

## I. Introduction

The Task Force Concerning Women in the Academic Workplace at Northwestern University was organized by President Arnold Weber and Provost David Cohen on August 1, 1992.

The Task Force was created to examine the University's position relative to professional development of women, both staff and faculty, and to examine procedures which could place the University in a national leadership position in the hiring, promotion and retention of women in the work force (See **Appendix I** for the Specific Charge to the Task Force).

This report presents the data resulting from these efforts, as well as global and specific recommendations of the Task Force for changes in the University community which we believe are crucial to:

- 1) expanding the roles of women in the work place at Northwestern; and
- 2) ensuring optimal professional development of women employees on the staff and faculty, thus
- 3) furthering the University's position as a major research and teaching university.

Global recommendations are presented on pages 5 and 6. Specific recommendations are spread throughout the report and are highlighted. They are also listed in **Appendix III** of this report.

Interspersed throughout this report are comments from women and men on the staff and faculty regarding aspects of life at Northwestern. These comments are taken from exit interviews of staff and faculty, written comments from surveys and discussions at the various community meetings conducted by the Task Force (see **Appendix VII** for survey discussion). In most cases, they are comments that were repeated by many staff and faculty throughout our data collection process. They are illustrative of the issues raised by the data and the importance of the recommendations made by the Task Force.

**"When conditions are improved for women,  
they are improved for everyone."**

**Bernice R. Sandler, Ph.D.**

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**(Consultant to the Task Force)**

## II. Global Recommendations <sup>1</sup>

### The Challenge

The fundamental premise guiding the work of the Task Force Concerning Women is that the academic excellence of Northwestern University is significantly enhanced by greater representation of women in all ranks of the staff and faculty. Using this premise, the Task Force conducted extensive surveys of staff and faculty and many personal interviews among a broad spectrum of the University community. As a result of its investigations during the last eighteen months, the *Task Force Concerning Women in the Academic Workplace* has seen clear evidence of:

- a) a failure of the University to fully recognize the importance of developing staff to their full potential and thus enabling staff to perform their key role in the establishment and maintenance of Northwestern University as a high quality research and teaching university;
- b) a "glass ceiling" for both staff and faculty women in positions as well as influence;
- c) evidence of desultory recruitment of faculty women in most units;
- d) evidence of clustering of women at the lowest staff ranks; and
- e) a nonfriendly environment for both staff and faculty women in many areas of the University.

Parenthetically, we note the paucity of women on the Board of Trustees. In the light of these findings, the Task Force makes the following global recommendations to the University community. The reader is referred to the body of this report for other relevant specific action items.

#### **Recommendation 1: Issue a Directive from the President and Board of Trustees**

We recommend that our President and Board of Trustees declare their support of our recommendations and evidence their commitment to improving the University's academic excellence through increased representation of women on the staff and faculty by implementing the recommendations of this Task Force.

#### **Recommendation 2: Improve the Environment for Women**

Many aspects of the environment at Northwestern are, at best, not friendly toward women and are, at worst, hostile to women. Insensitivity of supervisors, colleagues and department chairs and directors toward gender differences in such areas as social responsibilities, career problems, sexual harassment, security, and child care must be recognized, and training and employee benefit programs put into place immediately to address these issues. A vital Women's Center delivering a full complement of services to redress these problems is a critical component of the strategy to create an appropriate environment for all women at NU. Therefore, we recommend that the Women's Center should be provided adequate additional financial and staffing resources to meet this need on both campuses. In addition, in order to resolve specific problems arising from insensitivity toward gender differences, the University should create an office of Ombuds to serve all staff and faculty.

#### **Recommendation 3: Enhance Recruitment of Women**

While isolated positive efforts have been made to recruit more women to the staff at higher levels and more women to faculty positions at all ranks, a major institutional commitment to such recruitment is critical at this juncture. Emphasis also needs to be placed on recruiting women into nontraditional roles. Every administrative and academic unit that has fewer women in its staff and faculty than 3/4 of its "pool" (definition follows later) must develop a plan within one year indicating how it will increase the number of women within the unit. When recruiting to departments or units which at present have

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<sup>1</sup>Other more specific recommendations are highlighted throughout the report and are summarized in Appendix III.

no women or only one woman, it is necessary to recruit more than one women to ensure that the departmental environment is not antagonistic to the new recruit(s). Search committee members and supervisors should receive training in interview techniques to assure legal and fair evaluations. The deans' and area vice presidents' offices should be responsible for the search processes to ensure fair treatment of all candidates throughout. Upon announcement of a search, the Commission on Women (see recommendation #5) may elect to monitor the conduct of the search, particularly in problem areas. Program Review of all units should assess the degree of success in implementing increased recruitment of women at all levels including exempt and nonexempt staff.<sup>2</sup> Incentives should be provided for chairs, managers and units successful in their efforts to improve recruitment. Those unsuccessful in their efforts should be held accountable.

#### **Recommendation 4: Enhance Professional Advancement of Women**

All administrative and academic units must take positive steps toward the professional advancement of women within the unit. For staff, supervisors must promote professional growth and provide feedback to each employee. All opportunities for advancement and requirements for promotion must be circulated widely to the University community. For faculty, the Department Chair should pay particular attention to the progress of women toward tenure. The promotions process and requirements within each school should be clearly stated to each faculty member and Ad Hoc review committee, with attention paid to fair peer review. Furthermore, much of the undergraduate teaching in several programs is done by non-tenure-track faculty, in which women are represented in great numbers. Librarians also provide an important contribution to education at the University. Creative opportunities must be provided to these two groups for research development, teaching enhancement and promotion within the non-tenure ranks.

Program Review of all units should assess progress toward professional advancement of women.<sup>3</sup>

#### **Recommendation 5:**

##### **Establish a Commission on the Status of Women in the Academic Workplace**

The President should establish a Commission on the Status of Women in the Academic Workplace at Northwestern University to monitor the implementation of the recommendations of this Task Force during the next five years. This group will receive data from the appropriate administrative bodies on searches, salaries, appointments, promotions and separations, will report to the President, and will issue an annual report to the staff, faculty and Board of Trustees on progress toward achievement of the goals as outlined in these recommendations. Interviews and surveys will be used by the Commission to monitor environment and attitudes. Continuing staff support will be necessary to facilitate the Commission's work.

#### **Recommendation 6:**

##### **Establish a Task Force on the Status of Minorities in the Academic Workplace**

In the course of its research, the Task Force has uncovered specific problems of minorities which, in some ways, resemble overall problems of women at the University. More minority staff members are clustered at the lower ranks, with more problems of environment and fewer promotional opportunities. There are few minority faculty members. Minority women suffer from both race and gender discrimination. We recommend that the University appoint a Task Force, similar to the one on the status of women, to examine the status of minorities in our workplace. This recommendation in no way obviates the obligation of the Commission on the Status of Women to address the needs of minority women.

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<sup>2</sup>This was an early recommendation of the Task Force which has already been implemented.

<sup>3</sup>Ibid.

### III. Administrative Influence of Women<sup>4</sup>

***"The top layers of administration should not be dominated by white men. Administrators should have grounding in teaching and scholarship, and should not lose touch with either."***

*—Exit interview of a woman faculty member.*

Administrative roles affect staff and faculty in critical ways. The philosophy, priorities and operating procedures, and thereby, the value system and climate of the institution, are established by those in administrative positions.

There are very few women in key administrative roles throughout the University, and a total absence of women of color. No deans of undergraduate schools are women. While two vice presidents, the Graduate School dean, two associate provosts, the controller, and the head of the telecommunications system are women, these could be described as among the least powerful of the administrative positions. Two of these women were appointed in the last year. White women are generally found only in middle and lower level management roles (Table 1 and Table 2). Very few women of color are found in administrative positions. Women constitute only 6% of the charter members of the Board of Trustees and only 12% of all Trustees (Table 3). The growth of women in professional exempt and middle level decanal positions suggests that there should be increased representation of women in the highest level positions in the next decade, if these positions are considered stepping stones to deanships and other positions in the central administration of the University.

Only one woman (Vice President for Administration and Planning) has chaired decanal and senior administrative search committees (Table 4) since 1985-86. Thirteen were chaired by men. The number of women serving on these committees has been small in an absolute sense but has represented a higher percentage, in most instances, than their actual presence in the faculty. Given the small number of women on the faculty (see below), this is not necessarily a positive feature, since the same women are often over used on these committees. Women have been adequately represented on decanal evaluation committees (Table 5).

The position of department chair is an important training ground for upper level academic administrative posts. Women have lost ground in their representation among the chairs of academic departments (Table 6). Only 5 of 69 departments in the University are now chaired by women, compared to 9 departments five years ago. Male faculty are twice as likely as female faculty to be department chairs (7.8% of male faculty are currently chairs of departments compared to 3.6% of female faculty [5 of 138; see Table 17: 1992 for the denominator]). Only 8.9% of female full professors are department chairs, compared to 11.1% of male full professors (5 of 56; see Table 18: 1992-3 for the denominator).

The underrepresentation of women in leadership roles is a critical issue for the University. The absence of women administrators sends an important signal to women staff, faculty and students regarding the value placed on women and diversity at Northwestern University.

#### **Specific Recommendation 1.**

**The Task Force recommends that search committees target women for key administrative posts in the administration of the University, including Deans, Provost, and President, and other positions in the central administration of the University.**

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<sup>4</sup>Tables supporting this discussion are included in Appendix IV.

#### IV. Characteristics and Current Status of Women Staff at Northwestern University<sup>5</sup>

The most common forms of discrimination against women in the labor market are: 1) employers paying women less than men who are working in comparable jobs and 2) employers discriminating in their hiring and promotion practices, so that women are kept in lower paying positions. To assess whether such discrimination might exist at Northwestern, the committee collected and reviewed data on NU staff and focused on four main areas: 1) the distribution of staff by gender across pay grades, 2) comparisons of the salary of women and men within grades, 3) comparisons of promotion rates and turnover of women and men, and 4) external labor market data.

##### Distribution of Women and Men by Pay Grade

*I feel NU has a caste system. Professional staff walk all over support staff. . . We are not door mats.*  
 --Comment from female staff member

*There is a caste system at NU where faculty tend to look down on staff and treat them as servants.*  
 --Comment from female staff member

*I feel that the professional staff in our office are the ones who "count" - the ones who are seen as "doing the work" and "nonexempt" are the "support" staff, in other words, "helping" the people who really do the work. For an office function in our office, only the professional staff members were consulted about a convenient date, even though half the nonprofessional staff could not attend. This speaks loudly and clearly about the value put on nonexempt employees - very little.*  
 --Comment from female nonexempt staff member

Each NU staff person is classified by a pay grade which is associated with a specific salary range. Within the categories of exempt and nonexempt staff, a higher pay grade indicates greater job responsibility and marketability, both of which are rewarded by higher salary rates. The categories of exempt and nonexempt are determined by federal guidelines: exempt means exempt from the wage and hours laws, so that, among other things, staff in the exempt category are not paid overtime for any extra hours they work. In general, nonexempt is secretarial/clerical/technical and exempt is professional/managerial.

Nonexempt pay grades run from 3 to 19, while exempt run from 1 to 16, but exempt also includes several highly paid ungraded categories including grade "31." The upper pay grades of the nonexempt overlap with the lower pay grades of the exempt.

**Nonexempt Staff.** According to data for October 1992 (Table 7), which were supplied by the Department of Human Resources, there were 1895 staff people in pay grades 3-19. Roughly 75% of the nonexempt staff (grades 3-19) were women (1419 female nonexempt staff as compared to 474 male nonexempt staff members).

Several patterns emerged that should concern the University community. **In general, the percent of staff who are women declines as pay grade increases.** For example, among nonexempt staff (see Table 7), with the exception of pay grade 3 which represents only 3 staff members, women outnumber men until pay grade 15. **Thus, pay grade 15 appears to be the glass ceiling for nonexempt women.** The median pay grade for women is one pay grade less than the median pay grade for men. Furthermore, the third quartile for women is two pay grades lower than the third quartile pay grade for men, implying that the distribution of nonexempt women diminishes more rapidly at the higher pay grades than the distribution of their male counterparts.

Included in the accompanying table (7) for nonexempt staff are: 1) unionized employees, who are included in pay grade 30; 2) housekeepers and house-service workers, 56% of whom are women of color, who are included in pay grades 43-46, B2, B6, and B8; and 3) public safety officers, who are in pay grades A1-A8. Women represent only 2% of the unionized staff. Their exclusion from these generally higher paying skilled crafts is quite noticeable, as is the absence of women in the higher pay grades of women public safety officers. In contrast women dominate the small, low paid, house-service worker categories.

<sup>5</sup>Tables supporting this discussion are included in Appendix V.

The Task Force also reviewed the nonexempt data on race and gender by pay grade (Table 8). In the nonexempt pay grades (3-19), there were just over 400 African American females and approximately 116 African American males. This contrasted sharply with unionized workers, where there were only 3 African American females and 66 African American males, and public safety officers, where there were no African American females and 8 African American males. There were no Asian public safety officers. There were 5 unionized Asian employees and 21 unionized Hispanic employees, all of whom were men.

### **Specific Recommendation 2.**

**The Task Force recommends that the University target recruitment of women, and particularly minority women, into nontraditional staff roles and into the higher nonexempt grades. We further recommend that the University develop an effective mentoring and staff development program which facilitates promotion of nonexempt staff women and men to higher grades.**

**Exempt Staff.** There were a total of 981 Northwestern University exempt (managerial and professional) staff in grades 1-16 in 1992, slightly over half of whom were women. In addition, there are categories of "ungraded" exempt positions which include librarians, physicians in the student health service, research associates, athletic coaches, vice presidents and others. There were a total of 272 exempt staff people in these ungraded classifications, and 38% of them were women (Table 9). Data regarding this group of 272 were not provided by Human Resources to the Task Force.

As we would expect based on the nonexempt data, the distribution across exempt pay grades differs significantly for women and men. Graded exempt women tend to be clustered at the lower pay grades (Table 10), and the median pay grade (grade 6-7) for exempt women is two grades lower than the median pay grade for exempt men (grade 8-9). This is a larger difference than we observed for nonexempt women and men. It is heartening to note that in the highest exempt pay grades (15 and 16), the number of women and men are quite close, although the numbers are quite small.

The percentage of professional (and managerial) employees who are women has been fairly stable. Data for the period 1990 to 1992, show increased percentages of women over time in exempt pay grades 5, 6, 8, 12, and 14 to 16, but declines in pay grades 1, 2, 7, 9, 10, 11, and 13 (Table 10). **Pay grade 11 appears to be the glass ceiling for exempt women.**

Among full-time, graded exempt employees, very few of the women above pay grade 7 were minorities. Of the 42 African American exempt female employees, half were pay grade 5 or below; of the 21 Asian female exempt employees, the median pay grade is 7. There were only 10 Hispanic female exempt employees; the median pay grade for both Hispanic female and Hispanic male full-time exempt workers was pay grade 5 (Table 11). **Thus, pay grade 7 appears to be the glass ceiling for exempt women of color.**

The Task Force also examined application and hiring data for Equal Employment Opportunity (EEO) job categories, by race and gender (Table 12). At the executive, administrative and management level, generally the percentage of male applicants hired is much higher than for female applicants. For all races and both campuses combined 11.3% of male applicants are hired, compared to 8.3% of female applicants. At the professional level, the percentage of applicants who are hired is higher for whites than for most minority groups. The Chicago campus seems to be doing better at hiring women. For professional positions on the Evanston campus, 9.3% of female applicants are hired compared to 13.4% of male applicants, while on the Chicago campus, over 19% of female and only 12% of male applicants are hired. These hiring patterns may portend well for the future growth of women among the professional staff, particularly on the Chicago campus.

Examination of applications and hiring data according to EEO job categories by race and gender revealed that for nonexempt staff, including clericals and paraprofessionals (includes some exempt positions), a greater percentage of female applicants than male applicants are hired. Again, minority applicants are less successful in general. As one might expect from the data on unionized workers, the hiring data on skilled crafts show few women applicants and none hired. The inability to obtain any measures of the quality of the applicants prevents us from drawing any conclusions about whether gender discrimination exists in hiring.

## Salary Comparisons for Men and Women Staff

For most **nonexempt** categories, especially those having the most employees (grades 9, 10, and 11), women appear to earn more than men in the same pay grade (see **Table 7**). Only in the last two pay grades before women disappear entirely (grade 15 and grade 16) do men make more than women. The largest absolute dollar and percentage average salary differentials for women and men in the same pay grade appear to be in pay grades 10, 11 and 14. While this might lead to the conclusion that women are paid better than men, the issue of controlling for experience and qualifications is very pertinent. The Task Force attempted to do this, but was unable to obtain the data. If women are paid higher salaries because they are "stuck" in their pay grades longer than their male counterparts, then they may be receiving the rewards for longevity, but not the rewards for promotion. This suggests that additional analysis of nonexempt staff salaries by pay grade, qualifications and experience is necessary.

Because women represent a significant majority of nonexempt employees, it would be useful to know whether this class of individuals is compensated at market levels. **In contrast to faculty and high level exempt staff (see discussion below), data provided by Human Resources from its Compensation Review and Proposals for Fiscal Year 1994 indicate that nonexempt staff are paid significantly below market levels.** This may create problems in attracting the most qualified staff to University jobs, especially on the Chicago campus, where there are many alternatives to NU employment.

Furthermore, the data from the same report show wages were furthest from labor market wages at the lower levels. That is, it appears that the difference between the wage Northwestern University paid broad categories of nonexempt workers and the wage that was available in the labor market for this category is correlated with the number of women in those categories. The smaller the number of women, the closer to the market was the wage that Northwestern paid; the greater the number of women, the further below the market the NU wage was. This may be one cause of staff turnover, which is discussed below.

While the data on **exempt staff** are more mixed (**Table 9**), women tend to earn more than men at the lower pay grades (up to grade 9, excluding the very small pay grades of 1 and 2 which include only 7 staff). Men tend to earn more in the higher pay grades, with the significant exceptions of pay grades 11, 15 and 16. Pay grades above 13, with the exception of 31, are too small to make any inferences. Women have fewer years in their current position than men in the same pay grade for pay grades 6, 8, 9, 11, 12, 13, 14, and 15, but more years of experience in pay grades 7, 10, and 16 (**Table 13**). Without data measuring more years of experience and other factors, not just years in current position, one cannot infer whether wages were equitable. Data were not provided on the 272 ungraded positions, thus no analysis of this group was possible.

Comparative data from the College and University Personnel Association (CUPA) were available for selected exempt positions. On **Table 14**, one can see Northwestern's relative salary position compared to CUPA peer private institutions. In general, among our peer CUPA schools men at the higher ranks have more experience and are paid more than the women, but the differentials are greater than one would expect to see based on experience alone. (For example, grade 11 CUPA males earn \$50,530 with 6.5 years of experience, while CUPA grade 11 females earn \$43,190 with 5.5 years of experience.) In all categories the average salary and experience is higher for men than for women.

It appears that Northwestern is near the median salary in this group of peer institutions, except at the higher levels. In the CUPA exempt positions, women earn 82.2 to 91.8% of what men earn, but at Northwestern, except for pay grade 11, women earn between 93.4% and 107.8% of what men in the same pay grade earn.

These comparisons are limited in their usefulness because of the very small sample sizes. Except for pay grades 8 and 9, the number of women per pay grade comparable to CUPA is 5 or fewer.



## Promotions for Northwestern University Staff

*"It was almost two weeks before I had a chance to meet with my supervisor - I am totally self-taught in this job. Wouldn't recommend NU as a place to work if anyone is seeking to be promoted from within."*

*-Exit interview comment of a staff member*

*I think it would be easier for me to be fired and rehired at a higher rank than to be promoted within my job.*

*-Comment from female staff member*

The Task Force reviewed a data file extracted from the Human Resources payroll system in fall 1993 to examine the number of women and men who changed jobs, were promoted, or left the University over a 5-year period (1987 to 1992). The data were "cleaned," including the elimination of 150 duplicate records, records of individuals whose raises exceeded 140%, and records of those with a zero full-time equivalent (FTE) salary rate. Data are summarized in Table 15.

For **nonexempt staff**, the percentage of women promoted varies by pay grade from 7% for pay grade 13 to 35% for the lowest pay grades. In general, the higher promotion rates are at the lower pay grades, although the percentage of women promoted was just over 38% for grades 14-19 combined. For men, promotion rates varied from 2.7% for pay grades 30-43 and 9.5% for pay grade 9 to 33.3% for pay grade 6. The pattern is less clear as one goes to higher ranks for men. Statistical tests indicate significant differences between the promotion rates of women and men at pay grades 9, 13 and 14-19. Women were promoted more often in pay grades 9 and 14 to 19.

Promotion rates for **exempt staff** were much lower than promotion rates for nonexempt staff. They varied from 5.3% to just over 24% for women, and 7.7% to over 35% for men. In general, the rates did not differ significantly by gender.

Median salary increase for promotions tended to be higher for women than for men, and these differences were statistically significant before 1990. During 1990 the median increase for promotions was significantly higher for men. It was also higher for men in 1991, but not significantly so. There were no statistically significant differences in median years of service of women and men who were promoted.

What was most startling to the Task Force were the data on the number and percentage of women and men leaving the University. With the exception of nonexempt pay grades 14-19, and pay grade 6 for men, turnover rates among **nonexempt staff** varied from 31% to over 70% over 5 years. In most grades, more than half the staff present in 1987 were no longer present in 1992. The differential rates for women and men did not follow a discernable pattern, but the very high turnover rate was very troubling. **The loss to the University of staff and faculty supervisory time searching for and training replacements is an enormous financial and morale burden.** See the *Climate* section for a discussion of the effects of turnover on stress levels of staff and faculty. While the very highest turnover rates associated with pay grade 12 may reflect turnover of research technologists returning to school, the causes for all of the turnover of nonexempt staff merit further investigation.

For **exempt staff**, the turnover rates over 5 years were also very high. For women they varied from just over 37% for the highest pay grades to 66.7% for pay grades 1-3 and 9. For men, the rates varied from just under 19% to over 77% for pay grades 1-3. As with the nonexempt staff, turnover exceeded 50% in most categories.

For all pay grades combined, the median years of service of individuals leaving the University was less for women than for men, and the differences were statistically significant in 1987 and 1989. The medians for women were between 1.5 and 1.8 years of experience, while the medians for men varied from 1.6 to 2.3 years of experience.

Turnover rates are two, three and sometimes seven times promotion rates. In the absence of comparative data, we cannot say how this compares to other colleges and universities or other employers in the labor market. Further investigation is merited.

## V. Characteristics and Current Status of Women Faculty at Northwestern University<sup>6</sup>

*I see my dept. becoming all male because of new informal "policies" whereby our tenured profs (men) identify a candidate and then hire their friends and coauthors (men). It's the old boys network at its worst, only these are young boys playing the game.*

—Survey comment of female faculty member

*Why are you fools wasting my time? Now that the deans at my school and the University have explicitly adopted a policy of discriminating in favor of women, what purpose does this task force serve?*

—Survey comment of male faculty member

*There is a pervasive myth that "women get all the jobs" that women vote as a block, etc. which is not supported by statistical evidence, but is very tiring to deal with.*

—Survey comment of female faculty member

In fall 1992, women comprised a total of 18.1% or 241 of the 1328 tenured and tenure track faculty (see Table 16). This percentage has been growing steadily since 1987. If one includes nontenured ranks where women predominate, the percentage rises to 23.8% or 433 of 1,820. While there has been some increase in women faculty over the past two decades, progress has been slow. Increases have occurred in CAS, Music, Speech, McCormick and Medical. Table 17 shows the breakdown by school as a function of whether the women faculty are tenured or on tenure track. The Education, Dental and Medical schools have the highest percentages of tenured women faculty. Journalism, Music and Kellogg have the lowest percentages. In fall 1993, women were distributed across the ranks in the following manner: professor - 8.7%, associate professor - 24.5%, assistant professor - 27.8%, associate - 44.7%, instructor - 56.5%, and lecturer - 42.6% (Table 18). These data indicate: 1) the University is recruiting too few women faculty; 2) there is an apparent "glass ceiling" for women faculty in promotion from associate to full professor. These are in large measure faculty based decisions.

*I'm still amazed how many elder white males are oblivious to their own latent discriminatory attitudes toward women faculty!*

—Survey comment of male faculty member

*I have noticed while serving on a School Promotions Committee that the language used by committee members about men up for promotion includes words like "energetic", "active", "dynamic", "highly visible" while members speak about women candidates as "reasonably productive", "service oriented", "reserved", "excellent teacher".*

—Quote from a faculty member in a group discussion

### Specific Recommendation 3.

The Task Force recommends the search and promotion processes be carefully monitored, as described in the Global Recommendations, to assure the hiring and promotion of larger numbers of women in the Northwestern University tenure track and tenured faculty. Before beginning their work, each search and promotions committee should be sensitized regarding language differences often used in discussions of men and women which demean the productivity of women and highlight the achievements of men and other subtle forms of discrimination.

### Northwestern's Relative Position

Precisely equivalent data upon which to make comparisons are difficult to find. Several recent reports contain sufficiently comparable information to enable some conclusions to be drawn.

In November 1993, Stanford University published a report on recruitment and retention of women faculty.<sup>7</sup> The report contained a table showing the percent of full-time faculty in 1992-1993 who were women in the Ivy League, the Pac Ten and 3 other schools. If the percent of full-time women faculty at Northwestern (23.8%) is compared to that given for the 13 private universities on the list,

<sup>6</sup>Tables supporting this discussion are included in Appendix VI.

