The Role of Women in Higher Education

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Clark University

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Southern Connecticut State University

39th Annual New England Transfer Association Conference – April 2010
Who I Am…
- A little bit functional…a little bit technical…
- Director, Office of Management Information and Research
- Banner Project Manager & Banner Student Team Leader
- Associate Dean, Graduate Studies & Continuing Education
- Systems Analyst

Where I’m From…
- Southern Connecticut State University (SCSU)
- Located in New Haven
- About 12,000 students
  - 7,366 FT Undergraduates, 980 FT Graduates (Fall 2009)
Who She Is…
  - Twenty-five years of experience
    - Started as an Assistant, moved to Associate
    - Ten years as University Registrar
  - Past President of the Connecticut Association of Collegiate Registrars
  - Past co-chair of the Programs Committee of NEACRAO

Where She’s From…
  - Clark University
  - Located in Worcester, Massachusetts
  - About 3,100 students (2,190 UG, 901 GR - Fall 2009)
  - Average amount of snowfall in Worcester: 67.7 inches
  - Number of Clark alums that have married another Clark alum: 2,048
Why I’m (and We’re) Here…

- Data and factoids about men and women
- Current gender situation in colleges and universities
  - Faculty
  - Staff
  - Management
- The story behind the numbers
Men are from Mars, Women are from Venus

“The difference between men and women is that, if given the choice between saving the life of an infant or catching a fly ball, a woman will automatically choose to save the infant, without even considering if there's a man on base.”

- Dave Barry
The Differences Between Men and Women:
The Fun List

- **Maturity**
  - Women mature much faster than men. Most 17-year-old females can function as adults.
  - Most 17-year-old males are still trading baseball cards and giving each other wedgies after gym class.

- **Admitting mistakes**
  - Women will sometimes admit making a mistake.
  - The last man who admitted that he was wrong was General George Custer.

- **Offspring**
  - Women know everything about their children. They know about dentist appointments and soccer games and romances and best friends and favorite foods and secret fears and hopes and dreams.
  - Men are vaguely aware of some short people living in the house.

- **Bathrooms**
  - A man has at most six items in his bathroom - a toothbrush, toothpaste, shaving cream, razor, a bar of Dial soap, and a towel from the Holiday Inn.
  - The average number of items in a typical woman's bathroom is 437. A man would not be able to identify most of these items.

- **Sex**
  - Women prefer 30 - 45 minutes of foreplay.
  - Men prefer 30 - 45 seconds of foreplay. Men consider driving back to her place as part of the foreplay.
For every 100 women enrolled in college, there are only 77 men.

While in college, women outperformed men academically, and their grade point averages were higher in every college major.

Class of 2009 (U.S. Department of Education)

- Associate's Degrees: 167 for women for every 100 for men.
- Bachelor's Degrees: 142 for women for every 100 for men.
- Master's Degrees: 159 for women for every 100 for men.
- Professional Degrees: 104 for women for every 100 for men.
- Doctoral Degrees: 107 for women for every 100 for men

One year out of college, women earn 80 percent of what men earn.

- In education, women earn 95 percent as much as men earn.
- In math, women earn 76 percent as much as men earn.

Ten years out of college, women earn 69 percent of what men earn.
The Differences Between Men and Women: History and Research

- Congressional Acts
  - 1963: Equal Pay Act (equal pay for equal work)
  - 1964: Civil Rights Act (Title VII: broad definition of discrimination)
  - 1972: Title IX of the Education Amendments (federal grants/loans/contracts)

- “Organizational members hold beliefs that define women as inferior to male workers in terms of productivity and achievement.” (Reskin, 1998)

- “Gender status beliefs cause workplace inequality by expecting that male workers will be more competent than female workers and therefore expected to receive more rewards (e.g. promotions and compensation) from the workplace.” (Ridgeway, 1997)
“Organizations have not successfully confronted socially accepted male norms about how work is defined, accomplished, and rewarded, nor how organizational behavior is understood and interpreted.” (Ely and Meyerson, 2000)

We now know that both training and restructuring are necessary but insufficient for organizations to shed their patriarchal ways to become more ‘peoplearchal.‘” (Twombley, 1999)

Women are, historically, quite recent immigrants to the academic groves; we are still anomalies…in the sense that western academic tradition is grounded in male notions of reality and knowledge, including the notion that all that is female must be excised from the world of intellect. Yet a women teaching is surely in her oldest element, doing classic women’s work – raising the young. We are thus in a wonderfully ambiguous position, in place and out of place, marginal and central.

