supports all women to thrive, advance and make their full contributions within an environment characterized by equity, freedom, and dignity for all people.

The Women's Place works to catalyze change at Ohio State by focusing on these four areas: policy, culture, leadership and reporting the status of women.



Jennifer Beard
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