<sup>7</sup>Report of the Provost's Committee on the Recruitment and Retention of Women Faculty. Stanford University, November 1993. These numbers should be treated with caution. Some schools such as Columbia University have (sometimes large) education, nursing, social work, and library science departments, which traditionally have a higher percentage of women faculty while others such as MIT and CalTech have large schools of engineering and science which traditionally have a lower percentage of women faculty.

Northwestern would rank 3rd highest in that group (Columbia - 28.4%, Dartmouth - 25.8%, Yale — 23.7%, Brown - 22.2%, USC - 21.4%, Harvard - 19.1%, Penn - 18.6%, Princeton - 17.3%, Cornell - 17.3%, Chicago - 15.8%, Stanford - 14.2%, MIT - 11.9%, and Cal Tech - 7.7%).

Comparisons by rank are also possible (see Table 18). As noted above, the percentage of full-time women who are **assistant professors** at Northwestern has been relatively constant over the past 6 years, ranging from 26.3% to 27.8%. When this is compared with the results of the 1992-93 Annual Report on the Economic Status of the Profession (a survey of over 1500 two- and four-year institutions of higher education) that shows the percentage of women faculty at the assistant level increasing from 36.6% in 1987-88 to 42.3% in 1992-93, Northwestern is found to be significantly behind.<sup>8</sup> If the comparison is limited **only** to the private, independent doctoral degree granting universities, the institution is still behind, because the average percent of assistant professors in these universities in 1991 (the last year for which there are data) was 33.3%. Other institutions of higher education have over 50% greater representation of women in the assistant professor ranks than does Northwestern. Even limiting the comparison to private independent doctoral institutions does not significantly improve the picture. These clearly comparable universities have 20% greater representation of females in the assistant professor rank. This suggests either an unwillingness or an inability to recruit **female** faculty at the junior level at Northwestern.

Northwestern compares more favorably at the **associate professor rank**. The percentage of full-time women associate professors at Northwestern has increased from 19.4% to 24.5% over the past 6 years (Table 18). This compares more favorably with the situation found in the larger sample of other institutions of higher education where, in 1992-93, women comprised 28.9% of the associate professors. At the more comparable private, independent universities, 27.8% of the women were associate professors.

While there has been a slight increase in women at the **full professor rank**, (6.0% - 8.7%), comparison to the larger national sample indicates that in 1991, nearly twice as many of the full professors at those institutions were women (14.4%); while at private, independent universities, 11.1% of the full professors were female. These figures suggest that, relative to Northwestern, women are 30% more likely to be full professors at comparable private, independent universities and 66% more likely to be full professors at other institutions of higher education in general. Comparisons with the 13 private institutions included in the Stanford University report referenced above show Northwestern near the bottom within this group, tied for 11th place with Stanford (Columbia - 20.2%, Dartmouth - 12.3%, Penn - 11.1%, Chicago - 10.8%, USC - 10.6%, Harvard - 10.6%, Brown - 10.2%, Yale - 10.2%, Princeton - 9.5%, Cornell - 9.9%, Stanford - 8.7%, MIT - 6.6%, and Cal Tech - 4.7%). As noted in the discussion of Table 21 below, the average percent of women promoted to full professor in the last four years has been slightly higher than that for men. These data suggest that when put up for full professor, women attain the rank as often as men, yet our percentage of women faculty at Northwestern has not significantly improved. For Northwestern to have fallen so far behind the national average suggests that there was a severe problem at this level in the past which the institution should consider addressing with focused recruitment of senior women. This also reinforces the conclusion that **the rank of full professor is a "glass ceiling" for women faculty** at Northwestern.

The extent of the discrepancy between Northwestern and its direct comparison universities is a problem at all ranks, but it is especially egregious at the assistant and full professor ranks. An inability to recruit qualified female candidates is often advanced as a reason for low percentages. This is not a particularly persuasive argument, given that other institutions appear able to recruit women, and the numbers of women attaining the doctorate is at an all-time high.<sup>9</sup> It must be acknowledged that historically women have earned doctorates primarily in education and the social sciences. This contributes to problems of availability in some disciplines. For example, even in 1992, more men than women earned doctorates in every broad field except education (Women: engineering - 9%, physical sciences - 20%, professional/other fields - 34%, life sciences - 39%, humanities - 46%, social sciences - 47%, and education - 60%). Similar data for 1977, the general time frame when Northwestern's full professors would have been completing their degrees, show that women earned

<sup>8</sup>"The Annual Report on the Economic Status of the Profession," *Academe*, March/April 1993, Volume 79, Number 2.

<sup>9</sup>Based on the *Summary Report: 1992 Doctorate Recipients From United States Universities*, National Research Council, 1993, 37% (n=14, 366) of all Ph.D.s granted in the U.S. are earned by women.

only 25% of all doctorates, and most of these were in the humanities, education or the social sciences (engineering - 3%, physical sciences - 10%, life sciences - 21%, professional/other - 21%, social sciences - 28%, education - 35%, and humanities — 36%). Yet, despite 25% availability in the pool, using 1977 Ph.D.s as the base, only 8.7% of Northwestern's full professors are women.

To determine whether the problem exists with the numbers of women in the applicant pool or whether it is due to some circumstance at Northwestern, a comparison was made of the availability of women in the applicant pool versus the percentage of tenured and tenure track women in each department.<sup>10</sup> As shown in Table 19, women are being hired at Northwestern at a rate that is considerably below the rate at which they are represented in the applicant population. In Table 19, the applicant population is approximated by the average percent having earned their Ph.D.s in the years 1980-85, a sufficient time lag to attempt to match the average age in a department. Departments with many older members would not be expected to have as high a percentage of women in them as departments with many younger members. The number of Ph.D.s in 1991 is given to indicate in what direction and how quickly the pool is moving. The number of faculty in each department is given in the far left column. This table should be read with caution, giving consideration to the size of any department and the number of hires it has had in recent years. Table 19 indicates that the Journalism, Speech and Music schools have the widest disparities between the number of women in their faculties and the number of women in the available pool, with no departments meeting or exceeding their utilization pool characteristics in the tenured and tenure track ranks. The College of Arts and Sciences is also performing poorly with only the departments of English, Religion, Geological Sciences, and Linguistics having utilization statistics of women faculty that meet or exceed the available pool. Fifty percent of Kellogg's departments and 50% of the units in the Medical School have a percentage of women that exceeds the average pool characteristics. The Engineering school has 50% of its units exceeding utilization statistics; however, of the 4 departments that do not meet the utilization statistics, none have female faculty. Very few minority women are represented in any school's faculty.

Clearly, departments seeking to improve the representation of women on the faculty can only do so in the years in which they are actually authorized to hire. Table 19 also summarizes the success in attracting women achieved by departments who were authorized to hire new faculty members between fall 1989 and fall 1993. As can be seen, many departments missed the opportunity to improve their ratios and this in large measure is a faculty-based decision not to do so. Since two-thirds of all tenured and tenure track hiring usually occurs at the junior faculty level, an analysis was done of new junior women hires during that period. Most of the women faculty hired were brought in at the junior level.

### Promotion of Women Faculty at Northwestern

*NU is mostly a very good place to work. What has affected me the most is the perception among many members of the faculty that making a conscious effort to hire more women and minority faculty is equivalent to lowering standards. While the comments are generally accompanied by a statement such as "of course we don't mean you.." I still feel that the perception of standards lowering impacts the way people evaluate my performance. —Survey comment of female faculty member*

*In my 3 year review, I was told that I'd get a renewal but that my chances for tenure are "50-50". I have good teaching but need to be brilliant, I need to "be more established as an individual researcher" (I have a co-authored text in press), and I need to "be a better citizen." I was told that because I'm a mom, with a young family, "they" don't see how I could achieve what THEY need to tenure me!!! —Survey comment of female faculty member*

Three key decision points occur for all tenured and tenure-track faculty -- 1) contract renewal, 2) promotion to associate professor with the award of tenure and 3) promotion to full professor. Information on promotion actions is provided in Table 20. There is little difference in promotion and tenure decision outcomes at the untenured associate, associate with tenure, and tenured professor ranks for women and men faculty members. Of those considered for untenured associate, on average 89% of the women and 83% of the men are promoted. For those considered for the tenured associate rank, an average of 73% of the women and 74% of the men are approved. At the rank of full professor, an average of 90% of the women and 84% of the men who are considered are approved. While these

<sup>10</sup>Availability is based on the average percentage of women earning Ph.D.s in the specific area from 1980-1985. It is a conservative estimate of the number of women available in the applicant population.

statistics reveal no difference as a function of gender, they do not indicate the percentage of faculty by gender who may have chosen **not** to be considered for promotion or tenure. Earlier studies indicated that women hired as assistant professors were less likely than men to reach the tenure point and achieve tenure. To understand the full flow from hiring to tenure, we need the kind of monitoring recommended in global recommendation #3.

### External Grant Support

One measure of the quality of the faculty (particularly the senior faculty) is their ability to generate external research funding and selection to a named professorship. **Table 21** provides a summary of the success of male and female faculty in generating external funding. Data on percentage of men who get grants as a function of total male faculty and the percentage of women who are awarded grants as a function of total female faculty indicate that there is little overall difference in ability to write fundable research proposals (**Table 21**). On average, 30% of men and 26% of women faculty members are successful in securing external research support. The largest difference is in CAS. In general, however, it must be concluded that there is very little difference among the track records of women and men faculty in their ability to generate external research funding.

### Chaired Professorships

A second measure of merit is being named to a chaired professorship. While there are no comparable statistics across universities, in an intra-organizational comparison, Northwestern has demonstrated considerable improvement since 1985 in representation of women faculty among named professorships (**Table 22**). While only 2% of the professorial chairs went to women in 1985, in 1992, women (none of them women of color) held 7% of the chairs -- an absolute increase in the number of chaired women professors from 2 to 13.

The disparity between the percentage of men and women full professors who hold chaired professorships has also narrowed. In 1985, a female full professor had only a 6% chance (2 of 31) of being awarded a named professorship as compared to the 18% chance of male full professors (94 of 525). In 1992, 23% (13 of 56) of female full professors were chaired as compared to 29% (173 of 587) of male full professors.

### Regression Analysis of Faculty Salaries<sup>11</sup>

Regression analysis is the standard statistical technique for investigating the determinants of salary or wage differences between diverse groups. The regressions in this analysis estimate the effect of a range of potential explanatory variables on salaries received by the 895 Northwestern full time faculty members. The explanatory variables used in the regressions discussed below can be grouped into 3 types:

**Gender** -- an indicator variable for whether the individual is female.

**School affiliation** (including separate controls for the three CAS divisions) -- a series of indicator variables for School affiliation.

#### Experience-related variables

**Years of Service** (linear and squared)

**Age**

**Rank**

**Years in Rank** (linear and squared)

**Endowed chair** -- indicator variable for whether the individual holds an endowed chair.

Race was not included as a variable because of the small number of nonwhite women on the faculty.

**Descriptive Information:** In aggregate, women faculty at Northwestern University earn 20.4% less than male faculty. There is little information in this overall figure, however. Not surprisingly, women faculty tend to be younger and their distribution across fields and disciplines is quite different. For

<sup>11</sup>At the request of the *Task Force Concerning Women*, the Office of the Vice President for Administration and Planning put together statistical information on salary differentials by rank between male and female faculty at Northwestern University. Penny Wallhaus, Director of Analytical Studies, spearheaded this effort with her associates, Bill Hayward and Sharon Sheehan. The data base for this study is all tenured and tenure track faculty who were employed at Northwestern University during the 1992-93 academic year. This includes 895 faculty members, of which 161 (18%) are female. The full report of the regression analysis is included in Appendix VI.

instance, the average woman has been at Northwestern only 8.2 years, while the average man has been here 13.7 years; the average woman has been in her current rank (Assistant/Associate/Full Professor) only 5.6 years, while the average man has been in his current rank for 10.3 years. This difference in experience also means that women are more highly concentrated at lower ranks within the University.

In addition, women faculty are more heavily represented in fields where average pay for both women and men is typically lower. This is, of course, not unique to Northwestern, but generally reflects the national supply of women and men across academic fields. Under these circumstances, one would generally expect that women would have lower average pay than men.

The question which the analysis by the Office of Administration and Planning addresses is: *"How much of the existing female/male faculty pay differential can be explained by School affiliation and by measures of experience at Northwestern?"*

**Results.** The results of the regression analysis can be summarized in 4 points:

- 1) When salary regressions are run using all 895 observations on female and male faculty at Northwestern and controlling for School affiliation and experience-related variables, the coefficient on the gender variable indicates whether there is any remaining difference in salaries between women and men. The results indicate that women receive a statistically insignificant 2.2% lower salary than men. In general, this indicates that there is no overall statistically significant difference in female and male faculty salaries at Northwestern, once the control variables are taken into account. The 20% overall raw differential in female/male salaries is largely explained by differences in School affiliation and in experience and rank at Northwestern.
- 2) The overall effect indicates the aggregate female/male salary difference across all ranks. Yet there are differences by rank. Simple tabulations of the raw data, without controlling for any other variables, indicate that the average female Full Professor receives 11.5% less salary than the average male Full Professor; the average female Associate Professor receives 3% more than the average male Associate Professor; while the average female Assistant Professor receives 13.1% less than the average male Assistant Professor. As before, these raw differences hide substantial differences in experience and age between the sexes.

If the data are separated into faculty by rank, a separate regression for faculty at each rank can be estimated, controlling for the same set of variables as listed above. These regressions indicate that rank-specific gender salary differences continue to persist, even after controlling for the other variables. The results by rank are as follows:

- \* **Female Full Professors receive a statistically significant 6.7% less in salary than male Full Professors.** This is less than the 11.5% difference in the raw data, but accounting for School affiliation and various measures of experience does not make the male/female Full Professor salary differential go away entirely.
- \* **In contrast, female Associate Professors receive a statistically insignificant 2.2% higher salary than male Associate Professors.** Accounting for the control variables, there is no indication of further salary differentials between women and men at the Associate Professor level; in fact, the results indicate a slight salary advantage among women. It is possible that the female advantage at the Associate Professor level may be accounted for by the relatively small group of older and therefore largely male scholars whose lower disciplinary productivity has both kept them at the Associate Professor level and reduced their relative salaries.
- \* **Female Assistant Professors receive a statistically significant 3.3% lower salary than male Assistant Professors.** This is much less than the 13.1% difference in the raw data. Accounting for School affiliation and various measures of experience eliminates most but not all of the female/male Assistant Professor salary differential.

CAS and some other schools in the University have begun a process to rectify gender salary inequity. These beginnings need to be continued with special attention to the Full Professor and Assistant Professor levels. At the same time, a regression analysis parallel to this one should be conducted every five years to monitor the University's progress toward this goal.

**Summary.** In summary, these results indicate that School affiliation and experience-related variables at Northwestern University explain a great deal of the difference in female-male faculty salaries. In aggregate, once these variables are controlled for, there is only an insignificant overall 2.2% female/male salary differential. This aggregate result obscures continuing differences in female/male salaries by rank, however. There is a significant female/male salary deficit among Full Professors of about 7%; an insignificant female/male advantage among Associate Professors of about 2%; and a significant female/male salary deficit among Assistant Professors of about 3%. These results do not appear to be substantially affected by the inclusion of controls for specific disciplinary affiliation, at least within CAS. All of these results should be read with the caveat that there are no direct productivity or performance measures in these regressions, and thus these regressions do not completely control for performance differences across individuals.

#### **Specific Recommendation 4:**

The Task Force recommends that Northwestern significantly increase its efforts to recruit women graduate students and faculty in nontraditional areas. The Task Force further recommends that the Commission on Women regularly review the results of the yearly faculty equity study.

#### **Pairs Analysis**

In addition to the regression analysis, the Task Force conducted a smaller, interpretive analysis of gender and salary at Northwestern. A subcommittee of the Data Working Group of the Task Force chose 27 pairs of male and female faculty members in the same departments, who began their careers at Northwestern at approximately the same time. The members of these pairs also received their degrees within a few years of each other and maintained the same rank at the university at the time of the analysis. The goal of this "pairs study" was to conduct an in-depth, textured analysis of faculty performance at the university, and examine how performance is related to salary and salary increases. The pairs study revealed no salary inequities that could be explained by gender. A fuller description of this study is included in Appendix VI.

#### **Lecturers**

*Lecturers (male/female) are generally discriminated against in terms of status, security and salary. Lecturers are not included when the University produces comparative salary statistics with other schools. Why? Because it is an embarrassment to have so many responsible for a large number of undergraduates paid at such a low rate. Compare a lecturer who teaches 3 sections of 22-25 students per quarter with a higher level faculty member who teaches 1 course with maybe 4-5 students. Entry level school teachers can make \$35,000 per annum.*

*—Survey comment of male faculty member*

*The University has an obligation to re-explore/re-define the role of the lecturer/senior lecturer—if only because as a group we are predominantly female (I'm not) and, to a person, untenured, unable to vote at faculty meeting, and not considered for some key administrative or committee posts, and even some teaching awards!*

*Again, check the balance of male/female lecturers and you'll see it's almost the inverse of tenured or tenure-track faculty. We teach more hours, do more routine housework and testing, and yet suffer from lower worth.*

*—Survey comment of male lecturer*

In fall 1992-93, there was a total of 493 full- and part-time lecturers at the University.<sup>12</sup> About 80% are either part-time or at the institution for one academic year or less. The Task Force elected to focus its assessment on the 101 lecturers who were full-time in fall 1992 and were expected to continue for some period of years. Of these, 49% were women and 51% were men. Seventeen were senior lecturers and 84 were lecturers. Men were twice as likely to be senior lecturers as were women. The average age of this group was 46, the same as that found for the total full-time faculty. The average age for women was 44 while for men it was 47. The average years of service for the group was 11. For women it was 10 and for men it was 11.

<sup>12</sup>Source: *Northwestern University Data Book*. Prepared by the Office of Administration and Planning. 1992-1993, Twenty-fifth Edition.



Continuing lecturers are not evenly distributed across the University. Thirty-eight percent are found in the humanities division in CAS teaching languages and writing. The majority of these are women (71%). Another 14% are in the School of Speech, primarily in the Department of Communication Sciences and Disorders doing clinical instruction. All but one of the lecturers in Speech in 1992-93 was a woman. The only other large group of continuing lecturers is found in the Traffic Institute (20% of total); all were men.

Little comparative data exist at the national level regarding the conditions of lecturers. The annual report prepared by the American Association of University Professors (AAUP) can provide one touchstone for making general observations about the status of lecturers. Those data show only 3.0% of the full-time faculty at all doctoral degree granting institutions hold the rank of lecturer. At private independent doctoral degree-granting institutions, the percentage is 3.5%. If lecturers in the Medical School and the research centers are excluded to permit greater comparability, the percent of lecturers on the full-time faculty at Northwestern would be 6.1% (109). This is about twice that found elsewhere.<sup>13</sup>

Salary is often cited as a concern with respect to lecturers. AAUP reports that the average 9-month salary for all lecturers in its sample was \$31,010; for doctoral level institutions, it was \$33,200; and for private independent doctoral level institutions, it was \$35,180. At Northwestern, the average salary for the 80 continuing lecturers (excluding the Medical School and Traffic Institute for comparability) was \$32,885. This is 6% higher than that for all lecturers in the AAUP sample, but 1% lower than for all doctoral level institutions and 7% lower than for the private independent doctoral level institutions.

An analysis was done of average and median salaries to determine if the apparent gender differences in this area were real. The investigation was structured to take into account the significantly different market conditions that exist across schools and between divisions in the College of Arts and Sciences. The median salary for women was \$30,800 and for men was \$37,750. When rank, age and years of service were considered by school and division, no obvious salary differences were found as a function of gender. However, since men are 50% more likely to be senior lecturers, and the title of senior lecturer carries expanded benefits and salary, gender inequities may still exist.

All full- and part-time lecturers were included in the mail survey conducted by the Task Force. A special section of the questionnaire was devoted to lecturer concerns. A total of 35 men and 39 women, the majority of whom were full-time lecturers, returned completed questionnaires. The women respondents indicated that they had worked as a lecturer for an average of 7.7 years and the men indicated that they had done so for an average of 13.3 years. [Note: This may not necessarily have been at Northwestern.]

Respondents were asked to indicate the importance to them of various elements in their work environment. The rankings and percentages of respondents rating each element as very important or somewhat important are provided in the table below.

#### Lecturer Perceptions of the Importance of Elements in the Work Environment

<u>Women</u>	<u>%</u>	<u>Men</u>	<u>%</u>	<u>Total</u>	<u>%</u>
promotion opportunities	97	full faculty benefits	90	full faculty benefits	92
research support	97	higher salary	89	promotion opportunities	92
full faculty benefits	94	promotion opportunities	87	higher salary	91
higher salary	92	recognition	85	recognition	88
recognition	92	multi-year contracts	71	research support	82
voting rights	81	research support	69	multi-year contracts	75
multi-year contracts	79	voting rights	68	voting rights	74
paid leave	78	paid leave	66	paid leave	72

<sup>13</sup>Some institutions classify the rank of instructor as a nontenure eligible rank. The AAUP study reports instructors as comprising 3.2% of all faculty at doctoral degree granting institutions and 2.0% of the faculties at private independent doctoral degree-granting institution. It may be that the equivalent of Northwestern's lecturers are classified as instructors at other institutions. This could account for much of the discrepancy, as there were only 8 full-time instructors outside of the Medical School at Northwestern in 1992-93.



As might be predicted, lecturers rated issues of compensation and career advancement as the most important elements of their work environment. The benefits concern has its origin in the fact that lecturers receive staff retirement benefits, while senior lecturers receive faculty retirement benefits. Women rated research support as being as important to them as compensation issues. Men did not. There could be several explanations for this difference. These data may indicate that women in the lecturer rank are reflecting the academic value system for research as a basis for teaching. Women may also anticipate transfers to other geographical areas at some point in the future and wish to develop professional profiles that would make them eligible for tenure track positions in the new settings.

In the survey conducted by the Task Force, voting rights were cited as important by 4/5 of the female lecturers and 2/3 of the male lecturers. Voting privileges for lecturers at Northwestern vary among schools.

During the 1992-93 academic year, the Office of the Provost initiated a review of lecturer appointments. The review grew out of a belief that the lecturer rank had become a catch-all to meet a range of appointment needs in the University, and that the original purpose for the lecturer rank had become blurred and its status diminished. A series of changes were proposed to restore clarity and meaning to this important faculty role. A structure was articulated wherein short-term appointments were differentiated from continuing appointments. Schools were asked to begin making those distinctions in new appointments and reappointments as of 1993-94. In addition, discussions are continuing on a plan to formalize a career pathway for continuing lecturers that would take into account years of service and performance. This would provide a mechanism for recognition and rewards - factors rated as important by lecturers.

#### **Specific Recommendation 5:**

**The Task Force recommends that the changes in definition of the lecturer role recommended in the Report from the Office of the Provost be implemented by September 1994. It also recommends that lecturers be given voting rights on matters that concern their teaching in the schools that have not already established such voting rights.**

### **Librarians**

Professional librarians perform a special function at the University. Their work supports the educational and scholarly activities of all students and faculty and is an essential component of an institution like Northwestern. The status of librarians was reviewed by the Task Force.

In 1992-93, there were 94 professional librarians at the University. Nearly three-fourths (68) were on the Evanston campus in the main University Library. The remaining 26 were based within the three professional schools on the Chicago campus: Law - 12, Medical - 12, and Dental - 2. In total, women accounted for three-fifths (61%) of the librarians (Table 23). Men were three times more likely to be in the senior leadership positions than were women (6 vs. 2), while more white women than men occupied the mid-level positions as department heads (16 vs. 13). Women outnumbered men by more than 2 to 1 in the general librarian positions (39 vs. 18).

Several special analyses were done using the librarians on the Evanston campus as the sample. A review of new hires for the years between 1985 and early 1993 revealed that 59% (40 of 68) of all new hires were women. Information on internal promotions showed that, between 1989 and 1993, 77% (10 of 13) of all internal promotions went to women.

Special analyses of salary equity were also undertaken. As can be seen in Table 24, women earn slightly less than men at the senior level, more than men as experienced catalogers but less than men in the general librarian roles. It should be noted that this analysis took into account only position and years of service; no attempt was made to control for the actual productivity and performance-related variables on which salary decisions are based. Comparisons were also made of annual salary increases for women and men, concluding that there were effectively no differences between them. Men on

average received a slightly higher percent salary increase than did women in three of the past four years. The differences between the two in those years ranged from .20% to .41%. In the fourth year, women received higher average percent increases than did men, with the difference being 1.68%. Women and men were relatively equal in their representation among those receiving both the highest and the lowest salary increases.

Northwestern's salaries were compared to salaries paid to librarians in similar positions at other university libraries belonging to the Association of Research Libraries (ARL). It was found that Northwestern's average salaries in general were slightly lower than the average ARL salaries in all categories except at the senior level where Northwestern's salaries were higher or the same. In most instances, the difference between the ARL salaries and Northwestern salaries was small, with Northwestern's salaries being 90 to 96% of the ARL salaries. It was concluded that there were no apparent major salary inequities based on gender issues but that continued monitoring is important.