- Gail Griffin (1992)
The Differences Between Men and Women:
A Look At Faculty

- More women than ever have doctoral degrees
- Women remain in lower ranks (80% of full professors are men)
- Women are less likely to be tenured
  - 60% of full-time male faculty vs. 42% of full-time female faculty
- Women are more likely to be employed part-time
  - 36% of the full-time faculty and 45% of the part-timers are women
- Women are more often employed at institutions of lesser prestige
  - Women comprise 23% of the total full-time faculty at public research universities and 45% of the full-time faculty at public 2-year colleges
- Women are underrepresented in science and engineering
  - 10% of the full professors in these disciplines are women

_The Study of New Scholars by the Harvard Graduate School of Education_
The Differences Between Men and Women: A Look at Staff

- AACRAO Membership
- Records and Registration
  - 28% male, 72% female
- People with "Registrar" in their Title
  - 27% male, 73% female
- Assistant Registrar: 18% male, 82% female (859 total)
- Associate Registrar: 24% male, 76% female (924 total)
- Registrar: 30% male, 70% female (2,967 total)
“The remarkable thing about the profile of the typical college president — a married, graying white man with a doctoral degree — is how little it has changed.”

- Presidents: Same Look, Different Decade
(American College President report, June 2008)

- 23% women (up from 10% in 1986)
- Married: 63% of women presidents, 89% of male presidents
- Divorced/Never Married: 24% women, 7% male

- Chief Academic Officers
  - 40% female, 60% male

- Board of Trustees
  - Public: about 71% of trustees are men, and 29% are women.
  - Independent: 72% of trustees are men, and 28% are women.
# Staff Salary Comparison: 1993 vs. 2003

<table>
<thead>
<tr>
<th>Institution</th>
<th>Male 1993</th>
<th>Female 1993</th>
<th>Male 2003</th>
<th>Female 2003</th>
<th>Percent change since 1993</th>
<th>Avg. Female Salary (as a % of male)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public 4 year</td>
<td>$48,547</td>
<td>$35,720</td>
<td>$54,487</td>
<td>$40,841</td>
<td>12.2</td>
<td>14.3</td>
</tr>
<tr>
<td>Public 2 year</td>
<td>$43,017</td>
<td>$32,088</td>
<td>$42,889</td>
<td>$37,240</td>
<td>-0.3</td>
<td>16.1</td>
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<td>Private (not for profit) 4 Year</td>
<td>$33,830</td>
<td>$30,467</td>
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<td>10.2</td>
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<td>$31,591</td>
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<td>3.7</td>
</tr>
</tbody>
</table>
### Average Salaries of Full-Time Instructional Faculty (07-08)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Gender</th>
<th>All ranks</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Instructor</th>
<th>Lecturer</th>
<th>No Academic Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public 4 year</strong></td>
<td>Men</td>
<td>$79,686</td>
<td>$102,969</td>
<td>$74,558</td>
<td>$63,051</td>
<td>$45,162</td>
<td>$53,938</td>
<td>$50,928</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$64,822</td>
<td>$91,592</td>
<td>$69,939</td>
<td>$58,938</td>
<td>$43,699</td>
<td>$48,453</td>
<td>$47,683</td>
</tr>
<tr>
<td><strong>Public 2 year</strong></td>
<td>Men</td>
<td>$59,800</td>
<td>$70,798</td>
<td>$58,918</td>
<td>$51,995</td>
<td>$61,992</td>
<td>$48,162</td>
<td>$54,001</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$57,402</td>
<td>$67,173</td>
<td>$57,205</td>
<td>$50,699</td>
<td>$60,031</td>
<td>$47,884</td>
<td>$52,121</td>
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<tr>
<td><strong>Private (not for profit) 4 Year</strong></td>
<td>Men</td>
<td>$80,689</td>
<td>$107,250</td>
<td>$72,946</td>
<td>$60,706</td>
<td>$44,019</td>
<td>$56,931</td>
<td>$61,269</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$65,639</td>
<td>$94,141</td>
<td>$68,131</td>
<td>$56,718</td>
<td>$44,143</td>
<td>$50,802</td>
<td>$54,818</td>
</tr>
<tr>
<td><strong>Private (not for profit) 2 Year</strong></td>
<td>Men</td>
<td>$39,307</td>
<td>$54,104</td>
<td>$45,817</td>
<td>$39,701</td>
<td>$36,499</td>
<td>$32,500</td>
<td>$37,555</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$45,481</td>
<td>$50,437</td>
<td>$50,851</td>
<td>$46,356</td>
<td>$44,277</td>
<td>$34,229</td>
<td>$40,374</td>
</tr>
<tr>
<td><strong>Private (for profit) 4 Year</strong></td>
<td>Men</td>
<td>$41,217</td>
<td>$54,104</td>
<td>$47,709</td>
<td>$48,177</td>
<td>$41,755</td>
<td>$30,274</td>
<td>$29,315</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$39,578</td>
<td>$49,684</td>
<td>$49,627</td>
<td>$48,195</td>
<td>$38,981</td>
<td>$20,046</td>
<td>$32,618</td>
</tr>
<tr>
<td><strong>Private (for profit) 2 Year</strong></td>
<td>Men</td>
<td>$36,702</td>
<td>$33,991</td>
<td>$36,270</td>
<td>$34,659</td>
<td>$36,751</td>
<td>NA</td>
<td>$36,061</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>$33,690</td>
<td>$27,993</td>
<td>$36,509</td>
<td>$33,047</td>
<td>$33,743</td>
<td>$28,354</td>
<td>$33,247</td>
</tr>
</tbody>
</table>
## The Differences Between Men and Women:

### Gender Differences in Median Administrative Salaries

<table>
<thead>
<tr>
<th>Positions</th>
<th>Female</th>
<th>Male</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ceo Single Unit</td>
<td>262,630</td>
<td>275,559</td>
<td>-12,929</td>
</tr>
<tr>
<td>Asst to CEO</td>
<td>99,773</td>
<td>132,919</td>
<td>-33,146</td>
</tr>
<tr>
<td>Executive VP</td>
<td>150,182</td>
<td>163,819</td>
<td>-13,637</td>
</tr>
<tr>
<td>Vice Provost</td>
<td>123,770</td>
<td>124,035</td>
<td>-265</td>
</tr>
<tr>
<td>Chf Academic Off</td>
<td>135,297</td>
<td>146,725</td>
<td>-11,428</td>
</tr>
<tr>
<td>Assoc Chf Acad Off</td>
<td>99,600</td>
<td>106,925</td>
<td>-7,325</td>
</tr>
<tr>
<td>Chf Stdnt Affairs Off</td>
<td>104,536</td>
<td>111,834</td>
<td>-7,298</td>
</tr>
<tr>
<td>Asst VP Student Affrs</td>
<td>86,379</td>
<td>84,768</td>
<td>1,611</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>79,687</td>
<td>81,470</td>
<td>-1,783</td>
</tr>
<tr>
<td>Chf Admissions Off</td>
<td>71,986</td>
<td>80,000</td>
<td>-8,014</td>
</tr>
<tr>
<td>Registrar</td>
<td>62,234</td>
<td>74,381</td>
<td>-12,147</td>
</tr>
<tr>
<td>Dir Admiss/Fin Aid</td>
<td>73,592</td>
<td>99,691</td>
<td>-26,099</td>
</tr>
<tr>
<td>Dir Continuing Ed</td>
<td>63,573</td>
<td>76,400</td>
<td>-12,827</td>
</tr>
<tr>
<td>Dir Counseling/Psych</td>
<td>75,000</td>
<td>78,796</td>
<td>-3,796</td>
</tr>
<tr>
<td>Dir Stdnt Financial Aid</td>
<td>64,800</td>
<td>73,036</td>
<td>-8,236</td>
</tr>
<tr>
<td>Dir Stdnt Housing</td>
<td>54,876</td>
<td>62,834</td>
<td>-7,958</td>
</tr>
<tr>
<td>Dir Inst Research</td>
<td>72,673</td>
<td>80,157</td>
<td>-7,484</td>
</tr>
<tr>
<td>Dir Stdnt Union</td>
<td>62,583</td>
<td>68,000</td>
<td>-5,417</td>
</tr>
<tr>
<td>Dir Career Dev/Plcmnt</td>
<td>56,459</td>
<td>63,205</td>
<td>-6,746</td>
</tr>
<tr>
<td>Dir Stdnt Counseling</td>
<td>60,213</td>
<td>71,115</td>
<td>-10,902</td>
</tr>
<tr>
<td>Dir Athletics</td>
<td>87,277</td>
<td>90,000</td>
<td>-2,723</td>
</tr>
<tr>
<td>Dir Campus Rec</td>
<td>56,350</td>
<td>56,627</td>
<td>-277</td>
</tr>
</tbody>
</table>

*Source: College and University Professional Association for Human Resources Fall 2006 Survey*
“Great leaders have always relied on emotion to get things done: Managers inspire employees to collaborate, coaches rally players to win games, and politicians persuade voters to elect them.”

- Leading with Kindness (Baker and O’Malley, 2008)
The Differences Between Men and Women: Differences in Management Style

- Person-centered
  - Attributed to women
  - Psycho-social skills
  - Personality characteristics
  - Attitudes and behavioral skills

- Structure-centered
  - Attributed to men
  - Numbers, organizational structure
  - Power
  - Access to resources
The Differences Between Men and Women: Some Thoughts

- There are many overt and covert “glass-ceiling” factors that impede women’s career paths (Luke, 1999):
  - Male managerial styles
  - Discourse and language that “shut” women out
  - Informal organizational cultures ("old boys club")
  - Women’s reluctance to self-promote their achievements
  - Persistence of cultural values and attitudes that strongly support women’s childcare, family and domestic responsibilities as priority over career aspirations.
The Differences Between Men and Women: Five Worst No-No’s

5. Micromanage
4. Fail to Follow Through
3. Don’t Keep Secrets
2. Play Favorites
1. Deceive Employees
<table>
<thead>
<tr>
<th>10. Find An Inspirational Space</th>
<th>5. It’s How You Say It</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Set the Right Culture</td>
<td>4. Connect With Your People</td>
</tr>
<tr>
<td>8. Measure Results</td>
<td>3. Be An Idealist</td>
</tr>
<tr>
<td>7. Money is Not Everything</td>
<td>2. Solicit Ideas from Everyone</td>
</tr>
<tr>
<td>6. Recognize Achievements</td>
<td>1. Be Honorable</td>
</tr>
</tbody>
</table>
Thank You!!!  Questions?

http://www.southernct.edu/management_info_research/

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