## VI. The Climate For Women At Northwestern University

*"Finally, organizations themselves should have an interest in effective behavior. Blocked opportunity, powerlessness, and tokenism tend to generate employees who, among other things, have low aspirations, lack commitment to the organization, become hostile to leaders, behave ineffectively in leadership roles themselves, take few risks, or become socially isolated and personally stressed. Aside from the cost to such individuals - often women, but also men - organizations are wasting a large measure of their human talent. Systems that are more generally opportunity- and power-constraining are not developing the resources of either their men or their women to the fullest. Such problems of limited opportunity, limited power, and unbalanced numbers arise especially in large hierarchical organizations. Where rewards and status become increasingly scarce closer to the top, where the gap between "professionals" or administrators and other workers is particularly large, and where rigid bureaucratic models of task organization prevail, there is also likely to be a large group of disadvantaged and underemployed workers. This group can be the source of behavioral blockages and recurrent organizational problems."<sup>14</sup>*

In order to examine the climate for women at Northwestern University, the Task Force conducted two surveys and several targeted and open group meetings. Details on the survey, with response rates, appear in Appendix VII of this report.

### Isolation and Powerlessness

Northwestern University as a whole enjoys a foundation of good will and positive experiences by its employees upon which it can build its drive toward institutional excellence. Seventy six percent of staff and 70% of faculty on the phone survey<sup>15</sup> indicated that they were very satisfied or somewhat satisfied with appreciation for their work (75% of female compared to 81% of male staff and 63% of female compared to 77% of male faculty). Eighty-four percent surveyed reported that they are satisfied with the prestige of working for Northwestern University. Similarly encouraging responses were received to questions regarding the "family-friendly" workplace, benefits, relationship with supervisors, safety at work,<sup>16</sup> job security, and physical environment.

The survey identified the areas of compensation, opportunity for advancement, and diversity issues in the workplace as ones in which the employees had less positive responses. It is particularly disturbing that employee reactions in several of these areas vary widely with the staff/faculty (nonexempt/exempt) classification, gender, and race of the respondent.

For example, in the case of opportunity for advancement, only 40% of female staff and 51% of the male staff are satisfied. Among the faculty, only 54% of the female faculty are satisfied, as contrasted with 75% of the male faculty. Regarding the handling of diversity issues in the workplace, only 39% of the female staff and 52% of the male staff are satisfied, along with 48% of female faculty and 52% of male faculty.

What is the nature of the dissatisfaction where it exists? In its open and invited community group meetings the Task Force heard a profound sense of isolation and powerlessness from both staff and faculty. In the mail survey<sup>17</sup>, 38% of staff women and 48% of faculty women identified themselves as feeling isolated as a result of being female. Although only 24% of the staff women reported being of

<sup>14</sup>Contributions to Practice: Organizational Change, Affirmative Action, and the Quality of Work Life," Chapter 10, *Men and Women of the Corporation*, Rosabeth Moss Kanter.

<sup>15</sup>Unless otherwise indicated, all percentages here derive from the phone survey. The level of dissatisfaction in the mail survey was higher on many questions (see Appendix VII). However, we will refer to the mail survey, noting that fact, when questions were not asked on the phone survey.

<sup>16</sup>While perceptions of safety on weekdays were quite high, responses for evening and weekend sense of security dropped noticeably. Women staff and faculty responses fell dramatically. This lack of sense of personal safety for women may inhibit them from putting in the extra hours of work, research, and service to the community which are instrumental to professional development and advancement. See Appendix VII.

<sup>17</sup>Data from the mail survey is used because the questions regarding sense of isolation were not asked on the phone survey.

minority status, 19% of the staff women indicated that their status as a minority group member was a source of isolation (among the male staff 18% reported being of minority status, and 10% felt this status served to isolate them). Among the full-time and part-time faculty in the mail survey, 10% of the women identified as nonwhite, and every member of this group felt isolated by her racial or ethnic status (male nonwhite faculty represented 7% of the surveyed population, and 5% felt isolated by their ethnic or racial status).

The sense of isolation may be exacerbated for staff by the stress they feel at work<sup>18</sup>. Fifty-five percent of female staff and 29% of male staff responding to the phone survey strongly or somewhat strongly indicated that job stress is an issue.<sup>19</sup> Fifty-three percent of both women and men staff agreed that they had more work than could be accomplished in the hours allotted to them. This may be attributable in part to the burden put on staff to "do more with the same or less resources" as Northwestern University makes progress toward rightsizing. The University's geographical and organizational decentralization may compound this sense of isolation. Many women work in one or two person offices separated by walls, halls, sidewalks, and campuses. Isolated by status, workload, and geography, opportunities for women to have input into University decision-making are sparse. Twenty-four percent of male staff report having served on a university committee, but only eleven percent of women staff report having so served. The low participation of women on committees is not due to lack of interest, for 58% indicated that they would like to serve on a committee. A class bias may exist; women are overrepresented in the ranks of lower grade nonexempt positions, and people filling these positions are rarely asked to participate in committees. This is not only a staff issue. Thirty seven percent of male faculty report being asked to serve as a committee chair, but only 13% of the women faculty said they have been offered the same opportunity. The paucity of women faculty in academic administrative positions also plays into this lack of opportunity for female input.

One female faculty member characterized her frustration:

***The most painful issue for me at Northwestern is the intellectual isolation and marginality of women on the faculty. My colleagues accept that they have to accept some women in their midst, but they have no interest in opening themselves up to intellectual contact with the ideas of women colleagues.***

*—Female faculty member*

Given the lack of opportunities to participate in the broader University community, it is not surprising that 24% of staff women compared to 10% of staff men reported they did not know where to go with an idea to improve something at Northwestern University<sup>20</sup>. Nineteen percent of women compared to four percent of men on staff reported they did not believe anyone would care about their ideas even if they did come forward.<sup>21</sup> Staff were slightly more aware of where to go with complaints regarding their specific work circumstances. Women, however, responded in greater percentages than men that they did not know where to go, no one would listen, no one would offer advice, and no one would help clarify the situation.<sup>22</sup> Consider the following comment written on a mailed Task Force survey:

***There still remains, here at NU (as well as in the rest of the world) an "old boys club" atmosphere. Women and minorities are generally token in the higher slots. Complaints, suggestions, and even advice from women are often regarded as "ranting female" remarks deserving only of patronizing condescension.***

*—Female nonexempt staff member*

Twenty-five percent of women faculty compared to 4% of male faculty indicated they occasionally have been kept from informal discussions on departmental matters because meetings were held in locations which excluded the respondent because of his or her gender. Asked how often they have been excluded because meetings were held in an unwelcoming environment, 21% of the female faculty

<sup>18</sup>The faculty surveyed were not asked about job stress.

<sup>19</sup>It is reasonable to assume junior faculty share these feelings of stress and workload given the pressures to fully participate in the community while pursuing their professional goals.

<sup>20</sup>Faculty were not asked this question.

<sup>21</sup>Data in the mail survey indicate that exempt and white staff were more likely than nonexempt and minority staff to know where to go with an idea and to think that anyone would care about their ideas.

<sup>22</sup>Data in the mail survey indicate that nonexempt employees reported higher percentages of negative feelings than other staff members.

and 10% of the male faculty said this had happened occasionally.

What can be done in the face of this sense of isolation and powerlessness? How can Northwestern University begin to address these complex campus issues which, after all, in large part reflect broader circumstances?

*"Some presidents, like Donna Shalala at the University of Wisconsin at Madison, John Slaughter at Occidental College, or Robert C. Derweiler at California State University - Dominguez Hills, see sustained promotion of cultural diversity as one of their major roles. They talk about it, but more importantly, they expect their administrators to create new structures and model programs that promote diversity....The key is making achievement of cultural diversity everybody's business - not just a peripheral issue relegated to university affirmative-action officers."*<sup>23</sup>

**The Task Force offers the following specific recommendations:**

6. The culture of Northwestern University must be understood to value service to the University community rather than viewing it as a distraction. Women and other minority group members should be invited to serve on and rewarded for participation in University committees and invited to chair such committees. This change will require the active leadership of senior administration and faculty, including mentoring of women to assure their success in these positions. Release time should be considered for significant committee work. (Nontenured faculty women and men should not be involved in those committee activities but at the very least should be advised in the same way regarding the value or lack thereof of this involvement in their tenure review.)
7. Northwestern University should take a deliberate and planned approach to celebrating the role of women in its workforce. Such an approach might include, but need not be limited to, an annual staff appreciation reception, articles in the Observer regarding the achievements of women at all levels of the University, art and performance presentations by and about women, and sensitivity in its publications to featuring women.
8. Any person in a supervisory position should be required to take a one-time course (one to two hours) including information on interviewing, hiring, and supporting women and other minority staff members. This training should include sensitivity to multicultural issues, and completion should be required prior to the posting of any job listing for that supervisor.
9. Northwestern University administration should strengthen its relationship to women's organizations such as Association of Northwestern University Women, Organization of Women Faculty, and Northwestern University Black Women In Action. The University should encourage the formation of such support and networking groups (e.g., formalizing the Department Assistant support group currently operating in CAS and developing a group for nonexempt staff women). It should provide adequate funding and other resources to allow them to function to the benefit of the entire University community. All new employees, staff and faculty, should be provided with information on existing women's organizations at the time they are hired.<sup>24</sup> Northwestern University Staff Advisory Council and the General Faculty Committee are the primary staff and faculty advisory groups. The University should consult with these other organizations and encourage their nomination of representatives to various University committees.
10. The Program Review for every academic and administrative unit should include interviews with nonexempt and exempt staff in the unit.

### **Compensation, Career Development, and Promotion**

The issue of comparative salary equity has been addressed earlier in this report, but it is important here

<sup>23</sup>"The Roadblocks Confronting Minority Administrators," Yolanda Moses, *The Chronicle of Higher Education*, January 13, 1993.

<sup>24</sup>Eighty percent of staff women and 65% of faculty women said they were unaware of any organizations which they might join for mentoring, networking, and career support.

to address the issue of individual perceptions of levels of compensation. While the competitiveness of Northwestern University's salary structures is open to active debate, the employees' perception of the salary structure is clear. Forty-four percent of staff and 35% of faculty surveyed indicated that they were dissatisfied with the compensation received for work performed.<sup>25</sup>

*It is my impression that there is historic and systemic discrimination against women at Northwestern. It appears to me that women in nonexempt positions are intentionally, as a matter of policy, steered to and held in positions around \$18,000...This policy of underpaying clerics appears to date back to olden time, based on the notion that women are already provided for and are just working for "pin money." But, has the University looked at the demographics of women lately? The University should pose this questions to itself: is it really in its best interest to put a hardship on women who have to work? I would really be interested to know the reasoning behind why Northwestern insists on paying a below-market wage. What is the basis of this policy? When was the last time it was "re-think"?*

*--Female nonexempt staff member*

A fruitful discussion of the disparity between what the University is willing to pay and what the staff and many faculty feel is fair is difficult, given what the Task Force has learned about conditions in the University workplace. Twenty percent of staff surveyed report never having seen a job description. Thirty-three percent of those who have seen their job description report it does not match their work. In the mail survey, 20% reported that they spend at least one quarter of their work week doing things not included in their job description. Twenty percent of female staff and 13% of male staff reported spending between 1 and 10 hours per week on personal errands for their supervisors. Seventy-eight percent reported expanding duties. How can this be? Perhaps this has occurred because Northwestern University has been in a period of institutional expansion while at the same time making efforts to rightsize in terms of staffing. As positions are eliminated through attrition or other means, the pressure is increased on those still working to make up the difference. This evolving institutional structure will also further muddy an already difficult-to-decipher promotions ladder for staff. Twenty-three percent of female and 33% of male staff surveyed believe there is no opportunity for promotion for them at Northwestern University. Sixty-seven percent of the staff surveyed rate such opportunities as an area of moderate or serious concern despite the fact that 51% of the staff report having received a promotion or reclassification since they joined the University community. Eighty-one percent of the staff report no one has ever spoken with them regarding the strategies and skills necessary for advancement. Forty percent of the staff responding reported no one has spoken with them about skills or strategies necessary to improve their performance at work.

*There is no commitment on Northwestern's part to promote clerical staff to a more professional position, even when a person is qualified. Once a person is slotted in a position, there they remain. "Troublesome" employees are given more preference in job reassignment than compliant, hard-working employees.*

*--Female nonexempt staff member*

It is not just "supervised" staff who are frustrated. Supervisors are also unhappy with the support available to them in helping their staff advance. Considerable dissatisfaction was expressed with the Human Resources support in the areas of skills courses offered for staff, career development support, supervisory/management skills training, advice and mentoring, promotion information, and handling of racial issues.<sup>26</sup>

How does this sense of "dead end" jobs manifest itself? Northwestern University has a high staff turnover rate. In addition to the morale problem such turnover presents, there is the very real question of lost efficiency and dollars. The time spent by the new employee and the employee's supervisor in training, the opportunity cost of interrupted work flow, and the cost of the search (HRA staff hours, advertising, and processing of paperwork) must all be included in calculating the loss this represents to

<sup>25</sup>The difference between faculty and staff might be evidence of the recent efforts of the University to place itself more competitively in this area.

<sup>26</sup>On the mail survey, the following percentage of staff supervisors indicated they were very or somewhat dissatisfied with Human Resources efforts: 22% skills courses, 37% career development courses, 29% supervisory/management courses, 55% advice/mentoring, 59% promotion information, 30% racial issues. Similar responses for faculty supervisors: 17% skills courses, 22% career development, 17% supervisory/management courses, 21% advice/mentoring, 36% promotion information, and 15% racial issues.

the University. While the precise total is difficult to measure, there is no doubt it is a staggering number. Forty-one percent of the staff report being here for three years or less. Forty-seven percent say staff turnover has a regular negative impact on their job. Once again, this turnover occurs largely at the lower end of the nonexempt ranks which is populated heavily by women and other minorities.

How can Northwestern University address the perception it is an employer which uses women and minority group members to fill positions of lower pay and prestige without regard to their needs for opportunities for professional development and career growth? It is simplistically broad to answer "hire more" and "promote more." Certainly the need exists to increase the numbers of women in upper level exempt and nonexempt positions, technical or speciality fields (e.g., Public Safety and Physical Plant), and associate and full professorships. This need, however, must be addressed at a time when fiscal responsibility demands the rightsizing of the institution. There may be, therefore, fewer jobs to fill as positions are eliminated. Northwestern University is not alone in facing this challenge.

*"The nonmale subculture may also provide an increased appreciation of life as a process instead of a product. Although our society has not yet found a way to reward people for the beauty of their lives or the rhythm of their activities, as we face shrinking resources and markets and new definitions of progress, which may not include endless streams of goods, we may have to consider such rewards for those who work with skill and beauty and develop their talents, thereby increasing the value and quality of their work rather than the quantity only. Some Japanese businesses have implemented a system in which seniority (individual rank) is separated from status (hierarchical position). The individual is rewarded for increasing skills and improving work performance by being given increases in privileges, salary, and respect, rather than by being promoted out of a particular job to a more prestigious position."<sup>27</sup>*

*"Such job development might increase work satisfaction without pressuring the individual to assume more responsibility and to devote more and more time to the job throughout the career path. And the emphasis on the quality and process of creation would change the social definition of success. Success might ultimately become a quality measure rather than a quantity measure."<sup>28</sup>*

**The Task Force offers the following specific recommendations:**

11. The culture of Northwestern University should change to encourage women and men to apply for promotions and to move up through staff and faculty ranks. This change will require the active leadership of both the senior administration and the deans.
12. Deans and administrators should be especially sensitive to the need to make professional development support available to women, taking into account possible deficiencies in those opportunities for women and other minority group members.
13. Each school should examine and revise its tenure process if necessary to ensure untenured women faculty are reviewed appropriately during the probationary period and that each tenure review committee has, if possible, at least one woman participant.
14. All job openings, including those at the highest administrative levels, should be widely disseminated by Human Resources.
15. Internal applicants for promotion who are not chosen must be offered the opportunity to meet with a Human Resources representative to discuss what types of additional skills are necessary to advance.
16. Northwestern University should create alternative career paths allowing for job sharing, permanent part-time employment, telecommuting and others.

<sup>27</sup>*Men and Women of the Corporation*, Rosabeth Moss Kanter, (NY: Basic Books), 1977, pp. 272-3.

<sup>28</sup>*The Women of the System: Who Changes Whom?*, Sally L. Kitch.

17. Human Resources should examine the kinds of courses for career growth and professional development which they offer using data from supervisors and staff regarding needs and interests.
18. Northwestern University should establish a system for evaluation of all supervisors by their staff, including a component on their success in management of diversity.
19. Staff salary increases should include a large enough merit proportion to allow for meaningful financial reward for meritorious work.
20. Salary levels of staff and nontenure track faculty (areas traditionally occupied by women) should be reviewed to assure they are comparable to those offered others in similar positions in high cost-of-living environments. Any discrepancies noted should be corrected.

### Child Care

*"If a truly universal and excellent network of child care can begin to develop, if women in sufficient numbers pervade the university at all levels - from community programs through college and professional schools to all ranks of teaching and administration - if the older, more established faculty women begin to get in touch with their (always, I am convinced) latent feminism, if even a few men come forward willing to think through and support feminist issues beyond their own immediate self-interest, there is a strong chance that in our own time we would begin to see some true "universality" of values emerging from the inadequate and distorted corpus of patriarchal knowledge. This will mean not a renaissance but a nascence, partaking of some inheritances from the past but working imaginatively far beyond them."*<sup>29</sup>

The economics, management, and liability issues related to child care are quite complex. Further complicating the discussion at Northwestern University is the history of avoidance, resistance, and well intentioned but ill-conceived measures which have characterized administrative response to the issue. As a result, the issue has become a lightning rod - an icon of "all that is wrong" for women at the University. The single most common subject of comment on both the staff and faculty survey centered on the need for an effective child care program for Northwestern's employees. Overwhelming support exists among both staff and faculty for the concept of on-site child care with a sliding scale for payment based on the employee's salary.<sup>30</sup> Disagreement comes when the practical problem of financing is brought into play. According to the mail survey, the mean weekly amount the faculty is willing to pay for child care is \$175 while the staff is only willing to pay \$150. Sixty-five percent of female staff and 50% of male staff indicated a willingness to trade some existing benefits for the creation of a child care benefit. This is contrasted with 30% of female faculty and 25% of male faculty willing to make a similar substitution.

The only conclusion on child care which can be clearly drawn from the Task Force's work is that Northwestern University needs to make a serious and meaningful attempt to address the legitimate child care needs of its employees in the immediate future. Given the tremendous amount of tension and distrust which has built up around this issue, it is imperative this attempt be an open and inclusive process.

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<sup>29</sup>"Toward A Woman-Centered University", Adrienne Rich, pg. 77, *Design for Equity: Women and Leadership in Higher Education*.

<sup>30</sup>Among the faculty in the phone survey, 96% of the women answered "yes" to the question, "Do you believe that NU should experiment with providing childcare on site at the University even if the program cannot accommodate everyone's needs?" Seventy-nine percent of the male faculty on the phone survey agreed, along with 86% of the female staff and 78% of the male staff. (The percentages on the mail survey were slightly lower: 87% of female faculty, 73% of male faculty, 79% of female staff, 68% of male staff.) Of six possible sites/methods listed for child care, on site child care was the clear favorite of both faculty and staff. A clear majority of all respondents favored a sliding scale for child care. Of all benefits offered by the University, the current child care referral system scored as the least appreciated.



**The Task Force offers the following specific recommendation:**

21. **Northwestern University should within two years develop and implement a plan for increased daycare availability which meets the needs of staff and faculty on both campuses. The development of this plan should include opportunities for input from the various campus constituencies with a stake in the issue. This effort should be coordinated through the Office of the Senior Vice President for Business and Finance.**

**Harassment, Discrimination, and Multicultural Issues**

The more subtle forms of harassment occur with greater frequency than the most egregious forms: for instance, 39% of female staff and 52% of female faculty members reported on the phone survey having been exposed to sexually offensive speech (men reported experiencing this type of behavior in comparable numbers - 42% of staff and 50% of faculty). Nevertheless, 10% of women faculty and the same percent of women staff have been exposed to unwanted seductive behavior, and 8% of women faculty and 7% of women staff have been exposed to unwanted attempts to touch, fondle, kiss or grab them. The majority of respondents indicated that harassment occurs more than once. Female faculty and staff reported being sexually harassed most often by someone of higher status, while harassing behavior for male faculty and staff tended to be perpetrated by someone of equal or lower status.<sup>31</sup> Because control of workplace climate and hiring and firing decisions come from above, the data suggest a much more serious situation for women even though men reported experiencing harassment as well.

While the majority of both staff and faculty responding to the mailed survey indicated that they were familiar with Northwestern University's sexual harassment policies and procedures, in neither case were the majorities

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<sup>31</sup>The mail questionnaire showed similar results, but the larger number of total respondents allowed us to do a more thorough analysis of the data. Fifteen percent of the women faculty (35 women) reported that another employee or student at Northwestern had engaged in unwelcomed seductive behavior, with 50% of this group saying it had happened more than once, 69% saying the behavior came from someone of a higher status, and 6% saying they reported the offense (the comparable figures for men are 8%, 66%, 18%, 4%). Six percent of the women faculty (13 women) reported that someone at NU had made unwanted attempts to touch, fondle, kiss or grab them, with 58% of this group saying it had happened more than once, 85% saying the attempts came from someone of higher status, and 15% saying they had reported the offense (comparable figures for men: 2%, 86%, 20%, 0%). Three percent of the women faculty (6 women) reported that someone at NU had attempted to establish a sexual relationship with them despite their discouragement, with 80% of this group saying it happened more than once, 60% saying the attempts came from someone of higher status, and 17% saying they reported the offense (men: 5%, 45%, 6%, 5%; 82% of the male faculty said this had happened with someone of a lower status). Only one woman faculty member, along with one man, reported that someone at NU had used force in an attempt to have sexual intercourse with them. (The woman did not fill out further questions in this section; the man reported that this occurred with someone of lower status and that he did not report it.) Among the staff, 10% of the women (116 women) reported unwanted seductive behavior, with 81% of that group saying it happened more than once and 69% saying the behavior came from someone of higher status (men: 9%, 77%, 31%). Nine percent of the women (96 women) reported unwanted attempts to touch, with 67% saying it had happened more than once, 58% saying the attempts came from someone of higher status, and 17% saying they reported the offense (men: 7%, 79%, 44%, 3%). Four percent of the women (40 women) reported attempted sexual relations, with 62% of that group saying it happened more than once, 44% saying the attempt came from someone of higher status, and 25% saying they reported the offense (comparable figures for men: 6%, 75%, 25%, 20%). Six women, along with one man, reported that someone at NU had used force in an attempt to have sexual intercourse with them. Three of the women and the man said this had happened more than once, 75% of the women and the man said it had happened with someone of a higher status, and one of the five women reported the offense. The man did not. Among the faculty, 35% of the 20 women of color reporting some incident (the survey asked for other incidents than those listed here) also reported that the harassment was racial as well as sexual. Only 4% of the 27 men of color reporting an incident reported that the harassment was racial as well as sexual. Of the staff who reported an offense, 36% of the women and 41% of the men reported that the complaint was looked into, and 38% of the women and 45% of the men reported that they were very or somewhat satisfied with the NU response. Of the faculty reporting an offense, 37% of the women and 47% of the men reported that the complaint was looked into, and 36% of the women and 50% of the men reported that they were very or somewhat satisfied with the NU response.

large (62% of staff, 54% of faculty). The multiple port of entry system of reporting sexual harassment at the university seems to have been well received.<sup>32</sup> Ironically, while a majority reported being familiar with the policies and procedures and the possible points of reporting, those experiencing sexual harassment for the most part still do not report the offense: among women faculty contacted by the phone survey, for example, only 8% of those who had been harassed reported the incident to the University.<sup>33</sup>

*[I recommend] training mentors, department heads and faculty about cultural/style differences that are gender related. A lot of "soft" but devastating over the long haul discrimination by advisors, dept. heads, and mentors is the problem. Women and men have different ways of asking for and offering help that make confusion and problems arise. Both genders are baffled, but women are the ones most directly hurt.*

*—Female faculty member*

Forty-three percent of women faculty and 26% of women staff reported on the phone survey feeling that they have been discriminated against by gender while at Northwestern University. Only 39% of women staff and 52% of men reported being very or somewhat satisfied with the University's management of multicultural issues, along with 48% of women faculty and 53% of men.

Because incidents of gender harassment and discrimination are often subtle and indirect, an office of ombuds would be especially effective at resolving specific problems as they arise. This is even more true when gender harassment or discrimination is compounded by racial harassment. An ombuds (or ombudsperson) is an officer of an institution who hears complaints from anyone about any perceived problem and seeks informal resolution of the problem. Such informal resolution can be achieved by a variety of methods including informal mediation, education of complainants about appropriate methods of addressing their problems, clarification of policies, and general educational programs or training sessions aimed at entire departments or units of the institution. The goal of an ombuds usually is to get the offending behavior to stop without placing blame and without disrupting working relations. The complaints brought to an ombuds are handled in confidence unless both parties agree otherwise. The confidential and informal nature of the procedures makes it easier for problems to be resolved without disrupting working relationships. These features of an ombuds role also make it easier to address problems that have their roots in different cultural backgrounds and different perceptions of appropriate behavior. Such an office is especially useful for individuals less familiar with the working of a university and individuals perceived to be of low social status. Thus, such an office would be of special value to staff, especially nonexempt staff. However, experience at other institutions indicates that the office is more widely accepted if its services are available to all members of the university community regardless of gender, race or status. Experience at other universities also indicates that an ombuds not only is able to resolve a wide range of problems without disrupting working relationships, but also saves the institution money by preventing litigation and by enhancing loyalty to the institution and productivity.

The Northwestern Medical School's Women's Faculty Steering Committee conducted a survey of

<sup>32</sup>In general, far more faculty and staff said on the phone survey than on the mail survey that they felt comfortable reporting sexual harassment to various others at NU (this may be because the question came at the end of the survey, and not everyone finished filling out the full mail questionnaire). But the orderings are fairly consistent as between phone and mail surveys. In the phone survey, large majorities of the women staff said they felt comfortable reporting harassment to their supervisor (79%), a colleague (75%), the EEO officer (74%), and the Women's Center (70%). Small majorities felt comfortable reporting to an "advocate" (58%) or "mediator/ombudsman" (53%), and fewest (36%) felt comfortable reporting to the dean. Male staff felt most comfortable with the EEO officer (82%), a colleague (80%) and a supervisor (74%), reasonably comfortable with an "advocate" or "mediator/ombudsman" (62% each), and least comfortable with the dean and the Women's Center (36% each). Among the faculty in the phone survey, women said they felt most comfortable with a colleague or a supervisor (85% each), then with a mediator/ombudsman (77%), an advocate and the dean (75% each), and least with the EEO officer (65%). Male faculty were most likely to feel comfortable reporting to a colleague (78%), a supervisor (73%), then a mediator/ombudsman (69%) and dean (63%), then the EEO officer (56%) and advocate (54%). The faculty phone survey did not ask about the Women's Center, but on the mail questionnaire, which listed the Women's Center, more women said they would feel comfortable reporting there (41%) than to any other venue except a colleague (56%). On the mail survey most male faculty felt comfortable reporting to the dean (37%) and least reporting to the Women's Center (5%).

<sup>33</sup>A general question about reporting was not asked of staff in the phone survey.

women faculty, residents, graduate and medical students. Seventy-six full-time women faculty were in favor of such a position. Sixty said they had had a personal need for such service.

As one thoughtful faculty member stated: *"Medical schools will be faced with many challenges in the years to come. This will necessarily be associated with much upheaval. Upheaval always increases institutional and interpersonal conflicts. If these conflicts can be solved fairly and equitably, all those associated with the medical school will benefit. This is more likely to occur if an ombudsperson is part of the environment."*

The belief is that an ombudsperson is more approachable than someone in a more formidable administrative position, may create a friendlier climate, and may forestall more formal action. After reviewing the results of this women's survey on the need and desire for an ombudsperson at Northwestern's Medical school, the Women's Faculty Steering Committee voted unanimously to recommend the appointment of such a person.

Perceptions of personal safety on both campuses were also assessed on the survey. Survey data (see Appendix VII) reveal that women feel less safe on both campuses than men, and all feel less safe at night.

The Task Force offers the following specific recommendations:

22. Northwestern University should review and, if necessary, revise, its sexual harassment policies and procedures on a regular basis. This effort should be coordinated by the Provost's Office and the results communicated broadly to the University community.
23. Northwestern University should develop procedure and due process practices for incidents of sexual assault involving staff and faculty. These should be reviewed and, if necessary, revised on a regular basis. This effort should be coordinated by the Provost's Office.
24. Northwestern University should provide each employee upon hire, and each student upon matriculation, copies of its policies, procedures, and due process practices for incidents of sexual harassment and sexual assault. These should also be published and distributed on both campuses annually to remind community members of the importance of the issue as well as advising them of any changes. This should be the responsibility of the Deans and the Department of Human Resources.
25. Northwestern University should institute a University-wide education program to clarify what constitutes sexual harassment and assault, how it can be prevented, and what protocol should be followed when it occurs. Deans and Vice-Presidents should be made responsible for developing, implementing, and monitoring this program.
26. Management/outcome of harassment and assault cases should be reported annually to the Northwestern University community. This report should be prepared and published by the Office of the General Counsel.
27. Northwestern University should establish an ongoing educational program regarding cultural diversity and integrate into a year long activity for staff, faculty, and students. This program should be the joint responsibility of the Vice President for Student Affairs, the Senior Vice President for Business and Finance, and the Provost's Office.
28. Exit interviews should be conducted with all staff and faculty who are leaving the University.
29. Northwestern University should create an office of University Ombuds to hear complaints and reach informal resolution of problems in the workplace. The service of the University Ombuds should be available to all staff and faculty.
30. Northwestern University should immediately and directly notify all staff, faculty and students when an attack on personal safety has occurred on either campus, and advise them to avoid the dangerous area(s). Annual surveys of issues potentially affecting personal safety (e.g., overgrown or inappropriately placed shrubbery, inadequate lighting) should be completed and the results published in a timely manner.

## **VII. Data Collection and Analysis to Support This And Similar Task Reports**

The Data Working Group of the Task Force spent innumerable hours of their time as well as staff time in attempts to collect the data presented in the appendices of this report. These efforts were necessary because the existing data support systems in the University were insufficient to provide the necessary information. Some of the needed data were not available. The existing data systems were either incomplete, inaccurate or too small to manage and maintain the kinds of data needed to accurately track and understand the changes in the status of women staff and faculty at Northwestern University. Therefore, a great deal of the data presented in this report were collected and tabulated by hand, an unnecessary process in this day and age of database software.

### **Specific Recommendation 31.**

**The Task Force therefore recommends that the University carefully examine its existing databases for management of staff and faculty data and purchase and implement the types of databases needed to support regular data collection of the type included in this report.**

### **Summary Statement**

Northwestern University is a great University. It cannot, however, achieve its maximum potential without addressing the two major needs identified in this report: (1) Proactively recruiting, promoting, and retaining women on the staff and faculty; (2) Establishing a climate where each individual staff and faculty member can reach her or his full potential.

# **Appendix I**

**Charge to the Task Force Concerning Women  
in the Academic Workplace**

**Task Force Membership**

## *Charge to the Task Force Concerning Women in the Academic Workplace*

*Both because of University efforts and social developments, Northwestern is experiencing a change in the composition of its work force. As a part of this change, women have been hired in greater numbers in academic, professional and staff roles throughout the institution. In order to consider actions for enhancing the professional development of women employees and their contributions in the University, deal with any special issues associated with the change in composition, and ensure an equitable work environment, it is timely to undertake a special review to understand more fully their experiences in the work place.*

*The Task Force will be asked to consider the following areas:*

- *professional development and career opportunities*
- *economic issues*
- *organizational and work environment*
- *leadership roles*
- *other such areas as are deemed relevant to the review*

## Task Force Membership

<u>Name</u>	<u>Northwestern Department, School/Unit</u>
Deborah Campana	Administration, Music
Kathleen R. Daniels	English, CAS
Lawrence B. Dumas	Dean's Office, CAS
William Irons	Anthropology, CAS
Christine Jones	Registrar's Office, Law
Lewis Landsberg	Medicine, Medical
Donna Leff	Editorial, Journalism
Jerilyn Logemann (Chair)	Comm. Sciences & Disorders, Speech
Jane Mansbridge	Polit. Sci./Sociology, CAS
George McClellan	Graduate Housing, Student Affairs
Margaret Neale	Organizational Behavior, KGSM
Sandra Richards	Afr-Am Studies, CAS and Theatre, Speech
Neena Schwartz	Neurobiology and Physiology, CAS
Marshall Shapo	Law Instruction, Law
Ingrid Stafford	Office of Controller, Business Administration
Johannes Weertman	Material Science & Engineering, MEAS

## Additional Participants

Carolyn Brent	Medicine, Anesthesiology
Marsha Michaelson	Human Resources, Business Admin., Staff Liaison
Roxie Smith	Provost's Office, Liaison from Provost's Office

# **Appendix II**

**Working Groups**

**Operational Structure**



## Task Force Working Groups

	<u>Name</u>	<u>Dept., School</u>
<b>Climate Working Group</b>	Basil Clunie	Graduate Housing, Dorms & Commons
	Kathy Daniels * (chair)	English, CAS
	Sally Fell	Art History, CAS
	Lynn Goodnight	Summer Sessions, University College
	Penny Hirsch *	Writing Program, CAS
	Bill Irons *	Anthropology, CAS
	Carolyn Jenkins	Biochem, CAS
	Elaine McDonough	Geological Sciences, CAS
	Janet Meyers	Registrar's Office, Evanston Campus
	David Nelson	Editorial, Journalism
	Christy Sheasley	Administration, Dental School
	June Terpstra *	Women's Center, Provost's Office
Jeannie Thompson	Admissions, KGSM	
Sheila Watkins	Administration, Speech	
Hans Weertman *	Mat Sci & Eng, MEAS	
<b>Data Working Group</b>	Joyce Brockwell	Chemistry, CAS
	Susan Hall-Perdomo	Ctr for Rep. Sciences, CAS
	Susan Herbst	Comm. Studies, Speech
	Joanne Howard	Administration, Law
	Njoki Kamau	Women's Center, Provost's Office
	Jeri Logemann * (chair)	Comm. Sci. & Disorders, Speech
	Vennie Lyons	Mgmt. Program, KGSM
	Jane Mansbridge *	Political Science, CAS
	Marsha Michaelson *	Human Resources, Business Admin.
	Marshall Shapo *	Law Instruction, Law
Roxie Smith *	Provost's Office (Special Liaison)	
Adair Waldenberg	Administration, CAS	
<b>Process Working Group</b>	Deborah Campana *	Administration, Music
	Lawrence B. Dumas *	Dean's Office, CAS
	Penny Hirsch	Writing Program, CAS
	Christine Jones *	Registrar, Law School
	Lewis Landsberg *	Medicine, Medical
	Donna Leff *	Editorial, Journalism
	George McClellan * (chair)	Graduate Housing, Student Affairs
	Marsha Michaelson *	Human Resources, Business Admin.
	Margaret Neale *	Organizational Behavior, KGSM
	Sandra Richards *	Afr-Am. Studies, CAS and Theatre, Speech
Neena Schwartz *	Neurobiology & Physiology, CAS	
Ingrid Stafford *	Office of Controller, Business Admin.	
<b>Survey Working Group</b>	Deborah Campana *	Administration, Music
	Penny Hirsch	Writing Program, CAS
	Donna Leff *	Editorial, Journalism
	Jeri Logemann (chair) *	Comm. Sci. & Disorders, Speech
	Jane Mansbridge *	Political Science, CAS
Barbara Schwom	Writing Program, CAS	

\* Main Task Force Committee

Since its creation in August of 1992, the Task Force has conducted an extensive data collection operation in order to understand the current position of women in the work force at Northwestern University. Types of information collected include:

- 1) **Objective data** from external sources and University records regarding numbers of women occupying various roles on the staff and faculty at Northwestern University and other sources;
- 2) **Subjective staff and faculty data** on climate, promotion, mentoring, and general working conditions from focus groups of staff and faculty including men and women;
- 3) **Survey data** (mail and phone) to define working conditions at Northwestern University for both staff and faculty, and general attitudes and concerns of staff and faculty regarding life at the institution. Surveys were conducted by the Survey Research Laboratory.

Data collection was facilitated by the Task Force's creation of three working groups and one subcommittee:

**The Data Working Group** collected and organized the demographic data regarding staff and faculty.

**The Climate Working Group** conducted interviews and focus groups to define the characteristics of the climate for women and men at Northwestern.

**The Process Working Group** examined the objective and subjective data regarding opportunities for hiring, promotion and retention of women on the staff and faculty at Northwestern.

**The Survey Subcommittee** developed the questions for the mail and telephone surveys of staff and faculty with the assistance of Paul Lavrakas of the Survey Research Laboratory. The surveys were then conducted and analyzed by the Survey Research Laboratory.

# **Appendix III**

## **Specific Recommendations**

## Specific Recommendations

1. The Task Force recommends that search committees target women for key administrative posts in the administration of the University, including Deans, Provost, and President, and other positions in the central administration of the University.
2. The Task Force recommends that the University target recruitment of women, and particularly minority women, into nontraditional staff roles and into the higher nonexempt grades. We further recommend that the University develop an effective mentoring and staff development program which facilitates promotion of nonexempt staff women and men to higher grades.
3. The Task Force recommends the search and promotion processes be carefully monitored, as described in the Global Recommendations, to assure the hiring and promotion of larger numbers of women in the Northwestern University tenure track and tenured faculty. Before beginning their work, each search and promotions committee should be sensitized regarding language differences often used in discussions of men and women which demean the productivity of women and highlight the achievements of men and other subtle forms of discrimination.
4. The Task Force recommends that Northwestern significantly increase its efforts to recruit women graduate students and faculty in nontraditional areas. The Task Force further recommends that the Commission on Women regularly review the results of the yearly faculty equity study.
5. The Task Force recommends that the changes in definition of the lecturer role recommended in the Report from the Office of the Provost be implemented by September 1994. It also recommends that lecturers be given voting rights on matters that concern their teaching in the schools that have not already established such voting rights.
6. The culture of Northwestern University must be understood to value service to the University community rather than viewing it as a distraction. Women and other minority group members should be invited to serve on and rewarded for participation in University committees and invited to chair such committees. This change will require the active leadership of senior administration and faculty, including mentoring of women to assure their success in these positions. Release time should be considered for significant committee work. (Nontenured faculty women and men should not be involved in those committee activities but at the very least should be advised in the same way regarding the value or lack thereof of this involvement in their tenure review.)
7. Northwestern University should take a deliberate and planned approach to celebrating the role of women in its workforce. Such an approach might include, but need not be limited to, an annual staff appreciation reception, articles in the Observer regarding the achievements of women at all levels of the University, art and performance presentations by and about women, and sensitivity in its publications to featuring women.
8. Any person in a supervisory position should be required to take a one-time course (one to two hours) including information on interviewing, hiring, and supporting women and other minority staff members. This training should include sensitivity to multicultural issues, and completion should be required prior to the posting of any job listing for that supervisor.

9. Northwestern University administration should strengthen its relationship to women's organizations such as Association of Northwestern University Women, Organization of Women Faculty, and Northwestern University Black Women In Action. The University should encourage the formation of such support and networking groups (e.g., formalizing the Department Assistant support group currently operating in CAS and developing a group for nonexempt staff women). It should provide adequate funding and other resources to allow them to function to the benefit of the entire University community. All new employees, staff and faculty, should be provided with information on existing women's organizations at the time they are hired.<sup>1</sup> Northwestern University Staff Advisory Council and the General Faculty Committee are the primary staff and faculty advisory groups. The University should consult with these other organizations and encourage their nomination of representatives to various University committees.
10. The Program Review for every academic and administrative unit should include interviews with nonexempt and exempt staff in the unit.
11. The culture of Northwestern University should change to encourage women and men to apply for promotions and to move up through staff and faculty ranks. This change will require the active leadership of both the senior administration and the deans.
12. Deans and administrators should be especially sensitive to the need to make professional development support available to women, taking into account possible deficiencies in those opportunities for women and other minority group members.
13. Each school should examine and revise its tenure process if necessary to ensure untenured women faculty are reviewed appropriately during the probationary period and that each tenure review committee has, if possible, at least one woman participant.
14. All job openings, including those at the highest administrative levels, should be widely disseminated by Human Resources.
15. Internal applicants for promotion who are not chosen must be offered the opportunity to meet with a Human Resources representative to discuss what types of additional skills are necessary to advance.
16. Northwestern University should create alternative career paths allowing for job sharing, permanent part-time employment, telecommuting and others.
17. Human Resources should examine the kinds of courses for career growth and professional development which they offer using data from supervisors and staff regarding needs and interests.
18. Northwestern University should establish a system for evaluation of all supervisors by their staff, including a component on their success in management of diversity.
19. Staff salary increases should include a large enough merit proportion to allow for meaningful financial reward for meritorious work.
20. Salary levels of staff and nontenure track faculty (areas traditionally occupied by women) should be reviewed to assure they are comparable to those offered others in similar positions in high cost-of-living environments. Any discrepancies noted should be corrected.

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<sup>1</sup>Eighty percent of staff women and 65% of faculty women said they were unaware of any organizations which they might join for mentoring, networking, and career support.

21. Northwestern University should within two years develop and implement a plan for increased daycare availability which meets the needs of staff and faculty on both campuses. The development of this plan should include opportunities for input from the various campus constituencies with a stake in the issue. This effort should be coordinated through the Office of the Senior Vice President for Business and Finance.
22. Northwestern University should review and, if necessary, revise, its sexual harassment policies and procedures on a regular basis. This effort should be coordinated by the Provost's Office and the results communicated broadly to the University community.
23. Northwestern University should develop procedure and due process practices for incidents of sexual assault involving staff and faculty. These should be reviewed and, if necessary, revised on a regular basis. This effort should be coordinated by the Provost's Office.
24. Northwestern University should provide each employee upon hire, and each student upon matriculation, copies of its policies, procedures, and due process practices for incidents of sexual harassment and sexual assault. These should also be published and distributed on both campuses annually to remind community members of the importance of the issue as well as advising them of any changes. This should be the responsibility of the Deans and the Department of Human Resources .
25. Northwestern University should institute a University-wide education program to clarify what constitutes sexual harassment and assault, how it can be prevented, and what protocol should be followed when it occurs. Deans and Vice-Presidents should be made responsible for developing, implementing, and monitoring this program.
26. Management/outcome of harassment and assault cases should be reported annually to the Northwestern University community. This report should be prepared and published by the Office of the General Counsel.
27. Northwestern University should establish an ongoing educational program regarding cultural diversity and integrate into a year long activity for staff, faculty, and students. This program should be the joint responsibility of the Vice President for Student Affairs, the Senior Vice President for Business and Finance, and the Provost's Office.
28. Exit interviews should be conducted with all staff and faculty who are leaving the University.
29. Northwestern University should create an office of University Ombuds to hear complaints and reach informal resolution of problems in the workplace. The service of the University Ombuds should be available to all staff and faculty.
30. Northwestern University should immediately and directly notify all staff, faculty and students when an attack on personal safety has occurred on either campus, and advise them to avoid the dangerous area(s). Annual surveys of issues potentially affecting personal safety (e.g., overgrown or inappropriately placed shrubbery, inadequate lighting) should be completed and the results published in a timely manner.
31. The Task Force therefore recommends that the University carefully examine its existing databases for management of staff and faculty data and purchase and implement the types of databases needed to support regular data collection of the type included in this report.

# **Appendix IV**

## **Administrative Tables**

**(Tables 1-6)**

TABLE 1

## Representation of Women in Responsible Leadership Roles Within Administrative Units, 1993-94

Role	Office of President		Office of Provost		VP Business & Finance		VP Research		VP Student Affairs		VP Info Systems/Tech		Administrative Unit VP Devel. Alumni Rel.		VP Admin & Planning		VP Instrt. Relations		VP & Gen. Counsel		Athletics		Totals					
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	#	%	#	%	#	
President	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	100%	-	-	1	
Provost	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	100%	-	-	1	
Vice President	-	-	-	-	1	-	1	-	-	1	1	-	1	-	1	-	1	-	1	-	-	-	6	75%	2	25%	8	
Associate Provost	-	-	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	50%	2	50%	4	
Associate Vice President	-	-	-	-	3	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	75%	1	25%	4	
Assistant Vice President	-	-	-	-	-	-	1	-	-	1	-	-	2	1	-	-	-	-	-	-	-	-	3	60%	2	40%	5	
Executive Director	-	-	-	-	-	1*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	100%	1	
Director	-	-	4	6	4	2	2	1	7	1	1	2	1	-	1	1	-	-	-	-	1	-	21	62%	13	38%	34	
Univ.-wide Center Director	-	-	1	-	-	-	10	3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	13	81%	3	19%	16	
Associate Director (leader)	-	-	-	-	4**	1**	-	-	-	-	1	-	-	-	-	-	-	-	-	-	2	-	6	86%	1	14%	7	
Program/Project Coord.	-	-	-	-	8	-	2	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	10	100%	-	-	10	
Assistant Director (leader)	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	3	75%	1	25%	4	
Manager (head)	-	-	-	-	19	6	1	1	1	-	-	-	2	1	-	-	-	-	-	-	2	1	25	74%	9	26%	34	
Head Coach	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11	6	11	65%	6	35%	17	
TOTALS	#:	1	0	8	8	42	18	17	5	8	3	2	4	6	2	0	2	4	0	1	0	16	8	105	72%	41	28%	146
	%:	100%	-	50%	50%	81%	19%	77%	23%	73%	27%	33%	67%	75%	25%	0%	100%	100%	0%	100%	0%	67%	33%					

\*formal title of president

\*\*formal titles of vice president held by two men and one woman

Note: All individuals counted only once regardless of the number of roles held.



TABLE 2

Representation of Women in Leadership Roles Within the Schools and Colleges, 1993-94

	Role																Totals		All #		
	Dean		Vice Dean		Assoc. Dean		Assist. Dean		Dept. Chair		Program Coord.		School-based Center Dir.		School-wide Admin. Mgr.		M #	F %			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	#	%			
<b>School</b>																					
CAS	1	-	-	-	5	1	3	2	23	2	20	3	1	-	-	-	53	87%	8	13%	61
Dental	1	-	-	-	1	2	1	-	3	-	12	3	-	-	-	1	18	75%	6	25%	24
Education/Social Policy	1	-	-	-	1	1	-	-	-	-	4	2	2	-	-	2	8	62%	5	38%	13
KGSM	1	-	-	-	3	1	2	4	6	-	6	-	7	1	-	-	25	81%	6	19%	31
Law	1	-	-	-	4	-	-	2	-	-	-	-	-	1	-	1	5	56%	4	44%	9
McCormick	1	-	-	-	2	1	3	2	8	-	3	-	7	1	-	-	24	86%	4	14%	28
Medical	1	-	1	-	13	-	2	3	19	1	7	2	6	-	2	1	51	88%	7	12%	58
Medill	1	-	-	-	1	1	1	-	-	-	5	2	2	-	-	1	10	71%	4	29%	14
Music	1	-	-	-	2	-	-	1	2	-	7	2	1	-	1	1	14	78%	4	22%	18
Speech	1	-	-	-	1	2	-	-	3	2	-	-	1	-	-	1	6	55%	5	45%	11
Subtotals	10	-	1	-	33	9	12	14	64	5	64	14	27	3	3	0	214	80%	53	20%	267
Graduate School	-	1	-	-	1	2	-	-	-	-	-	-	-	-	-	-	1	25%	3	75%	4
Univ College/Sum. Sess.	1	-	-	-	-	1	-	3	-	-	1	-	-	-	-	1	2	29%	5	71%	7
<b>TOTALS</b>	#:	11	1	1	0	34	12	12	17	64	5	65	14	27	3	3	217	78%	61	22%	278
	%:	92%	8%	100%	0%	74%	26%	41%	59%	93%	7%	82%	18%	90%	10%	25%	75%				

Note: Individuals counted only once and in the relatively higher/highest role regardless of the number of multiple roles held by that person.

**TABLE 3**

**Number and Percent of Women Board of Trustee Members, 1993-94**

	Women		Men		Total	
	#	%	#	%	#	%
Charter	2	6%	34	94%	36	100%
National	3	13.0%	21	87.0%	24	100%
Alumni - Regular	2	50%	2	50%	4	100%
Alumni - Special	1	25%	3	75%	4	100%
Life	3	12%	23	88%	26	100%
<b>Total</b>	<b>11</b>	<b>12%</b>	<b>83</b>	<b>88%</b>	<b>94</b>	<b>100%</b>

- Notes:
1. Charter - Regular voting members elected in accordance with provisions of Charter for 4-year renewable terms
  2. National - Non-voting members selected to bring diversity of views to the Board; elected for 4-year terms
  3. Alumni - Regular - Non-voting members chosen from among at-large alumni; elected for 4-year non-renewable terms
  4. Alumni - Special - Non-voting members chosen from among recent alumni; elected for 4-year non-renewable terms
  5. Life - Non-voting members who have rendered distinguished service to the University

**TABLE 4**

**Representation of Women on Decanal and Senior Administrative Search Committees  
1985-86 to Date**

	<u>Total</u>	<u>Number of Women</u>	<u>Percent of Women</u>	<u>Woman Chair</u>
MEAS*	13	1	8%	--
VP Research				1
CAS	11	3	27%	--
Speech	8	3	38%	--
Medill	9	2	22%	--
Music	8	3	38%	--
Librarian	8	2	25%	--
Provost	12	5	42%	--
VP Research	12	5	42%	--
MEAS*	9	2	22%	--
SESP*	9	4	44%	--
VP Info. Systems & Technology	8	2	25%	--
VP Student Affairs*	9	4	44%	1
Dental	9	3	33%	--
President	21	6	29%	--

Note: \* = search staffed by woman

**TABLE 5**

**Representation of Women on Decanal Evaluation Committees  
1989 to Date**

	<u>Total</u>	<u># Women</u>	<u>Woman Chair</u>
Law	8	2	-
CAS	7	2	-
Speech	5	2	yes
Medill	5	2	-

Note: Committees were comprised of faculty, senior administrators, students, and alumnae.

**TABLE 6**

**Number and Percent of Academic Departments Chaired by Women, 1988-89 to 1993-94**

	1993-94			1992-93			1991-92			1990-91			1989-90			1988-89		
	W	Total	%	W	Total	%	W	Total	%	W	Total	%	W	Total	%	W	Total	%
CAS	2	25	8%	1	25	4%	2	25	8%	2	25	8%	2	25	8%	3	25	12%
Dental	0	3	0%	0	3	0%	0	3	0%	0	3	0%	0	2	0%	0	4	0%
KGSM	0	6	0%	0	6	0%	0	6	0%	0	6	0%	0	6	0%	1	6	17%
MEAS	0	8	0%	0	8	0%	1	8	13%	1	8	13%	1	8	13%	1	8	13%
Medical	1	20	5%	1	21	5%	1	21	5%	1	20	5%	1	22	5%	1	22	5%
Music	0	2	0%	0	2	0%	0	2	0%	0	8	0%	0	9	0%	0	9	0%
Speech	2	5	40%	3	5	60%	4	5	80%	4	5	80%	5	6	83%	3	6	50%
<b>TOTAL</b>	<b>5</b>	<b>69</b>	<b>7%</b>	<b>5</b>	<b>70</b>	<b>7%</b>	<b>8</b>	<b>70</b>	<b>11%</b>	<b>8</b>	<b>75</b>	<b>11%</b>	<b>9</b>	<b>78</b>	<b>12%</b>	<b>9</b>	<b>80</b>	<b>11%</b>

**Notes:**

1. Data as of fall quarter.
2. Education and Social Policy, Law, and Medill do not have departmental structures.
3. Decrease in total number of departments due to reorganizations in Music and Dentistry

TABLE 8

Compensation Comparison, Nonexempt Employees' Annualized Rates, October, 1992

GRADE	RACE,SEX*		B		I		F		M		O		M		
	Average A	Count of	Average A	Count of	ANN_BAS	ANN_BAS	Average A	Count of	Average A	Count of	ANN_BAS	ANN_BAS	Average A	Count of	Average A
03		0	12,606	3	3	12,606		0		0	0			0	
04	14,815	8	12,841	1	7	14,533		0		0	0		13,282	2	
05	14,189	7	14,963	5	12	14,512		0		0	0		17,353	2	17,735
06	16,668	29	16,952	5	34	16,710		0		0	0		15,680	1	
07	17,413	47	17,174	25	72	17,330	21,493	1		0	1	21,493	18,182	12	16,564
08	19,172	40	17,373	2	42	19,087	17,030	1		0	1	17,030	18,968	2	
09	20,431	155	20,741	37	192	20,491	21,395	2		0	2	21,395	19,661	33	18,322
10	23,372	88	23,624	12	100	23,402	23,705	1	21,415	1	2	22,560	22,252	9	21,689
11	25,505	25	24,397	6	31	25,290		0		0	0		25,595	9	24,244
12	25,347	7	26,089	4	11	25,617	28,208	1	22,139	1	2	25,173	23,913	15	24,701
13	32,925	1	27,757	8	9	28,332		0		0	0		27,166	13	26,133
14	25,115	1	32,534	1	2	28,824		0		0	0			0	37,780
15		0	30,196	5	5	30,196		0		0	0		33,796	2	
16		0	36,644	1	1	36,644		0		0	0			0	34,119
17		0		0	0			0		0	0			0	31,986
18		0		0	0			0		0	0			0	
19		0	36,527	1	1	36,527		0		0	0			0	
30	19,458	3	22,998	66	69	22,844		0		0	0			0	25,765
43	15,418	24	14,604	17	41	15,080	15,190	1		0	1	15,190		0	15,973
44		0		0	0			0		0	0			0	17,069
45		0	18,498	3	3	18,498		0		0	0			0	
46	19,325	4		0	4	19,325		0		0	0			0	
A1		0		0	0			0		0	0			0	
A3		0	31,173	4	4	31,173		0		0	0			0	
A5		0	35,137	1	1	35,137		0		0	0			0	
A7		0	35,029	2	2	35,029		0		0	0			0	
A8		0	40,853	1	1	40,853		0		0	0			0	
B2	14,047	5	12,430	1	6	13,778		0		0	0			0	
B6		0		0	0			0		0	0			0	
B8		0		0	0			0		0	0			0	
Grand total	20,202	442	21,609	211	653	20,657	21,203	7	21,777	2	9	21,330	21,919	100	23,719

\* B = African-American

F = Female

I = American Indian

M = Male

O = Asian/Pacific Islander

1992  
**Compensation Comparison, Nonexempt Employees' Annualized Rates, October, 1992**

★	O			S			U			W						
	Count	Average		Count	Average		Count	Average		Count	Average					
	ANN_BAS	ANN_BAS	Average A	ANN_BAS	ANN_BAS	Average A	ANN_BAS	ANN_BAS	Average A	ANN_BAS	ANN_BAS	Average A	ANN_BAS	ANN_BAS	Average A	
0	0			0			0			0			0			
0	2	13,282	13,057	1			0	1	13,057	0			15,582	2		
1	3	17,480	14,681	1	14,799		1	2	14,740	0			15,366	2	13,854	
0	1	15,660	14,867	2			0	2	14,867	0			16,899	18	15,856	
5	17	17,706	16,165	5	18,446		3	8	17,020	0			17,706	26	16,968	
0	2	18,968	18,849	9	17,833		2	11	18,664	0			19,092	21	18,975	
5	38	19,485	19,539	13	20,590		8	21	19,939	18,725	5	5	18,725	20,701	301	19,926
2	11	22,150	21,901	11	20,926		5	16	21,596	0			23,291	255	21,217	
4	13	25,179	24,772	6			0	6	24,772	0			25,733	84	23,475	
7	22	24,164	24,488	3	28,051		1	4	25,379	23,196	1	1	23,196	25,001	68	23,291
6	19	26,839	23,588	1			0	1	23,588	0			28,466	45	28,409	
1	1	37,780	37,545	1			0	1	37,545	0			33,246	8	27,216	
0	2	33,796		0			0	0		0			32,261	17	33,749	
3	3	34,119		0			0	0		0			34,589	1	37,497	
1	1	31,986		0			0	0		0				0	38,204	
0	0			0			0	0		0				0	44,018	
0	0			0			0	0		0				0	37,114	
5	5	25,765		0	26,388		21	21	26,388	0			24,390	2	33,960	
1	1	15,973	13,546	3	14,975		1	4	13,903	0			14,755	4	14,711	
1	1	17,069		0			0	0		0				0		
0	0			0	14,583		1	1	14,583	0			20,182	1		
0	0			0			0	0		0				0		
0	0			0			0	0		0				0	23,715	
0	0			0			0	0		0			29,656	2	29,886	
0	0			0			0	0		0				0	34,812	
0	0			0			0	0		0				0	37,349	
0	0			0			0	0		0				0	40,325	
0	0		18,420	1			0	1	18,420	0				0		
0	0			0			0	0		0			24,782	1		
42	142	22,452	20,090	57	22,951		43	100	21,321	19,471	6	6	19,471	22,845	858	27,322

★ O = Asian/Pacific Islander

W = White

S = Hispanic

U = Unknown

# **Appendix V**

**Staff Tables**

**(Tables 7-15)**



TABLE 7

## Compensation Comparison, Nonexempt Employees' Annualized Rate, October, 1992

GRADE	SEX				Grand total	
	Average	Count	Average	Count	Average	Count
03		0	12,606	3	12,606	3
04	14,516	11	12,841	1	14,376	12
05	14,954	12	14,797	11	14,879	23
06	16,659	50	16,465	9	16,629	59
07	17,575	91	17,106	55	17,398	146
08	19,074	73	18,426	10	18,996	83
09	20,505	509	20,147	124	20,435	633
10	23,244	364	21,598	75	22,963	439
11	25,630	124	23,728	34	25,221	158
12	24,853	95	23,740	55	24,445	150
13	28,177	60	27,949	41	28,085	101
14	32,863	10	30,392	5	32,039	15
15	32,422	19	33,091	27	32,815	46
16	34,589	1	36,764	15	36,628	16
17		0	36,649	4	36,649	4
18		0	44,018	3	44,018	3
19		0	36,821	2	36,821	2
30	21,431	5	30,236	248	30,062	253
43	15,152	32	14,697	21	14,972	53
44		0	17,069	1	17,069	1
45	20,182	1	17,520	4	18,052	5
46	19,325	4		0	19,325	4
A1		0	23,715	2	23,715	2
A3	29,656	2	30,208	16	30,147	18
A5		0	34,866	6	34,866	6
A7		0	36,686	7	36,686	7
A8		0	40,501	3	40,501	3
B2	14,047	5	12,430	1	13,778	6
B6	18,420	1		0	18,420	1
B8	24,782	1		0	24,782	1
Grand total	21,859	1,470	25,335	783	23,067	2,253

**TABLE 8**

**Compensation Comparison, Nonexempt Employees' Annualized Rates, October, 1992**

* W Count	W Averag	Grand total		
Count of	ANN BAS	ANN BAS	Average A	Count of
0	0		12,606	3
0	2	15,582	14,376	12
4	6	14,358	14,879	23
4	22	16,709	16,629	59
22	48	17,368	17,398	146
6	27	19,066	18,996	83
74	375	20,548	20,435	633
55	310	22,923	22,963	439
24	108	25,231	25,221	158
42	110	24,348	24,445	150
27	72	28,445	28,085	101
3	11	31,601	32,039	15
22	39	33,100	32,815	46
11	12	37,254	36,628	16
3	3	38,204	36,649	4
3	3	44,018	44,018	3
1	1	37,114	36,821	2
156	158	33,839	30,062	253
2	6	14,740	14,972	53
0	0		17,069	1
0	1	20,182	18,052	5
0	0		19,325	4
2	2	23,715	23,715	2
12	14	29,853	30,147	18
5	5	34,812	34,866	6
5	5	37,349	36,686	7
2	2	40,325	40,501	3
0	0		13,778	8
0	0		18,420	1
0	1	24,782	24,782	1
485	1,343	24,462	23,067	2,253

\* W - White

TABLE 9

## Compensation Comparison, Exempt Staff, October, 1992

GRADE	SEX		M		Grand total	
	Average	Count	Average	Count	Average	Count
01	10,800	1	9,600	3	9,900	4
02	23,570	2	26,520	1	24,553	3
03	24,722	14	23,423	10	24,181	24
04	27,127	61	26,933	18	27,083	79
05	29,337	100	28,692	47	29,130	147
06	33,046	57	31,254	24	32,515	81
07	35,530	74	34,370	74	34,950	148
08	40,532	50	39,477	52	39,994	102
09	42,309	40	44,676	61	43,738	101
10	46,532	36	47,761	29	47,080	65
11	58,064	15	54,384	38	54,878	51
12	61,633	8	63,843	18	63,163	26
13	69,430	6	69,381	16	69,394	22
14	71,818	3	79,184	6	76,729	9
15	91,221	3	74,899	4	81,894	7
16	96,158	4	93,406	5	94,629	9
31	52,576	21	77,035	82	72,048	103
* Grand total	37,322	599	46,379	654	42,050	1,253

\* Grand total includes 272 ungraded staff; 104 female and 168 male

Compensation Comparison, Full Time Exempt Employees, October, 1992

GRADE	B		M		B		I		M		I		O		M		O		S		M	
	Average	Count	Average	Count	Count	Average	Average	Count	Average	Count	Count	Average	Average	Count	Average	Count	Count	Average	Average	Count	Average	
01		0	8,400	1	1	8,400		0		0	0			0		0		0		0		0
02		0	28,520	1	1	28,520		0		0	0			0		0		0		0		0
03	25,140	3	25,200	1	4	25,155		0		0			27,500	1	0		1	27,500	21,650		1	
04	27,909	6	24,253	4	10	26,448		0	27,825	1	1	27,825	27,225	3	0		3	27,225			0	
05	29,068	12	27,315	10	22	28,270		0		0	0		26,227	3	27,344	4	7	26,865	30,877		4	35,846
06	32,050	2		0	2	32,050		0		0	0		36,000	2	33,482	4	6	34,321	33,000		1	33,250
07	37,336	6	34,007	3	9	36,226		0		0	0		36,047	4	36,061	10	14	36,057			0	
08	42,345	3	36,436	3	6	39,391		0	46,200	1	1	46,200	43,588	4	38,863	5	9	40,954			0	
09	43,758	4		0	4	43,758		0		0	0			0	41,288	5	5	41,288	45,040		2	44,693
10	52,488	1	47,312	2	3	49,036		0		0	0		51,500	2	38,450	1	3	47,150			0	
11		0	50,007	1	1	50,007		0		0	0		56,152	1	60,126	1	2	58,139			0	
12		0		0	0			0		0	0			0		0	0				0	
13	68,418	1	78,500	1	2	73,459		0		0	0			0		0	0				0	
14		0		0	0			0		0	0			0		0	0				0	
15		0	68,853	2	2	68,853		0		0	0			0		0	0				0	
16		0		0	0			0		0	0			0		0	0				0	
31	56,367	2		0	2	56,367		0		0	0		36,400	1	42,533	6	7	41,657			0	50,000
Grand total	35,409	42	36,032	34	76	35,688	25,200	1	37,013	2	3	33,076	31,913	36	29,105	99	135	29,854	32,961	10	38,458	

\*\* Grand total includes 272 ungraded staff; 104 female and 168 male

- \* B - African-American                      F - Female
- I - American Indian                      M - Male
- O - Asian/Pacific Islander
- S - Hispanic

TABLE 10

NORTHWESTERN UNIVERSITY EXEMPT EMPLOYEES  
 PERCENT OF WOMEN EMPLOYEES BY PAY GRADE 1990-92

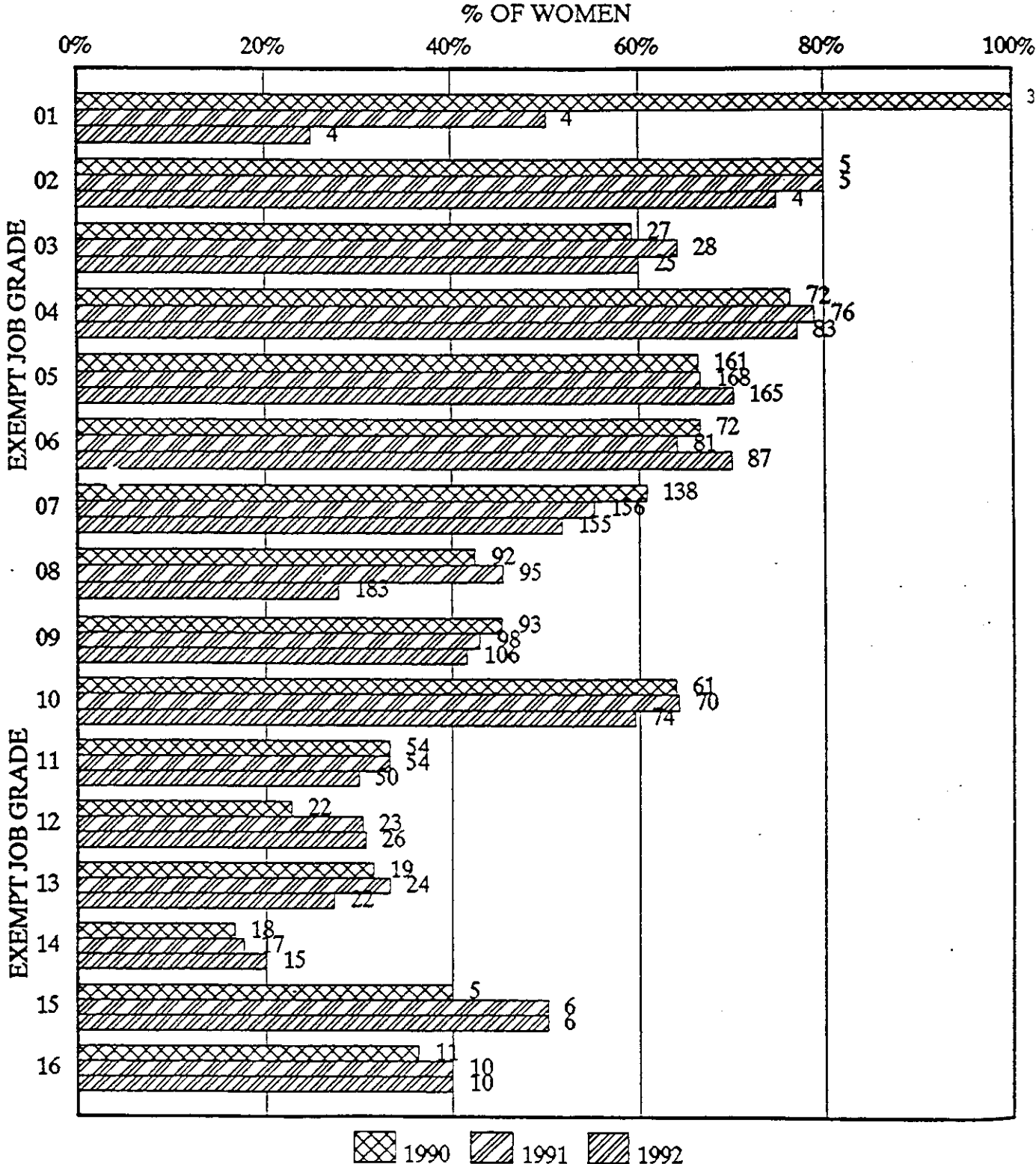


TABLE 11

Compensation Comparison, Full Time Exempt Employees, October, 1992

*	S		U		M		U		W		Count		Average	Grand total		
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	
0	0		0		0		0	10,800	1	10,200	2	3	10,400	9,900	4	
0	0		0		0		0	23,570	2		0	2	23,570	24,553	3	
0	1	21,650	0		0		0	24,816	9	23,225	9	18	23,920	24,181	24	
0	0		0		0		0	27,031	52	27,689	13	65	27,163	27,083	79	
1	5	31,870	0		0		0	29,416	81	29,067	32	113	29,317	29,130	147	
1	2	33,125	0		0		0	32,971	52	30,680	19	71	32,358	32,515	81	
0	0		0		0		0	35,329	84	34,111	81	125	34,735	34,950	148	
0	0		43,000	1		0	1	43,000	42	39,604	43	85	39,827	39,894	102	
1	3	44,924	0		0		0	41,977	34	44,984	55	89	43,835	43,738	101	
0	0		0		0		0	46,050	33	48,154	26	59	46,977	47,080	85	
0	0		0		0		0	56,057	14	54,343	34	48	54,843	54,878	51	
0	0		0		0		0	61,633	8	63,843	18	26	63,163	63,163	28	
0	0		0		0		0	69,632	5	68,773	15	20	68,987	69,394	22	
0	0		0		0		0	71,818	3	79,184	6	9	76,729	76,729	9	
0	0		0		0		0	91,221	3	80,945	2	5	87,111	81,894	7	
0	0		0		0		0	98,158	4	93,408	5	9	94,629	94,629	9	
1	1	50,000	0		0		0	53,053	18	80,155	75	93	74,910	72,048	103	
5	15	34,793	43,000	1	140,000	1	2	91,500	37,961	509	50,330	513	1,022	44,170	42,050	1,253

\* S = Hispanic

U = Unknown

W = White

EEO-1 EXECUTIVE, ADMINISTRATIVE OR MANAGEMENT

(EXEMPT)

RACE	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
WHITE	CH	48	3	6.25	30	4	13.33
	EV	203	20	9.85	178	21	11.83
	BOTH	251	23	9.16	208	25	12.14
BLACK	CH	29	1	3.45	17	1	5.88
	EV	32	2	6.25	23	0	0.00
	BOTH	61	3	4.92	40	1	2.50
ASIAN PACIFIC ISLANDER	CH	1	0	0.00	0	0	N/A
	EV	10	0	0.00	12	1	8.33
	BOTH	11	0	0.00	12	1	8.33
AMERICAN INDIAN	CH	0	0	N/A	0	0	N/A
	EV	0	0	N/A	0	0	N/A
	BOTH	0	0	N/A	0	0	N/A
HISPANIC	CH	2	0	0.00	1	0	0.00
	EV	8	1	12.50	3	0	0.00
	BOTH	10	1	10.00	4	0	0.00
DECLINED	CH	2	0	0.00	3	0	0.00
	EV	3	1	33.33	9	4	44.44
	BOTH	5	1	20.00	12	4	33.33

ALL RACES	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
CH	62	4	6.45	51	5	9.80	
EV	256	24	9.38	223	26	11.66	
BOTH	318	28	8.81	274	31	11.31	

RACE/ GENDER UNKNOWN	CIV EV	APPS	HIRED	%
CH	818	0	0.00	
EV	1655	0	0.00	
BOTH	2271	0	0.00	

EEO-3 PROFESSIONALS

(EXEMPT & NON-EXEMPT)

RACE	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
WHITE	CH	173	47	27.17	132	19	14.39
	EV	266	29	10.90	239	36	15.06
	BOTH	439	76	17.31	371	55	14.82
BLACK	CH	62	2	3.23	44	1	2.27
	EV	45	1	2.22	49	4	8.16
	BOTH	107	3	2.80	93	5	5.38
ASIAN PACIFIC ISLANDER	CH	40	7	17.50	41	6	14.63
	EV	34	2	5.88	52	6	11.54
	BOTH	74	9	12.16	93	12	12.90
AMERICAN INDIAN	CH	4	0	0.00	8	0	0.00
	EV	0	0	N/A	1	0	0.00
	BOTH	4	0	0.00	9	0	0.00
HISPANIC	CH	8	1	12.50	8	2	25.00
	EV	9	1	11.11	13	1	7.69
	BOTH	17	2	11.76	21	3	14.29
DECLINED	CH	7	0	0.00	0	0	N/A
	EV	11	1	9.09	4	1	25.00
	BOTH	18	1	5.56	4	1	25.00

ALL RACES	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
CH	294	57	19.39	233	26	12.02	
EV	365	34	9.32	358	46	13.41	
BOTH	659	91	13.81	591	72	12.66	

RACE/ GENDER UNKNOWN	CIV EV	APPS	HIRED	%
CH	648	0	0.00	
EV	3327	0	0.00	
BOTH	4275	0	0.00	

EEO-4 CLERICAL STAFF

(NON-EXEMPT)

RACE	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
WHITE	CH	205	30	14.63	55	5	9.09
	EV	609	107	17.57	256	26	10.08
	BOTH	814	137	16.83	311	31	9.90
BLACK	CH	563	29	4.98	93	3	3.23
	EV	457	29	6.35	193	19	9.84
	BOTH	1042	58	5.57	286	22	7.69
ASIAN PACIFIC ISLANDER	CH	41	4	9.76	17	0	0.00
	EV	60	10	16.67	42	0	0.00
	BOTH	101	14	13.86	59	0	0.00
AMERICAN INDIAN	CH	4	1	25.00	1	0	0.00
	EV	1	0	0.00	0	0	N/A
	BOTH	5	1	20.00	1	0	0.00
HISPANIC	CH	50	3	6.00	9	2	22.22
	EV	48	7	14.58	22	0	0.00
	BOTH	98	10	10.20	31	2	6.45
DECLINED	CH	13	0	0.00	5	0	0.00
	EV	26	0	0.00	13	1	7.69
	BOTH	39	0	0.00	18	1	5.56

ALL RACES	CIV EV	FEMALE			MALE		
		APPS	HIRED		APPS	HIRED	
			NOS	%		NOS	%
CH	896	87	7.48	180	10	5.56	
EV	1201	153	12.74	526	46	8.71	
BOTH	2098	220	10.48	706	56	7.81	

RACE/ GENDER UNKNOWN	CIV EV	APPS	HIRED	%
CH	975	0	0.00	
EV	1079	0	0.00	
BOTH	2054	0	0.00	

TABLE 12

EXTERNAL JOB APPLICANTS AND HIRES BY RACE/GENDER

SEPTEMBER 1, 1990 through AUGUST 31, 1991

EEO-5 PARAPROFESSIONALS  
(NON-EXEMPT)

RACE	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
WHITE	CH	59	15	25.42	37	8	16.22		
	EV	121	21	17.36	90	22	24.44		
	BOTH	180	36	20.00	127	28	22.05		
BLACK	CH	53	5	9.43	62	6	7.32		
	EV	14	0	0.00	30	1	3.33		
	BOTH	67	5	7.46	112	7	6.25		
ASIAN PACIFIC ISLANDER	CH	10	3	18.75	10	0	0.00		
	EV	15	3	20.00	17	0	0.00		
	BOTH	31	6	19.35	27	0	0.00		
AMERICAN INDIAN	CH	0	0	N/A	0	0	N/A		
	EV	0	0	N/A	0	0	N/A		
	BOTH	0	0	N/A	0	0	N/A		
HISPANIC	CH	4	1	25.00	11	2	18.18		
	EV	3	1	33.33	7	1	14.29		
	BOTH	7	2	28.57	18	3	16.67		
DECLINED	CH	4	0	0.00	3	0	0.00		
	EV	6	0	0.00	5	1	20.00		
	BOTH	10	0	0.00	8	1	12.50		

ALL RACES	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
CH	136	24	17.65	143	14	9.79			
EV	159	25	15.72	149	25	16.78			
BOTH	295	49	16.61	292	39	13.36			

RACE/ GENDER UNKNOWN	CH	EV	BOTH
	172	450	622
	0	0	0
	0.00	0.00	0.00

EEO-6 SKILLED CRAFTS  
(NON-EXEMPT)

RACE	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
WHITE	CH	2	0	0.00	48	2	4.17		
	EV	2	0	0.00	160	8	5.00		
	BOTH	4	0	0.00	208	10	4.81		
BLACK	CH	1	0	0.00	40	1	2.50		
	EV	4	0	0.00	73	0	0.00		
	BOTH	5	0	0.00	113	1	0.88		
ASIAN PACIFIC ISLANDER	CH	0	0	N/A	1	0	0.00		
	EV	0	0	N/A	10	1	10.00		
	BOTH	0	0	N/A	11	1	9.09		
AMERICAN INDIAN	CH	0	0	N/A	2	0	0.00		
	EV	0	0	N/A	1	0	0.00		
	BOTH	0	0	N/A	3	0	0.00		
HISPANIC	CH	1	0	0.00	2	0	0.00		
	EV	0	0	N/A	14	0	0.00		
	BOTH	1	0	0.00	16	0	0.00		
DECLINED	CH	0	0	N/A	2	0	0.00		
	EV	1	0	0.00	4	0	0.00		
	BOTH	1	0	0.00	6	0	0.00		

ALL RACES	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
CH	4	0	0.00	95	3	3.16			
EV	7	0	0.00	262	9	3.44			
BOTH	11	0	0.00	357	12	3.36			

RACE/ GENDER UNKNOWN	CH	EV	BOTH
	25	490	515
	0	0	0
	0.00	0.00	0.00

EEO-7 SERVICE, PERSONAL AND MAINTENANCE  
(NON-EXEMPT)

RACE	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
WHITE	CH	82	7	13.46	7	0	0.00		
	EV	22	2	9.09	172	9	5.23		
	BOTH	74	9	12.16	179	9	5.03		
BLACK	CH	36	3	7.89	100	1	1.00		
	EV	100	4	4.00	401	18	3.74		
	BOTH	136	7	5.07	501	19	3.79		
ASIAN PACIFIC ISLANDER	CH	2	0	0.00	6	1	16.67		
	EV	3	1	33.33	15	0	0.00		
	BOTH	5	1	20.00	21	1	4.76		
AMERICAN INDIAN	CH	0	0	N/A	0	0	N/A		
	EV	0	0	N/A	2	0	0.00		
	BOTH	0	0	N/A	2	0	0.00		
HISPANIC	CH	3	0	0.00	6	0	0.00		
	EV	18	1	5.56	48	3	6.25		
	BOTH	21	1	4.76	53	3	5.66		
DECLINED	CH	1	0	0.00	6	0	0.00		
	EV	1	0	0.00	11	1	9.09		
	BOTH	2	0	0.00	17	1	5.25		

ALL RACES	CIV EV	FEMALE				MALE			
		APPS	HIRED		APPS	HIRED			
			NOS	%		NOS	%		
CH	98	10	10.42	123	2	1.63			
EV	144	8	5.56	648	28	4.31			
BOTH	240	18	7.50	772	30	3.89			

RACE/ GENDER UNKNOWN	CH	EV	BOTH
	169	212	371
	0	0	0
	0.00	0.00	0.00



TABLE 13

### Comparison of Exempt Salaries Between Males and Females at Northwestern University

	MALES			FEMALES			Female Yrs as a % of Male Yrs	Female \$ as a % of Male \$
	Annual Salary	Years in Current Position	No. of Cases	Annual Salary	Years in Current Position	No. of Cases		
Grade 06 Averages:	\$31,631	4.64	27	\$32,939	3.82	58	82.27%	104.13%
Grade 06 Medians:	\$31,005	2.57	27	\$33,200	2.68	58	104.22%	107.08%
Grade 07 Averages:	\$34,157	3.71	71	\$35,444	4.81	86	129.54%	103.77%
Grade 07 Medians:	\$33,750	2.94	71	\$35,000	3.40	86	115.63%	103.70%
Grade 08 Averages:	\$39,015	4.37	59	\$40,231	3.43	56	78.50%	103.12%
Grade 08 Medians:	\$38,616	3.41	59	\$40,000	2.65	56	77.61%	103.58%
Grade 09 Averages:	\$44,380	4.96	60	\$42,115	3.87	38	77.95%	94.90%
Grade 09 Medians:	\$44,070	3.88	60	\$42,369	2.94	38	75.66%	96.14%
Grade 10 Averages:	\$47,594	3.70	33	\$46,426	5.89	43	158.98%	97.55%
Grade 10 Medians:	\$47,840	3.21	33	\$46,407	4.24	43	132.31%	97.00%
Grade 11 Averages:	\$55,095	6.67	35	\$55,411	6.11	17	91.52%	100.57%
Grade 11 Medians:	\$54,992	4.72	35	\$56,152	5.55	17	117.47%	102.11%
Grade 12 Averages:	\$64,655	7.35	20	\$60,317	3.42	8	46.52%	93.29%
Grade 12 Medians:	\$63,428	4.95	20	\$61,430	2.72	8	54.89%	96.85%
Grade 13 Averages:	\$68,672	9.37	15	\$66,777	6.19	7	66.02%	97.24%
Grade 13 Medians:	\$70,673	10.76	15	\$68,418	6.42	7	59.68%	96.81%
Grade 14 Averages:	\$82,828	8.53	9	\$70,000	0.65	1	7.67%	84.51%
Grade 14 Medians:	\$80,000	8.75	9	\$70,000	0.65	1	7.48%	87.50%
Grade 15 Averages:	\$90,508	14.13	3	\$91,221	3.98	3	28.13%	100.79%
Grade 15 Medians:	\$87,900	11.22	3	\$90,202	3.09	3	27.51%	102.62%
Grade 16 Averages:	\$97,322	5.28	6	\$96,158	6.21	4	117.66%	98.80%
Grade 16 Medians:	\$95,205	5.77	6	\$97,281	6.67	4	115.54%	102.18%

TABLE 14

## Comparison of Exempt Salaries Between Males and Females for Doctoral Institutions and Northwestern University

CUPA Job Code	CUPA 1992-93 ADMINISTRATIVE COMPENSATION SURVEY							NORTHWESTERN UNIVERSITY						
	MALES			FEMALES			Female \$ as a % of Male \$	MALES			FEMALES			Female \$ as a % of Male \$
	Average Median Salary	Average Median Years	No. of Cases	Average Median Salary	Average Median Years	No. of Cases		Average Salary	Average Years	No. of Cases	Average Salary	Average Years	No. of Cases	
306.00	70,375	5.0	91	69,160	2.0	65	98.3%	\$103,500	1.0	1	n/a	n/a	n/a	n/a
303.00	67,511	6.0	78	61,857	5.0	29	91.6%	95,199	6.0	1	n/a	n/a	n/a	n/a
313.00	77,208	7.0	88	69,500	4.5	32	90.0%	n/a	n/a	n/a	88,200	8.0	1	n/a
301.20	61,596	5.5	82	53,357	5.5	26	86.6%	n/a	n/a	n/a	97,482	4.0	1	n/a
<i>NU GRADE 16 TOTAL</i>			<i>339</i>			<i>152</i>				<i>2</i>			<i>2</i>	
<i>NU GRADE 16 AVERAGE</i>			<i>\$69,173</i>	<i>5.9</i>		<i>\$63,469</i>	<i>4.3</i>	<i>91.8%</i>	<i>\$99,350</i>	<i>3.5</i>		<i>\$92,841</i>	<i>6.0</i>	<i>93.4%</i>
305.10	57,514	5.0	11	52,500	2.5	20	91.3%	\$109,635	6.8	1	\$94,845	6.8	1	86.5%
208.00	74,640	6.0	68	66,582	3.0	10	89.2%	n/a	n/a	n/a	90,202	1.0	1	n/a
310.00	69,207	7.0	74	67,252	4.0	17	97.2%	73,990	9.0	1	n/a	n/a	n/a	n/a
402.00	75,300	5.0	68	64,175	3.0	28	85.2%	87,900	11.0	1	n/a	n/a	n/a	n/a
<i>NU GRADE 15 TOTAL</i>			<i>221</i>			<i>75</i>				<i>3</i>			<i>2</i>	
<i>NU GRADE 15 AVERAGE</i>			<i>\$69,165</i>	<i>5.8</i>		<i>\$62,627</i>	<i>3.1</i>	<i>90.5%</i>	<i>\$90,508</i>	<i>8.9</i>		<i>\$92,524</i>	<i>3.9</i>	<i>102.2%</i>
209.00	68,749	6.0	84	55,132	4.0	38	80.2%	\$79,590	12.0	1	n/a	n/a	n/a	n/a
319.00	65,452	7.0	69	60,116	7.5	10	91.8%	66,234	7.0	1	n/a	n/a	n/a	n/a
404.00	63,262	6.0	75	47,000	3.0	51	74.3%	n/a	n/a	n/a	70,453	4.0	1	n/a
<i>NU GRADE 14 TOTAL</i>			<i>228</i>			<i>99</i>				<i>2</i>			<i>1</i>	
<i>NU GRADE 14 AVERAGE</i>			<i>\$65,821</i>	<i>6.3</i>		<i>\$54,083</i>	<i>4.8</i>	<i>82.2%</i>	<i>\$72,912</i>	<i>9.5</i>		<i>\$70,453</i>	<i>4.0</i>	<i>96.6%</i>
314.00	56,257	6.0	68	48,371	4.0	36	86.0%	\$50,150	0.5	1	n/a	n/a	n/a	n/a
318.00	63,690	8.5	84	50,707	3.0	33	79.6%	69,785	4.0	1	n/a	n/a	n/a	n/a
308.10	52,273	4.0	31	44,078	3.0	41	84.3%	n/a	n/a	n/a	76,934	19.0	1	n/a
506.00	56,945	9.0	101	55,662	4.0	61	97.7%	n/a	n/a	n/a	68,005	1.0	1	n/a
309.20	51,600	6.0	52	47,653	5.5	16	92.4%	n/a	n/a	n/a	68,418	8.0	1	n/a
320.00	55,050	6.0	136	61,509	1.0	11	111.7%	71,043	13.0	1	n/a	n/a	n/a	n/a
504.00	61,809	10.0	101	54,115	4.0	38	87.6%	72,787	16.0	1	n/a	n/a	n/a	n/a
502.00	63,000	5.5	86	56,715	4.5	36	90.0%	n/a	n/a	n/a	75,924	8.0	1	n/a
208.10	56,565	7.5	28	43,103	5.0	5	76.2%	71,582	2.0	1	n/a	n/a	n/a	n/a
<i>NU GRADE 13 TOTAL</i>			<i>687</i>			<i>277</i>				<i>5</i>			<i>4</i>	
<i>NU GRADE 13 AVERAGE</i>			<i>\$57,465</i>	<i>6.9</i>		<i>\$51,324</i>	<i>3.8</i>	<i>89.3%</i>	<i>\$67,069</i>	<i>7.1</i>		<i>\$72,320</i>	<i>9.0</i>	<i>107.8%</i>

**Comparison of Exempt Salaries Between Males and Females for Doctoral Institutions and Northwestern University**

**CUPA**

**1992-93 ADMINISTRATIVE COMPENSATION SURVEY**

**NORTHWESTERN UNIVERSITY**

CUPA Job Code	MALES			FEMALES			Female \$ as a % of Male \$	MALES			FEMALES			Female \$ as a % of Male \$
	Average Median Salary	Average Median Years	No. of Cases	Average Median Salary	Average Median Years	No. of Cases		Average Salary	Average Years	No. of Cases	Average Salary	Average Years	No. of Cases	
401.10	50,450	3.0	35	42,203	2.0	56	83.7%	n/a	n/a	n/a	\$64,554	2.0	1	n/a
402.10	71,389	5.0	53	72,964	3.0	21	102.2%	59,700	7.0	1	n/a	n/a	n/a	n/a
306.80	48,621	5.0	26	39,234	4.0	31	80.7%	68,428	11.0	1	n/a	n/a	n/a	n/a
410.00	53,728	6.0	41	50,500	3.0	30	94.0%	60,601	10.0	1	n/a	n/a	n/a	n/a
316.00	55,183	7.0	117	50,302	3.5	28	91.2%	53,500	2.0	1	n/a	n/a	n/a	n/a
513.00	52,150	7.5	70	48,969	5.0	73	93.9%	65,100	19.0	1	n/a	n/a	n/a	n/a
401.20	59,610	3.0	46	48,060	2.0	38	80.6%	61,756	2.0	1	n/a	n/a	n/a	n/a
321.00	58,711	5.0	60	58,000	4.0	17	98.8%	68,432	14.0	1	n/a	n/a	n/a	n/a
<i>NU GRADE 12 TOTAL</i>			<i>448</i>				<i>294</i>				<i>7</i>			
<i>NU GRADE 12 AVERAGE</i>		<i>\$56,230</i>	<i>5.2</i>	<i>\$51,279</i>	<i>3.3</i>	<i>91.2%</i>	<i>\$62,502</i>	<i>9.3</i>	<i>\$64,554</i>	<i>2.0</i>	<i>103.3%</i>			
522.00	48,642	8.0	91	37,860	7.0	23	77.8%	51,600	14.0	1	n/a	n/a	n/a	n/a
315.00	50,843	7.0	52	45,983	5.0	39	90.4%	n/a	n/a	n/a	53,210	11.0	1	n/a
502.10	45,849	8.5	40	37,652	4.0	43	82.1%	63,180	21.0	1	n/a	n/a	n/a	n/a
506.10	42,415	5.0	38	38,331	4.0	70	90.4%	49,090	2.0	1	n/a	n/a	n/a	n/a
322.10	64,900	4.0	13	56,125	7.5	16	86.5%	n/a	n/a	n/a	56,152	8.0	1	n/a
<i>NU GRADE 11 TOTAL</i>			<i>234</i>				<i>191</i>				<i>3</i>			
<i>NU GRADE 11 AVERAGE</i>		<i>\$50,530</i>	<i>6.5</i>	<i>\$43,190</i>	<i>5.5</i>	<i>85.5%</i>	<i>\$54,623</i>	<i>12.3</i>	<i>\$54,681</i>	<i>9.5</i>	<i>100.1%</i>			
307.00	61,457	5.0	40	56,736	4.5	74	92.3%	n/a	n/a	n/a	\$47,648	4.0	1	n/a
301.10	57,750	5.0	96	56,672	2.5	10	98.1%	63,800	4.0	1	n/a	n/a	n/a	n/a
504.10	46,576	8.0	46	37,948	4.0	43	81.5%	n/a	n/a	n/a	41,932	6.0	1	n/a
306.20	46,737	7.5	38	40,006	4.0	79	85.6%	54,488	3.0	1	n/a	n/a	n/a	n/a
306.70	46,774	3.0	30	40,000	4.0	56	85.5%	46,575	0.5	1	n/a	n/a	n/a	n/a
<i>NU GRADE 10 TOTAL</i>			<i>250</i>				<i>262</i>				<i>3</i>			
<i>NU GRADE 10 AVERAGE</i>		<i>\$51,859</i>	<i>5.7</i>	<i>\$46,272</i>	<i>3.8</i>	<i>89.2%</i>	<i>\$54,954</i>	<i>2.5</i>	<i>\$44,790</i>	<i>5.0</i>	<i>81.5%</i>			

TABLE 14

## Comparison of Exempt Salaries Between Males and Females for Doctoral Institutions and Northwestern University

CUPA Job Code	CUPA 1992-93 ADMINISTRATIVE COMPENSATION SURVEY							NORTHWESTERN UNIVERSITY						
	MALES			FEMALES			Female \$ as a % of Male \$	MALES			FEMALES			Female \$ as a % of Male \$
	Average Median Salary	Average Median Years	No. of Cases	Average Median Salary	Average Median Years	No. of Cases		Average Salary	Average Years	No. of Cases	Average Salary	Average Years	No. of Cases	
514.00	55,808	7.0	83	53,484	5.0	43	95.8%	n/a	n/a	n/a	42,400	4.0	1	n/a
313.10	47,000	6.0	67	36,290	5.0	74	77.2%	n/a	n/a	n/a	44,911	4.0	1	n/a
508.30	41,818	4.5	30	34,456	4.0	40	82.4%	42,000	6.0	1	n/a	n/a	n/a	n/a
306.60	42,000	4.5	30	39,288	4.0	65	93.5%	43,890	0.5	1	n/a	n/a	n/a	n/a
319.10	30,574	6.5	88	31,025	4.0	31	101.5%	44,350	7.0	1	n/a	n/a	n/a	n/a
316.10	46,424	5.0	52	40,361	4.0	17	86.9%	51,350	15.0	1	n/a	n/a	n/a	n/a
519.00	38,002	7.0	111	31,800	2.0	9	83.7%	37,450	3.0	1	n/a	n/a	n/a	n/a
<i>NU GRADE 9 TOTAL</i>			<i>461</i>			<i>279</i>				<i>5</i>			<i>2</i>	
<i>NU GRADE 9 AVERAGE</i>			<i>\$43,089</i>	<i>5.8</i>		<i>\$38,101</i>	<i>4.0</i>	<i>88.4%</i>	<i>\$43,808</i>	<i>6.3</i>		<i>\$43,656</i>	<i>4.0</i>	<i>99.7%</i>
315.10	39,025	5.0	15	33,360	4.0	18	85.5%	\$39,910	2.0	1	n/a	n/a	n/a	n/a
312.50	37,692	5.0	105	40,028	4.0	17	106.2%	36,745	2.0	1	n/a	n/a	n/a	n/a
309.50	37,344	5.5	16	35,502	6.0	17	95.1%	37,880	3.0	16	38,696	2.2	13	102.2%
306.30	44,036	4.0	16	40,165	3.0	56	91.2%	n/a	n/a	n/a	39,191	0.5	1	n/a
401.30	42,895	4.5	12	38,775	3.0	30	90.4%	n/a	n/a	n/a	40,728	15.0	1	n/a
<i>NU GRADE 8 TOTAL</i>			<i>164</i>			<i>138</i>				<i>18</i>			<i>15</i>	
<i>NU GRADE 8 AVERAGE</i>			<i>\$40,198</i>	<i>4.8</i>		<i>\$37,566</i>	<i>4.0</i>	<i>93.5%</i>	<i>\$38,178</i>	<i>2.3</i>		<i>\$39,538</i>	<i>5.9</i>	<i>103.6%</i>
309.60	28,350	3.0	17	29,544	4.0	12	104.2%	\$33,260	2.4	18	\$34,851	2.6	11	104.8%
510.00	42,875	8.5	50	38,948	6.0	40	90.8%	n/a	n/a	n/a	37,600	8.0	1	n/a
314.10	37,785	4.5	20	29,582	4.0	30	78.3%	40,767	3.9	3	n/a	n/a	n/a	n/a
<i>NU GRADE 7 TOTAL</i>			<i>87</i>			<i>82</i>				<i>21</i>			<i>12</i>	
<i>NU GRADE 7 AVERAGE</i>			<i>\$36,337</i>	<i>5.3</i>		<i>\$32,691</i>	<i>4.7</i>	<i>90.0%</i>	<i>\$37,014</i>	<i>3.1</i>		<i>\$36,226</i>	<i>5.3</i>	<i>97.9%</i>

N of CUPA Doctoral Institutions = 180

**Table 15: Five - year rates of staying within salary grade or changing grade with a salary decrease, promotion to a higher grade, leaving the University, Chi - square test of independence between gender and employment change category**

	Grade	# of women	# of men	% with no change women	% with no change men	% promoted women	% promoted men	% who left university women	% who left university men	p-value for Chi-square	Fisher's Exact Test (2-Tail)
	N3-N5	37	22	13.51	13.64	35.14	22.73	51.35	63.64	0.59	0.56
	N6	74	6	21.62	50.00	28.38	33.33	50.00	16.67	0.20	0.15
N	N7	103	35	24.27	31.43	28.16	14.29	47.57	54.29	0.25	0.26
O	N8	39	7	25.64	42.86	17.95	14.29	56.41	42.86	0.65	0.75
N	N9	512	84	28.71	30.95	21.09	9.52	50.20	59.52	0.04	0.03
E	N10	295	68	33.22	20.59	19.66	27.94	47.12	51.47	0.09	0.08
X	N11	86	24	30.68	33.33	19.32	20.83	50.00	45.83	0.94	0.91
E	N12	107	41	17.76	9.76	10.28	19.51	71.96	70.73	0.20	0.23
M	N13	43	54	44.19	27.78	6.98	24.07	48.84	48.15	0.05	0.05
P	N14-N19	13	42	46.15	42.86	38.46	11.90	15.38	45.24	0.05	0.05
T	N30-N43	34	259	52.94	65.64	11.76	2.70	35.29	31.66	0.02	0.03
	N44-N46	--	4	--	50.00	--	--	--	50.00	--	--
	NA1-NO0	16	39	25.00	38.46	12.50	20.51	62.50	41.03	0.35	0.45
	E0		1						100.00		
	E1-E3	9	9	11.11	11.11	22.22	11.11	66.67	77.78	0.81	1.00
	E4	33	14	27.27	35.71	15.15	35.71	57.58	28.57	0.14	0.14
E	E5	50	26	34.00	15.38	11.08	15.38	52.00	69.23	0.22	0.22
X	E6	19	10	47.37	20.00	5.26	30.00	47.37	50.00	0.12	0.10
E	E7	44	23	27.27	21.74	22.73	17.39	50.00	60.87	0.70	0.79
M	E8	33	40	21.21	30.00	24.24	20.00	54.55	50.00	0.68	0.74
P	E9	15	26	26.67	42.31	6.67	7.69	66.67	50.00	0.57	0.69
T	E10	20	17	45.00	35.29	10.00	17.65	45.00	47.06	0.73	0.74
	E11	12	16	58.33	62.50	--	18.75	41.67	18.75	0.17	0.24
	E12-E33	90	141	14.44	33.33	25.56	19.86	60.00	46.81	0.01	0.01
	EC2-EZ3	51	53	52.94	49.06	9.80	1.89	37.25	49.06	0.15	0.16

# **Appendix VI**

**Faculty Tables**

**(Tables 16-24)**

**Salary Regression Analysis**

**Pairs Study**

TABLE 16

## Tenured and Tenure Track Women Faculty as a Percent of Total Tenured and Tenure Track Faculty by School, Fall 1987 to Fall 1992

School	1987			1988			1989			1990			1991			1992		
	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.	# Women Ten./Tr.	Total # Ten./Tr.*	% Women Ten./Tr.
CAS	51	370	13.8%	56	383	14.6%	60	381	15.7%	63	379	16.6%	65	381	17.1%	74	387	19.1%
KGSM	16	93	17.2%	18	95	18.9%	19	101	18.8%	18	102	17.6%	17	99	17.2%	15	100	15.0%
Education	7	18	38.9%	8	20	40.0%	7	21	33.3%	7	20	35.0%	9	24	37.5%	7	23	30.4%
Journalism	3	14	21.4%	3	25	12.0%	3	22	13.6%	3	25	12.0%	3	24	12.5%	3	24	12.5%
Music	6	49	12.2%	7	52	13.5%	8	54	14.8%	10	55	18.2%	10	54	18.5%	10	53	18.9%
Speech	21	75	28.0%	22	76	28.9%	21	71	29.6%	22	75	29.3%	25	77	32.5%	28	80	35.0%
McCormick	4	145	2.8%	5	149	3.4%	4	151	2.6%	8	154	5.2%	10	159	6.3%	14	150	9.3%
Dental	15	74	20.3%	14	75	18.7%	12	69	17.4%	10	60	16.7%	4	46	8.7%	3	40	7.5%
Law	5	43	11.6%	5	40	12.5%	5	42	11.9%	6	44	13.6%	6	43	14.0%	6	40	15.0%
Medical	70	419	16.7%	68	407	16.7%	63	373	16.9%	72	395	18.2%	71	396	17.9%	81	422	19.2%
Other **	9	22	40.9%	3	3	100.0%	1	1	100.0%	0	0	0.0%	0	1	0.0%	0	1	0.0%
Total	207	1322	15.7%	209	1325	15.8%	203	1286	15.8%	219	1309	16.7%	220	1304	16.9%	241	1328	18.1%
Total (Excluding Medical)	137	903	15.2%	141	918	15.4%	140	913	15.3%	147	914	16.1%	149	908	16.4%	153	908	16.9%

## Notes:

\* All tenured and tenure track faculty, regardless of time status. Includes non-stipend faculty in the Medical School. (Figures in this table are equal to the sum of tenured and tenure track faculty in Table 17. They differ from Table 18 because it includes all full-time faculty whether or not they are eligible for tenure.)

\*\* Other category includes research centers and administrative departments.

Source: Human Resource extract file maintained by the Office of Administration and Planning with decanal review.

**TABLE 17**

**Tenured and Tenure Track Women Regardless of Time Status, 1987 to 1992**

School	1987				1988				1989				1990				1991				1992			
	T		Tr		T		Tr		T		Tr		T		Tr		T		Tr		T		Tr	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
CAS	34	67%	17	33%	38	68%	18	32%	38	63%	22	37%	40	63%	23	37%	40	62%	25	38%	42	57%	32	43%
KGSM	4	25%	12	75%	4	22%	14	78%	5	26%	14	74%	5	28%	13	72%	6	35%	11	65%	7	47%	8	53%
Education	5	71%	2	29%	6	75%	2	25%	6	86%	1	14%	6	86%	1	14%	6	67%	3	33%	5	71%	2	29%
Journalism	1	25%	3	75%	1	33%	2	67%	1	33%	2	67%	1	33%	2	67%	1	33%	2	67%	1	33%	2	67%
Music	4	67%	2	33%	3	43%	4	57%	4	50%	4	50%	4	40%	6	60%	4	40%	6	60%	4	40%	6	60%
Speech	12	57%	9	43%	12	55%	10	45%	14	67%	7	33%	13	59%	9	41%	15	60%	10	40%	16	57%	12	43%
McCormick	3	75%	1	25%	4	80%	1	20%	3	75%	1	25%	4	50%	4	50%	6	60%	4	40%	6	43%	8	57%
Dental	7	47%	8	53%	7	50%	7	50%	7	58%	5	42%	7	70%	3	30%	4	100%	0	0%	2	67%	1	33%
Law	4	80%	1	20%	4	80%	1	20%	3	60%	2	40%	4	67%	2	33%	4	67%	2	33%	3	50%	3	50%
Medical	39	56%	31	44%	41	60%	27	40%	47	75%	16	25%	49	68%	23	32%	51	72%	20	28%	52	64%	29	36%
Other	4	44%	5	56%	1	33%	2	67%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>117</b>	<b>56%</b>	<b>91</b>	<b>44%</b>	<b>121</b>	<b>58%</b>	<b>88</b>	<b>42%</b>	<b>128</b>	<b>63%</b>	<b>75</b>	<b>37%</b>	<b>133</b>	<b>61%</b>	<b>86</b>	<b>39%</b>	<b>137</b>	<b>62%</b>	<b>83</b>	<b>38%</b>	<b>138</b>	<b>57%</b>	<b>103</b>	<b>43%</b>
<b>Total w/out Medical</b>	<b>78</b>	<b>57%</b>	<b>60</b>	<b>43%</b>	<b>80</b>	<b>57%</b>	<b>61</b>	<b>43%</b>	<b>81</b>	<b>58%</b>	<b>59</b>	<b>42%</b>	<b>84</b>	<b>57%</b>	<b>63</b>	<b>43%</b>	<b>86</b>	<b>58%</b>	<b>63</b>	<b>42%</b>	<b>86</b>	<b>54%</b>	<b>74</b>	<b>46%</b>

Notes:

T - tenure; Tr - tenure track

Includes non-stipend faculty in the Medical School.

Source: Human Resources extract file maintained by Office of Administration and Planning with decanal review.



TABLE 18

## Representation of Full-time Men and Women Faculty by Rank, 1973-74 to 1992-93

Year	P				AP				aP				As				I				L				Other				Total				Total All Fac.
	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	Men	W	
1973-74	419	95.7%	19	4.3%	223	89.6%	26	10.4%	235	82.7%	49	17.3%	28	73.7%	10	26.3%	64	69.6%	28	30.4%	49	84.5%	9	15.5%	28	66.7%	14	33.3%	1046	87.1%	155	12.9%	1201
1974-75	444	95.9%	19	4.1%	211	87.6%	30	12.4%	247	84.3%	46	15.7%	23	67.6%	11	32.4%	73	71.6%	29	28.4%	52	86.7%	8	13.3%	28	62.2%	17	37.8%	1078	87.1%	160	12.9%	1238
1975-76	441	96.5%	16	3.5%	227	88.3%	30	11.7%	254	83.0%	52	17.0%	26	56.5%	20	43.5%	76	67.3%	37	32.7%	55	83.3%	11	16.7%	19	59.4%	13	40.6%	1097	86.0%	179	14.0%	1276
1976-77	459	96.2%	18	3.8%	234	87.6%	33	12.4%	267	82.4%	57	17.6%	37	61.7%	23	38.3%	51	63.8%	29	36.3%	52	74.3%	18	25.7%	14	45.2%	17	54.8%	1114	85.1%	195	14.9%	1309
1977-78	457	95.6%	21	4.4%	235	87.4%	34	12.6%	267	78.3%	74	21.7%	32	57.1%	24	42.9%	44	67.7%	21	32.3%	72	86.7%	11	13.3%					1107	85.7%	185	14.3%	1292
1978-79	453	95.0%	24	5.0%	238	88.1%	32	11.9%	251	75.4%	82	24.6%	48	68.6%	22	31.4%	50	67.6%	24	32.4%	67	78.8%	18	21.2%					1107	84.6%	202	15.4%	1309
1979-80	469	95.1%	24	4.9%	219	87.6%	31	12.4%	250	72.5%	95	27.5%	32	60.4%	21	39.6%	45	66.2%	23	33.8%	67	74.4%	23	25.6%					1082	83.3%	217	16.7%	1299
1980-81	473	94.8%	26	5.2%	223	86.4%	35	13.6%	260	72.8%	97	27.2%	23	56.1%	18	43.9%	40	66.7%	20	33.3%	63	70.0%	27	30.0%					1082	82.9%	223	17.1%	1305
1981-82	495	94.5%	29	5.5%	230	85.5%	39	14.5%	268	74.4%	92	25.6%	26	55.3%	21	44.7%	38	57.6%	28	42.4%	67	63.8%	38	36.2%					1124	82.0%	247	18.0%	1371
1982-83	505	93.9%	33	6.1%	244	85.3%	42	14.7%	268	74.2%	93	25.8%	8	72.7%	3	27.3%	44	67.7%	21	32.3%	64	62.7%	38	37.3%					1133	83.1%	230	16.9%	1363
1983-84	507	93.4%	36	6.6%	247	81.8%	55	18.2%	231	75.2%	76	24.8%	18	60.0%	12	40.0%	19	46.3%	22	53.7%	59	62.1%	36	37.9%					1081	82.0%	237	18.0%	1318
1984-85	507	93.4%	36	6.6%	241	82.0%	53	18.0%	231	77.0%	69	23.0%	18	66.7%	9	33.3%	17	39.5%	26	60.5%	70	63.1%	41	36.9%					1084	81.7%	243	18.3%	1318
1985-86	525	94.4%	31	5.6%	262	82.9%	54	17.1%	213	75.0%	71	25.0%	19	50.0%	19	50.0%	14	58.3%	10	41.7%	64	57.7%	47	42.3%					1097	82.5%	232	17.5%	1329
1986-87	525	94.4%	31	5.6%	260	81.3%	60	18.8%	229	75.6%	74	24.4%	14	70.0%	6	30.0%	13	37.1%	22	62.9%	63	54.8%	52	45.2%					1104	81.8%	245	18.2%	1349
1987-88	516	94.0%	33	6.0%	253	80.6%	61	19.4%	235	73.7%	84	26.3%	16	69.6%	7	30.4%	14	42.4%	19	57.6%	44	46.3%	51	53.7%					1078	80.9%	255	19.1%	1333
1988-89	510	93.2%	37	6.8%	255	81.0%	60	19.0%	229	71.1%	93	28.9%	14	70.0%	6	30.0%	15	46.9%	17	53.1%	57	48.7%	60	51.3%					1080	79.8%	273	20.2%	1353
1989-90*	556	93.8%	37	6.2%	270	76.9%	81	23.1%	341	73.3%	124	26.7%	43	60.6%	28	39.4%	51	49.5%	52	50.5%	63	53.4%	55	46.6%					1324	77.8%	377	22.2%	1701
1990-91	562	92.3%	47	7.7%	285	78.7%	77	21.3%	335	71.7%	132	28.3%	32	61.5%	20	38.5%	54	45.8%	64	54.2%	72	55.0%	59	45.0%					1340	77.1%	399	22.9%	1739
1991-92**	604	91.8%	54	8.2%	305	77.8%	87	22.2%	334	72.6%	126	27.4%	23	53.5%	20	46.5%	49	42.2%	67	57.8%	73	54.5%	61	45.5%					1388	77.0%	415	23.0%	1803
1992-93**	587	91.3%	56	8.7%	296	75.5%	96	24.5%	348	72.2%	134	27.8%	21	55.3%	17	44.7%	54	43.5%	70	56.5%	81	57.4%	60	42.6%					1387	76.2%	433	23.8%	1820

Notes: Includes all full-time faculty regardless of tenure status.

\*Medical School academic full-time faculty were treated as full-time beginning in 1989-90. Previously they were treated as contributed service.

\*\*Includes faculty on leave.

P = Professor; AP = Associate Professor; aP = Assistant Professor; As = Associate; I = Instructor; L = Lecturer.

TABLE 19

## Availability, Utilization, and Total Hiring of Tenured and Tenure Track Women Faculty, Fall 1988 to Fall 1993

Department	# F-T T/Tr Fac.	Avg. % Ph.D. Earned 1980-85	% NU Util. Fall 1992	Ph.D.s Earned 1991			Fall 1989 Hires			Fall 1990 Hires			Fall 1991 Hires			Fall 1992 Hires			Fall 1993 Hires			
				#	Total		Women	Hires	Hires	%	Hires	Hires	%	Hires	Hires	%	Hires	Hires	%	Hires	Hires	%
					Women	Women																
<b>CAS:</b>																						
Art	5	60.5%	20.0%	na	na	na																
Art History	9	48.1%	33.3%	79	125	63.2%																
Classics	6	36.0%	0.0%	24	55	43.6%																
English	28	51.0%	49.1%	341	600	56.8%	4	4	100.0%	1	2	50.0%	0	1	0.0%	0	1	0.0%				
History	31	33.1%	19.0%	43	123	35.0%	1	5	20.0%	1	2	50.0%	1	2	50.0%	1	2.5	40.0%				
Religion	5	17.6%	15.4%	na	na	na																
Linguistics	8	51.1%	59.5%	110	227	48.5%							1	1	100.0%	1	1	100.0%				
Philosophy	14	24.1%	18.5%	na	na	na							0	1	0.0%	1	1	100.0%				
African-American	3	33.1%	23.8%	21	89	23.6%				0	0.5	0.0%	0	0.5	0.0%	1	1	100.0%				
Anthropology	14	47.5%	33.3%	209	340	61.5%				0	1	0.0%	2	2	100.0%	1	1	100.0%				
Economics	34	16.8%	7.5%	173	853	20.3%	0.5	4.5	11.1%	0	1	0.0%	0	2.5	0.0%	1	4	25.0%	0	2	0.0%	
Political Science	18	23.2%	14.3%	118	434	27.2%	1	3	33.3%	1	1.7	58.8%	2	4	50.0%	0	1	0.0%	1	2	50.0%	
Psychology	22	47.0%	27.7%	1984	3240	61.2%	1	2	50.0%	1	1	100.0%	0	1	0.0%	1	5	20.0%	0	1	0.0%	
Sociology	18	40.2%	24.6%	na	na	na	0	1	0.0%	2	3	66.7%	0	1	0.0%	0	2	0.0%	1	2	50.0%	
French & Italian	12	66.5%	50.0%	84	130	64.6%				1	1	100.0%	0	1	0.0%	0	1	0.0%				
German	7	57.6%	14.3%	38	71	53.5%				0	1	0.0%	0	1	0.0%	0	1	0.0%				
Hispanic Studies	7	57.3%	28.6%	111	172	64.5%							0	1	0.0%	0	1	0.0%				
Slavic Languages	5	51.7%	20.0%	9	14	64.3%							0	1	0.0%	0	3	0.0%				
Chemistry	22	17.8%	0.0%	na	na	na							0	1	0.0%	0	3	0.0%				
Geology	13	17.7%	15.4%	34	191	17.8%				1	1	100.0%	0	2	0.0%	1	2	50.0%				
Mathematics	29	17.3%	10.9%	194	1040	18.7%	0	1	0.0%				0	2	0.0%	0	1	0.0%	0	1	0.0%	
Physics/Astronomy	31	7.7%	3.4%	152	1408	10.8%				1	1	100.0%	0	2	0.0%	1	1	100.0%	0	1	0.0%	
Statistics	4	24.8%	20.0%	na	na	na				0	1	0.0%				1	1	100.0%				
BMBCB	23	31.8%	9.3%	530	1393	38.0%							1	3	33.3%							
NBP	10	26.6%	9.1%	na	na	na										1	1	100.0%				
<b>TOTALS</b>	<b>378</b>						<b>7.5</b>	<b>20.5</b>	<b>36.6%</b>	<b>7</b>	<b>14.2</b>	<b>49.3%</b>	<b>8</b>	<b>30.5</b>	<b>26.2%</b>	<b>11</b>	<b>30.5</b>	<b>36.1%</b>	<b>2</b>	<b>12</b>	<b>16.7%</b>	
<b>Dental:</b>																						
Basic/Behavioral	9	30.8%	0.0%	na	na	na	0	1	0.0%							0	1	0.0%	1	1	100.0%	
Clinical (Stomatology & Restorative)	24	16.3%	14.4%	na	na	na							1	2	50.0%	1	3	33.3%	1	3	33.3%	
<b>TOTALS</b>	<b>33</b>						<b>0</b>	<b>1</b>	<b>0.0%</b>				<b>1</b>	<b>3</b>	<b>33.3%</b>	<b>2</b>	<b>4</b>	<b>50.0%</b>				

TABLE 19

## Availability, Utilization, and Total Hiring of Tenured and Tenure Track Women Faculty, Fall 1988 to Fall 1993

Department	# F-T T/Tr Fac.	Avg. % Ph.D. Earned 1980-85	% NU Util. Fall 1992	Ph.D.s Earned 1991			Fall 1988 Hires			Fall 1990 Hires			Fall 1991 Hires			Fall 1992 Hires			Fall 1993 Hires		
				# Women	Total	%** Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women
<b>SESE:</b>																					
Education	20	49.1%	24.0%	3718	6397	58.1%	0.5	4.5	11.1%	0	1.3	0.0%	2	4	50.0%				0	0.8	0.0%
<b>KGSM:</b>																					
A & IS	12	18.3%	7.7%	57	172	33.1%	1	1	100.0%	0	3	0.0%				0	1	0.0%			
Finance	22	11.6%	14.1%	na	na	na	0	1	0.0%	0	1	0.0%	0	4	0.0%	0	2	0.0%	0	1	0.0%
MEDS	21	8.0%	0.0%	4	19	21.1%	0	2	0.0%	0	3	0.0%	0	2	0.0%	0	2	0.0%	0	1	0.0%
Marketing	16	21.6%	31.3%	38	134	28.4%	0	1	0.0%	1	3	33.3%	0	1	0.0%	0	2	0.0%	0	2	0.0%
Organ Beh	14	25.7%	29.0%	37	72	51.4%	0	1	0.0%	0	1	0.0%	0	1	0.0%	1	3	33.3%	1	3	33.3%
Manage/Strategy	14	19.2%	14.3%	na	na	na	1	1	100.0%	0	1	0.0%	0	3.5	0.0%	1	2	50.0%	1	2	50.0%
<b>TOTALS</b>	99						2	7	28.6%	1	12	8.3%	0	9.5	0.0%	0	5	0.0%	2	9	22.2%
<b>Law:</b>																					
Law	42	20.6%	15.2%	na	na	na	1	2.5	40.0%	1	2	50.0%	0	1	0.0%	1	1	100.0%	1	3	33.3%
<b>MEAS:</b>																					
Chem Eng	13	4.8%	0.0%	72	620	11.6%	0	1	0.0%	0	1	0.0%	0	1	0.0%				0	1	0.0%
Civil Eng	25	3.9%	4.5%	30	509	5.9%										0	1	0.0%	0	1	0.0%
EE/CS	44	6.1%	10.3%	66	1206	5.5%	1	6	16.7%	1	3	33.3%	3	7.3	41.1%	0	2	0.0%	1	1.2	83.3%
Applied Math	13	6.3%	0.0%	2	42	4.8%	0	1	0.0%	0	2	0.0%	0	1	0.0%	0	1	0.0%	1	1	100.0%
Biomedical Eng	9	5.3%	0.0%	27	149	18.1%				0	1	0.0%	1	2	50.0%						
IE/MS	16	9.9%	12.8%	17	163	10.4%				2	3	66.7%				0	2	0.0%	0	2	0.0%
Mechanical Eng	17	2.6%	0.0%	50	761	6.6%	0	1	0.0%	0	2	0.0%	0	1	0.0%	1	1	100.0%	0	1	0.0%
Mat Sc/Eng	20	8.0%	14.3%	56	362	15.5%				0	2	0.0%	3	9.3	32.3%	2	7	28.6%	2	7.2	27.8%
<b>TOTALS</b>	157						1	9	11.1%	3	14	21.4%	3	9.3	32.3%	2	7	28.6%	2	7.2	27.8%
<b>Medical:</b>																					
CMS Biology	25	32.0%	19.2%	na	na	na							1	4	25.0%	0	1	0.0%	1	2	50.0%
Micro/Immun	13	32.0%	21.4%	na	na	na	2	3	66.7%	0	1	0.0%							0	2	0.0%
Pathology	39	31.4%	26.3%	na	na	na	0	1	0.0%	1	4	25.0%	2	5	40.0%	1	3	33.3%	0	3	0.0%
Pharmacology	12	23.2%	33.3%	na	na	na	1	2	50.0%	1	1	100.0%	1	1	100.0%	0	1	0.0%	0	1	0.0%
Physiology	15	24.4%	6.3%	na	na	na				0	1	0.0%	1	0.7	142.9%	0	1	0.0%			

TABLE 19

## Availability, Utilization, and Total Hiring of Tenured and Tenure Track Women Faculty, Fall 1988 to Fall 1993

Department	# F-T T/Ty Fac.	Avg. % Ph.D. Earned 1980-85	% NU Util. Fall 1992	Ph.D.s. Earned 1991			Fall 1989 Hires			Fall 1990 Hires			Fall 1991 Hires			Fall 1992 Hires			Fall 1993 Hires			
				# Women	Total	%** Women	Hires	Total Hires	% Women	Hires	Total Hires	% Women	Hires	Total Hires	% Women	Hires	Total Hires	% Women	Hires	Total Hires	% Women	
Anesthesia	19	22.4%	5.9%	na	na	na											0	2	0.0%			
Preventive Med	9	18.8%	22.2%	na	na	na											0	4	0.0%	1	1	100.0%
Dermatology	4	13.1%	50.0%	na	na	na				1	1	100.0%					0	1	0.0%	0	2	0.0%
Medicine	92	11.6%	12.1%	na	na	na	1	3	33.3%	3	14	21.4%	1	9	11.1%	2	8	25.0%	1	9	11.1%	
Neurology	10	9.0%	7.7%	na	na	na	1	1	100.0%	0	1	0.0%	0	2	0.0%	1	3	33.3%	0	1	0.0%	
OB-GYN	22	14.8%	24.0%	na	na	na	1	5	20.0%				1	2	50.0%	1	2	50.0%	1	4	25.0%	
Ophthalmology	5	7.3%	20.0%	na	na	na	0	1	0.0%										1	1	100.0%	
Orthopaedic	9	4.4%	14.3%	na	na	na				0	1	0.0%					0	1	0.0%			
Otolaryngology	5	4.7%	0.0%	na	na	na	0	2	0.0%	0	1	0.0%					0	3	0.0%	2	6	33.3%
Pediatrics	43	26.7%	52.6%	na	na	na	5	11	45.5%	1	2	50.0%	3	5	60.0%	0	3	0.0%				
PM & R	14	24.5%	36.8%	na	na	na				1	2	50.0%					0	3	0.0%		2	0.0%
Physical Therapy	7	24.5%	42.9%	na	na	na							0	1	0.0%							
Psych & Beh Sci	17	24.5%	29.4%	na	na	na				0	2	0.0%	0	1	0.0%	0	1	0.0%	1	3	33.3%	
Surgery	28	4.1%	3.1%	na	na	na	0	1	0.0%	0	1	0.0%	0	3	0.0%	0	6	0.0%	1	1	100.0%	
Urology	6	24.5%	0.0%	na	na	na											0	2	0.0%			
Radiology	7	15.5%	28.6%	na	na	na	1	1	100.0%	0	1	0.0%					1	2	50.0%	0	1	0.0%
Radiation Oncology	1	na	na	na	na	na														0	1	0.0%
Cancer Center		na	na	na	na	na														0	1	0.0%
Medical Education		na	na	na	na	na														0	1	0.0%
<b>TOTALS**</b>	<b>402</b>						<b>12</b>	<b>31</b>	<b>38.7%</b>	<b>8</b>	<b>33</b>	<b>24.2%</b>	<b>11</b>	<b>34.7</b>	<b>31.7%</b>	<b>6</b>	<b>44</b>	<b>13.6%</b>	<b>9</b>	<b>41</b>	<b>22.0%</b>	
<b>Med III:</b>																						
All but IA/MC	17	41.5%	17.6%	4	7	57.1%	0	2.5	0.0%								1	2	50.0%			
IA/MC	7	41.5%	37.5%	4	7	57.1%											2	2	100.0%			
<b>TOTALS</b>	<b>24</b>						<b>0</b>	<b>2.5</b>	<b>0.0%</b>								<b>3</b>	<b>4</b>	<b>75.0%</b>			
<b>Music:</b>																						
Acad. Studies/Comp.	23	31.8%	17.4%	na	na	na	1	3	33.3%	2	3	66.7%										
Performance	28	31.8%	17.9%	na	na	na	1	3	33.3%	1	1	100.0%								1	2	50.0%
<b>TOTALS</b>	<b>51</b>						<b>2</b>	<b>6</b>	<b>33.3%</b>	<b>3</b>	<b>4</b>	<b>75.0%</b>								<b>1</b>	<b>2</b>	<b>50.0%</b>

TABLE 19

## Availability, Utilization, and Total Hiring of Tenured and Tenure Track Women Faculty, Fall 1988 to Fall 1993

Department	# F-T T/Tr Fac.	Avg. % Ph.D. Earned 1980-85	% NU Util. Fall 1992	Ph.D.s. Earned 1991			Fall 1989 Hires			Fall 1990 Hires			Fall 1991 Hires			Fall 1992 Hires			Fall 1993 Hires		
				# Women	Total Women	%** Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women	Women Hires	Total Hires	% Women
Speech:																					
Com Sci/Disorder	23	66.0%	44.3%	na	na	na	1	1	100.0%	1	2	50.0%				2	3	66.7%	0	1	0.0%
Com Studies	21	41.7%	23.9%	na	na	na	1	2.5	40.0%				1	2	50.0%	0	1	0.0%			
Perform Stud	6	41.7%	34.8%	na	na	na				0	1	0.0%									
R/TV/film	14	48.4%	44.8%	na	na	na				0	2	0.0%				0	1	0.0%			
Theatre	15	44.8%	40.0%	na	na	na	1	1	100.0%	3	3.5	85.7%	3	4	75.0%	1	1.5	66.7%			
TOTALS	79						3	4.5	66.7%	4	8.5	47.1%	4	6	66.7%	3	6.5	46.2%	0	1	0.0%
Overall Totals							29	88.5	32.8%	26	89	29.2%	28	95	29.5%	27	101	26.7%	19	80	23.8%

\* Fall 1992

\*\* Does not include full-time, non-tenure eligible hiring in clinical departments

Sources: NSF/NBI/USED/NEH/USDA/NRC Survey of Doctorates; Equal Employment Opportunity Director; Medical School; Office of the Provost (based on final formal Board of Trustees report)

TABLE 20

## Outcomes of Faculty Promotion and Tenure Considerations 1988-89 to 1992-93

Northwestern University

Rank	Considered			Approved			
	Female	Male	Total	Female Number	Female Percent	Male Number	Male Percent
<b>1988-89</b>							
Professor/Tenured	-	22	22	-	-	17	77%
Professor, Clinical	-	5	5	-	-	2	40%
Assoc. Prof./Tenured	11	16	27	8	73%	14	88%
Associate Professor	-	6	6	-	-	6	100%
Assoc. Prof., Clinical	-	17	17	-	-	13	76%
Assistant Professor	na	na	na	-	-	-	-
Assist. Prof., Clinical	4	15	19	3	75%	13	87%
<b>TOTAL</b>	15	81	96	11	73%	65	80%
<b>1989-90</b>							
Professor/Tenured	10	28	38	10	100%	25	89%
Professor, Clinical	0	5	5	-	-	3	60%
Assoc. Prof./Tenured	4	39	43	3	75%	31	79%
Associate Professor	1	8	9	0	0%	5	63%
Assoc. Prof., Clinical	2	21	23	1	50%	16	76%
Assistant Professor	5	7	12	4	80%	5	71%
Assist. Prof., Clinical	5	17	22	4	80%	16	94%
<b>TOTAL</b>	27	125	152	22	81%	101	81%
<b>1990-91</b>							
Professor/Tenured	7	17	24	7	100%	16	94%
Professor, Clinical	-	5	5	-	-	4	80%
Assoc. Prof./Tenured	8	30	38	6	75%	22	73%
Associate Professor	2	6	8	2	100%	6	100%
Assoc. Prof., Clinical	2	11	13	2	100%	10	91%
Assistant Professor	-	7	7	-	-	7	100%
Assist. Prof., Clinical	5	14	19	4	80%	19	100%
<b>TOTAL</b>	24	90	114	21	88%	84	93%
<b>1991-92</b>							
Professor/Tenured	8	28	36	6	75%	23	82%
Professor, Clinical	-	7	7	-	-	5	71%
Assoc. Prof./Tenured	9	29	38	5	56%	18	62%
Associate Professor	3	3	6	3	100%	3	100%
Assoc. Prof., Clinical	4	13	17	4	100%	11	85%
Assistant Professor	1	7	8	1	100%	7	100%
Assist. Prof., Clinical	14	10	24	14	100%	10	100%
<b>TOTAL</b>	39	97	136	33	85%	77	79%
<b>1992-93</b>							
Professor/Tenured	7	23	30	6	86%	18	78%
Professor, Clinical	1	3	4	1	100%	3	100%
Assoc. Prof./Tenured	8	28	36	7	88%	20	71%
Associate Professor	3	7	10	3	100%	5	71%
Assoc. Prof., Clinical	1	9	10	1	100%	9	100%
Assistant Professor	4	2	6	4	100%	2	100%
Assist. Prof., Clinical	7	12	19	7	100%	12	100%
<b>TOTAL</b>	31	84	115	29	94%	69	82%

Note: Data from earlier years may be less complete.

TABLE 21

## Sponsored Project Awards and Dollars Obtained by Men and Women Faculty, 1991-92

	# of 91-92 T/Tr Faculty			Men			Women				Total				
	Men	Women	Total	# Individuals	% of Men	# Grants	Amount	# Individuals	% of Women	# Grants	Amount	# Individuals	% of Faculty	# Grants	Amount
<b>School</b>															
CAS	316	65	381	122	39%	263	\$24,293,204	14	22%	23	\$1,610,790	136	36%	286	\$25,903,994
Dental	42	4	46	7	17%	13	1,278,224	0	0%	0		7	15%	13	1,278,224
SESP	15	9	24	3	20%	4	183,940	4	44%	5	306,789	7	29%	9	490,729
KGSM	82	17	99	13	16%	20	1,396,910	2	12%	2	150,000	15	15%	22	1,546,910
Law	37	6	43	3	8%	4	385,000	0	0%	0		3	7%	4	385,000
MEAS	149	10	159	85	57%	213	18,501,003	7	70%	14	776,017	92	58%	227	19,277,020
Medical	325	71	396	107	33%	402	45,102,119	14	20%	29	4,029,095	121	31%	431	49,131,214
Speech	52	25	77	9	17%	17	1,244,153	5	20%	10	2,290,706	14	18%	27	3,534,859
Subtotal	1018	207	1225	349		936	\$92,384,553	46		83	\$9,163,397	395		1019	\$101,547,950
<b>Center</b>															
BIRL			na	15		32	\$5,323,190	0		0		15		32	\$5,323,190
PAS			na	1		3	432,000	0		0		1		3	432,000
Biotechnology			na	1		1	156,071	1		1	\$160,000	2		2	316,071
Catalysis and Surface Science			na	2		4	206,668	0		0		2		4	206,668
Health Services and Policy Research			na	5		23	881,124	0		0		5		23	881,124
Interdisciplinary Study of Sci. and Technology			na	1		1	62,000	0		0		1		1	62,000
Institute for the Learning Sciences			na	5		14	7,433,822	0		0		5		14	7,433,822
Materials Research			na	2		7	3,327,093	0		0		2		7	3,327,093
Institute for Neuroscience			na	1		1	11,800	0		0		1		1	11,800
Reproductive Science			na	1		1	430,764	1		1	849,264	2		2	1,280,028
Science and Tech. for Superconductivity			na	1		2	1,355,974	0		0		1		2	1,355,974
Steel Resource			na	2		2	778,542	0		0		2		2	778,542
Transportation			na	4		4	779,576	0		0		4		4	779,576
Urban Affairs and Policy Research			na	10		23	1,599,664	1		1	40,704	11		24	1,640,368
Subtotal			na	51		118	\$22,778,288	3		3	\$1,049,968	54		121	\$23,828,256
<b>TOTAL</b>				na		1054	\$115,162,841	na		86	\$10,213,365	na		1140	\$125,376,206

Note: numbers do not include co-investigators

**TABLE 22****Number and Percent of Women Occupying Active Named Professorships  
1985-86 to 1992-93**

	<u># Held by Women</u>	<u>Total Active Positions</u>	<u>% Held by Women</u>
1985-86	2	96	2%
1986-87	2	115	2%
1987-88	4	132	3%
1988-89	6	140	4%
1989-90	6	162	4%
1990-91	10	173	6%
1991-92	10	188	5%
1992-93	13	186	7%

**Notes:**

1. Data as reported during summer of referenced academic year.
2. Active professorships are those with a faculty member named to the Chair.



TABLE 23

Numbers and Percentages of Men and Women Librarians, 1979-80 to 1992-93

Year	University Librarian		Assistant University Librarian		Department Head		Other Librarians		Male		Female		TOTAL
	M	F	M	F	M	F	M	F	Total #	%	Total #	%	
1979-80	1	0	2	2	13	11	9	26	25	39%	39	61%	64
1980-81	1	0	3	2	15	13	10	21	29	45%	36	55%	65
1981-82	1	0	3	2	16	11	13	23	33	49%	35	51%	68
1982-83	1	0	2	2	16	11	10	26.5	29	42%	39.5	58%	68.5
1983-84	1	0	2	2	14	12	13	21	30	46%	35	54%	65
1984-85	1	0	2	2	13	9	11	29	27	40%	40	60%	67
1985-86	1	0	3	2	13	11	12	24	29	44%	37	56%	66
1986-87	1	0	2	2	13	12	15	26	31	44%	40	56%	71
1987-88	1	0	3	2	11	12	15	24	30	44%	38	56%	68
1988-89	1	0	2	2	11	12	16	24	30	44%	38	56%	68
1989-90	1	0	3	2	10	12	17	27	31	43%	41	57%	72
1990-91	1	0	3	2	13	12	12	28	29	41%	42	59%	71
1991-92	1	0	2	2	13	13	11	24	27	41%	39	59%	66
1992-93	1	0	3	2	12	12	12	26	28	41%	40	59%	68

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Including Medical, Law and Dental													
1992-93	1	0	5	2	13	16	18	39	37	39%	57	61%	94

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Notes: 1. Data for 1979-80 to 1991-91 provided for main University Library only.

2. Heads of Medical and Law libraries coded as equivalent to Assistant University Librarian for purposes of analysis

**TABLE 24****Comparison of Average Salaries for Professional Librarians**

<b><u>Position</u></b>	<b><u>Women as % of Men</u></b>	<b><u>Women as % of Total</u></b>
Assistant Director	94%	96%
Department Heads	90%	95%
Reference 15 or more years	-	100%
Reference 5 to 9 years	-	100%
Reference Under 5 years	99%	99%
Catalogers 15 or more years	108%	104%
Catalogers 10 to 14 years	105%	102%
Catalogers 5 to 9 years	94%	96%
Catalogers Under 5 years	96%	98%
Other, 15 or more years	86%	97%
Other, 10 to 14 years	94%	99%
Other, 5 to 9 years	-	100%
Other, Under 5 years	94%	97%
<b>All</b>	<b>95%</b>	<b>99%</b>

Note: Based on 1992-93 salary data.

## Salary Regression Analysis

At the request of the *Task Force Concerning Women*, the Office of the Vice President for Administration and Planning put together statistical information on salary differentials by rank between male and female faculty at Northwestern University. Penny Wallhaus, Director of Analytical Studies, spearheaded this effort with her associates, Bill Hayward and Sharon Sheehan. The data base for this study is all tenured and tenure track faculty who were employed at Northwestern University during the 1992-93 academic year. This includes 895 faculty members, of which 161 (18%) are female.

### Descriptive Information

In aggregate, women faculty at Northwestern University earn 20.4 percent less than male faculty. There is little information in this overall figure, however. Not surprisingly, women faculty tend to be younger and their distribution across fields and disciplines is quite different. For instance, the average woman has been at Northwestern only 8.2 years, while the average man has been here 13.7 years; the average woman has been in her current rank (Assistant/Associate/Full Professor) only 5.6 years, while the average man has been in his current rank for 10.3 years. This difference in experience also means that women are more highly concentrated at lower ranks within the University. The proportion of men and women by rank is as follows:

	% Female Faculty	% Male Faculty
Assistant Professors	29.5	70.5
Associate Professors	25.1	74.9
Full Professors	9.4	90.6

In addition, women faculty are more heavily represented in fields where average pay for both men and women is typically lower. This is, of course, not unique to Northwestern, but generally reflects the national supply of men and women across academic fields. For instance, across the 10 Schools at Northwestern, the proportion of men and women are as follows:

	% Female Faculty	% Male Faculty
CAS - Physical Sciences	7.1	92.9
CAS - Social Sciences	17.7	82.3
CAS - Humanities	35.7	64.3
Dental	0.0	100.0
Education	31.6	68.4
Engineering	6.6	93.4
Journalism	14.3	85.7
KGSM	16.0	84.0
Law	14.7	85.3
Medical (Basic Sciences)	22.1	77.9
Music	17.0	83.0
Speech	36.4	63.6

Under these circumstances, one would generally expect that women would have lower average pay than men. The question which the analysis by the Office of Administration and Planning addresses is "How much of the existing female/male faculty pay differential can be explained by School affiliation and by measures of experience at Northwestern?"

### Estimation Results

Regression analysis is the standard statistical technique for investigating the determinants of salary or wage differences between diverse groups. The regressions in this analysis estimate the effect of a range of potential explanatory variables on salaries received by the 895 Northwestern faculty members. The explanatory variables available in the data set include:

- |                                     |                        |
|-------------------------------------|------------------------|
| School affiliation at Northwestern; | Years in current rank; |
| Rank;                               | Endowed chair status;  |
| Years of service at Northwestern;   | Marital status;        |
| Age;                                | Gender.                |

There was incomplete information on years, since highest degree, so this variable could not be included. The explanatory variables used in the regressions discussed below can be grouped into 3 types:

**Gender** -- an indicator variable for whether the individual is female.

**School affiliation** (including separate controls for the three CAS divisions)  
-- a series of indicator variables for School affiliation.

**Experience-related variables**

**Years of Service** (linear and squared)

**Age**

**Rank**

**Years in Rank** (linear and squared)

**Endowed chair** -- an indicator variable for whether the individual holds an endowed chair.

The marital status variable was insignificant when initially included, and was therefore dropped from the regressions. The experience-related variables had the expected effect on salaries. Years in rank resulted in higher salaries at all ranks. Controlling for years in rank, salaries fell with years of service at Northwestern for Full and Associate Professors, but rose among Assistant Professors. Age had little independent effect, once years of service and years in rank were controlled for. Persons with endowed chairs had higher salaries. The endowed chair variable was tested to see whether its inclusion changed the effect of the gender variable; it did not.

The most important omission to note in this data set is that it contains no information on the direct productivity and performance-related variables that are used to set salaries. Thus, there is no information on number or quality of publications, on teaching performance, on service within Northwestern, or on broader activities within the profession. The lack of direct productivity-related variables implies that the results of this analysis cannot be considered a direct measure of whether equivalent women are treated differently than men at Northwestern University. The analysis can only measure "equivalent" on the basis of the variables listed above; those variables that might be considered most important in salary determination are not available and are probably not closely related to the variables which are available. While any estimated female/male salary differences from these regressions would be consistent with a hypothesis that equivalent men and women at Northwestern University are treated differently with regard to salary, such results would be far from conclusive. One would want to control more effectively for the actual productivity and performance-related variables on which salary decisions are based.

The results of the regression analysis can be summarized in 4 points:

- 1) When salary regressions are run using all 895 observations on male and female faculty at Northwestern and controlling for School affiliation and experience-related variables, the coefficient on the gender variable indicates whether there is any remaining difference in salaries between men and women. The results indicate that women receive a statistically insignificant 2.2 percent lower salary than men. **In general, this indicates that there is no overall statistically significant difference in male and female salaries at Northwestern, once the control variables are taken into account.** The 20 percent overall raw differential in female/male salaries is largely explained by differences in School affiliation and in experience and rank at Northwestern.
- 2) The overall effect indicates the aggregate female/male salary difference across all ranks. Yet there are differences by rank. Simple tabulations of the raw data, without controlling for any other variables, indicate that the average female Full Professor receives 11.5 percent less than the average male Full Professor; the average female Associate Professor receives 3 percent more than the average male Associate Professor; while the average female Assistant Professor receives 13.1 percent less than the average male Assistance Professor. As before, these raw differences hide substantial differences in experience and age between the sexes.

If the data are separated into faculty by rank, a separate regression for faculty at each rank can be estimated, controlling for the same set of variables as listed above. These regressions indicate that

rank-specific gender salary differences continue to persist, even after controlling for the other variables. The results by rank are as follows:

- \* Female Full Professors receive a statistically significant 6.7 percent less in salary than male Full Professors. This is less than the 11.5 percent difference in the raw data, but accounting for School affiliation and various measures of experience does not make the male/female Full Professor salary differential go away entirely.
- \* In contrast, female Associate Professors receive a statistically insignificant 2.2 percent higher salary than male Associate Professors. Accounting for the control variables, there is no indication of further salary differentials between men and women at the Associate Professor level; in fact, the results indicate a slight salary advantage among women. It is possible that the female advantage at the Associate Professor level is accounted for by the relatively small group of older and therefore largely male scholars whose lower disciplinary productivity has both kept them at the Associate Professor level and reduced their relative salaries.
- \* Female Assistant Professors receive a statistically significant 3.3 percent lower salary than male Assistant Professors. This is much less than the 13.1 percent difference in the raw data. Accounting for School affiliation and various measures of experience eliminates most but not all of the male/female Assistant Professor salary differential.

In summary, there are significant differences in male/female salary comparisons across ranks. **Controlling for School affiliation and various measures of experience, there are 2.2% higher salaries among women at the Associate Professor rank (an insignificant difference), 3.3% lower salaries among women at the Assistant Professor rank, and 6.7% lower salaries among women at the Full Professor rank.**

To illustrate what these results do and do not indicate, suppose that one thought the positive salary advantage for female Associates occurred because the University did not promote equivalent women to Full Professors as quickly as they promoted men, so women Associates tended to be older and more experienced than male Associates. These results indicate this does not occur, since controls for years in rank would take this effect into account. In contrast, suppose one believed that the negative salary difference for female Full Professors occurred because women publish fewer articles than men due to the unequal distribution of time spent on child care. While the results on lower female Full Professor salaries are consistent with this theory, with no information on number of publications, these results can neither prove nor disprove it.

- 3) Some of the differences by rank may be due to inadequate controls for differences in disciplinary background between men and women. In particular, controlling only for School affiliation at Northwestern groups together faculty from a wide variety of disciplines within most Schools. To the extent that there are significant salary differences in the national market for faculty in different disciplines, this is not controlled for in the results presented above.

There is no readily available data on the disciplinary background of faculty within many Schools at NU. (While this data could obviously be constructed, that would take more time and effort than was available for this already time-consuming project.) Within CAS, however, disciplines are grouped into readily identifiable departments. To get some sense of how important it is to control for specific discipline, we can investigate salary differentials among CAS faculty only, controlling for departmental affiliation.

The CAS faculty salary regression controls for the same set of experience-based variables mentioned above. The results with regard to gender are as follows (for comparison, the last row of the table below also shows the University wide results discussed above):

**Percent Difference Between Female & Male Salaries, Including Experience - Related Controls**

		<u>Ass't. Prof.</u>	<u>Assoc. Prof.</u>	<u>Full Prof.</u>
<b>Within CAS</b>	Controlling only for CAS division	-3.6	6.2	-6.9
	Controlling for departmental affiliation	-2.3	8.0*	-5.4
<b>University - wide</b>	Controlling only for school affiliation	-3.3*	2.2	-6.7*

\* Indicates a statistically significant effect

Three things about these results are worth noting. First, the differences in salary across rank in CAS are quite similar in sign and magnitude to those estimated within the entire university, although female Associate Professors in CAS have a larger salary advantage in CAS than they do in the university as a whole. (These similarities may not be surprising given that the CAS faculty constitutes around 50 percent of the total tenured and tenure track faculty.) Second, largely because of the smaller number of observations in these regressions, the results for Assistant and Full Professors are less significant than within the University-wide regression, although the magnitude and sign of the differences are quite similar. Third, and most germane, controlling for explicit disciplines has only a minor effect on these salary differences. At the Assistant level, the addition of disciplinary controls somewhat lessens the salary difference. Controlling for disciplines increases the salary advantage of female Associates, and it somewhat lessens the salary differential for female Full Professors. The same female/male salary patterns generally persist when departmental controls are added to the regression as when they are not.

- 4) Finally, the report by the Office of Administration and Planning looks at the effect of separating the aggregate faculty sample into male and female samples, and estimating the determinants of salary for each group separately. This allows the effect of School affiliation and experience-related measures to vary across gender. In contrast, the regression results reported above assumed that these variables had identical effects on men and women and allowed any gender salary difference to merely take the form of a simple upward or downward shift in salaries. Regressions estimated on general U.S. wage data for men and women typically indicate that the effect of gender is more than just an additive effect; all of the determinants of wages typically vary by gender, so that women often receive a lower return to their experience or education.

At Northwestern, for the variables included in these regressions, there is no indication that the effect of experience-related variables on salaries is significantly different between men and women or that the effect of School affiliation varies between men and women. For example, this means that another year's experience has an identical percentage effect on the salaries of both men and women. Women do not receive a different return to years of service and years in rank at Northwestern.

### Summary

In summary, these results indicate that School affiliation and experience-related variables at Northwestern University explain a great deal of the difference in female-male faculty salaries. In aggregate, once these variables are controlled for, there is only an insignificant 2.2 percent female/male salary differential. This aggregate result obscures continuing differences in female/male salaries by rank, however. There is a significant female/male salary deficit among Full Professors of about 7 percent; an insignificant female/male advantage among Associate Professors of about 2 percent; and a significant female/male salary deficit among Assistant Professors of about 3 percent. These results do not appear to be substantially affected by the inclusion of controls for specific disciplinary affiliation, at least within CAS. All of these results should be read with the caveat that there are no direct productivity or performance measures in these regressions, and thus these regressions do not completely control for performance differences across individuals.

### Report on the "Pairs Study"

In addition to our large-scale, quantitative study of gender and salary at Northwestern, the Task Force conducted a smaller, interpretive analysis of the issue. A subcommittee of the Data Working Group of the Task Force chose 27 pairs of male and female faculty members in the same departments, who began their careers at Northwestern at approximately the same time.<sup>1,2</sup> The members of these pairs also received their degrees within a few years of each other and maintained the same rank at the university at the time of the analysis. The goal of this "pairs study" was to conduct an in-depth, textured analysis of faculty performance at the university, and examine how performance is related to salary and salary increases. This study served as a check on the larger-scale quantitative study of salary and gender: By joining quantitative and qualitative analyses of faculty activity, the committee was able to conduct a more holistic and detailed investigation of salary inequity. While 27 pairs is a relatively small number, those pairs were very well-matched, and provided an enormous amount of useful data.

The methodology employed in the study was both quantitative and qualitative in nature, in order not to omit types of evidence that might be difficult to quantify. The subcommittee collected vitas from study participants and coded them in order to count achievements in scholarly publishing, teaching, and service.<sup>3</sup> Next, the committee evaluated the quantitative profiles of the pairs, analyzing the relationships among performance, gender, and salary. Finally, all 27 cases were written up in narrative form and re-evaluated. In all cases, and especially those where salaries between members of a pair differed significantly, the committee analyzed pairs closely to discern explanations for those differences. The analysis of pairs was an iterative one: Members of the committee discussed each pair individually several times during the Fall and Winter quarters of the 1993-1994 academic year.

The pairs study revealed no salary inequities that could be explained by gender. Any salary inequities were due to other factors; e.g., number and quality of scholarly publications, professional service activity, teaching awards, procuring grants, and the like. Again, while the number of cases was small, none reflected discrimination in salary or salary increases due to gender.

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<sup>1</sup>The subcommittee members were: Joyce Brockwell (Chemistry, CAS), Susan Herbst (Communication Studies, Speech/Political Science, CAS), Joanne Howard (Admin Services, Law), Roxie Smith (Provost's Office), and Bruce Spencer (Statistics, CAS).

<sup>2</sup>The subcommittee initially chose 50 pairs to analyze, but eliminated 23 pairs because of non-comparability among pair members.

<sup>3</sup>The coding scheme and details about the methodology are available upon request from the committee.

# **Appendix VII**

**Summary of**

**Staff / Faculty Mail / Phone Survey Results**



## Summary of Staff / Faculty Mail / Phone Survey

### Demographics of the Samples

The Task Force conducted a mail survey of all Northwestern faculty in May and June of 1993, and a comparable mail survey of all Northwestern staff in July and August of 1993. The faculty survey yielded 711 responses of about 2,000 mailed, for a response rate of about 40%. The staff response was 1,650 of about 3,600 total, or a rate of slightly under 50%<sup>1</sup>.

A telephone survey of a stratified random sample, conducted by the Northwestern University Survey Lab and containing essentially the same questions as on the mail survey, yielded 100 faculty responses, with a response rate of 83%, and 107 staff responses, with a response rate of 80%.<sup>2</sup> The results of both the staff telephone survey and the faculty telephone survey were not significantly different from the mailed versions, except in two respects. First, respondents to the mail questionnaire, at least among the full professors, were more likely to have been chairs of departments than those who did not return the questionnaire. Of the 197 male full professors returning the questionnaire, 36% (71) reported having been chairs of departments, compared to only 11% in the University as a whole. Of the 15 female full professors returning the questionnaire, 27% (4) reported having been chairs of departments, compared to only 9% in the University as a whole. These comparisons suggest that the individuals who returned the questionnaire were probably those most concerned with issues in the University and perhaps those most willing to take on a responsibility, such as being chair or returning a questionnaire. Respondents to the mail survey were also on several questions more likely to be dissatisfied with conditions at Northwestern than respondents to the phone survey. These differences did not appear on all questions regarding satisfaction, and sometimes the relationships were reversed. For example, more faculty in the telephone survey (75% of the women and 55% of the men) than in the mail survey (33% of the women and 26% of the men) felt at least occasionally excluded from professional opportunities in their department; more faculty in the phone survey (90% of the women and 69% of the men) than in the mail survey (80% of the women and 60% of the men) thought the University should provide some kind of child-care benefit in addition to the referral service and the FBRA account; more faculty on the phone survey were dissatisfied with their salary (37%) than in the mail survey (31%). Nor, when they arose, were the differences between phone and mail surveys on the satisfaction measures very large, averaging about 12% among the faculty and 10% among the staff. Because of these differences, however, we have used the phone surveys for the analysis in the Climate section of this report (Section VI), switching to the mail surveys when a question was not asked in the phone survey or when our investigation required larger total numbers than were available in the phone survey. We have noted when we are using the mail survey. On most questions the phone surveys served to validate the more numerous mail surveys, which would otherwise would have had response rates too low to be interpretable. The great congruence between phone and mail surveys overall was especially surprising because the two samples differed somewhat demographically.

An important demographic consideration was the difference in response rate by gender for both staff and faculty mail surveys. Of the 2235 Northwestern faculty to whom the survey was mailed, 26% are women, but 34% of the mailed responses were from women. Thus, although the number of males responding to the mail survey was larger than the number of women, as a percentage of respondents, the figure for women was higher. On the phone survey, the sample was purposely constructed to be comprised of 50% women. Each data set was adjusted in the data analysis to reflect the actual gender distribution in the University faculty population.<sup>3</sup>

The staff at Northwestern is about 60% women. Seventy-one percent of the responses to the mail survey were from women; therefore, again women responded at a greater rate than men to the mail survey. As in the faculty survey, the telephone sample was deliberately constructed to sample 50% women; again the data sets were adjusted in the analysis to reflect the actual gender distribution in the

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<sup>1</sup>The overall sampling error for the faculty mail survey on a dichotomous measure distributed 50/50 at the 95% level of confidence is +/- 3 percentage points; for the staff mail survey it is +/- 1.8 percentage points.

<sup>2</sup>The overall sampling error for the faculty telephone survey on the same measure at the 95% level of confidence is +/- 5.9 percentage points; for the staff telephone survey it is +/- 9.3 percentage points.

<sup>3</sup>This means that when survey percentages are reported for the faculty or staff as a whole, they are weighted to match the numbers of men and women actually at Northwestern.

University staff population. These adjustments also were made in comparing the faculty and staff responses.

The analysis that follows highlights responses to all four surveys, offering comparisons when significant differences were noted in the responses by gender or rank.

Respondents did not differ between the mail and phone surveys by race; about 3/4 of respondents were white. About 29% of the nonexempt staff are African-American, compared to about 6% of the exempt staff and 2% of all full and part-time faculty. Approximately these percentages returned the mail questionnaire (28%, 7% and 2%) and were contacted by phone (24%, 8% and 3%).

The median age of all full-time and part-time faculty at Northwestern is in the 40-45 year range. The median age in the mail survey was in the same range, but the median age in the phone survey was older, in the 46-50 year range. The median age of staff at Northwestern is younger than the faculty, in the 35-39 year range. The median age of staff in both mail and phone surveys fell in this range.

The median salary of staff at Northwestern falls in the \$20,000 to \$30,000 range, as did the median salaries for staff in both the mail and phone surveys. Median faculty salaries fall in the \$55,000 to \$65,000 range (\$45-55,000 for women, \$55-65,000 for men), which was comparable to the range on the phone survey. Faculty responding to the mail survey had the highest median salaries of any respondents, in the \$65,000 to \$90,000 range.

No significant differences were reported between the mail and phone surveys among rank, status or campus for those responding to the staff questionnaire. About half were in executive, managerial or other supervisory positions, with another fourth in secretary or clerical positions. About 45% were exempt (vs. nonexempt) in both surveys and about 2/3 worked on the Evanston campus.

On the faculty surveys, however, while no significant differences were recorded in rank, there were differences in location of employment between the mail and phone respondents. About 47% of Northwestern full-time and part-time faculty have appointments in the medical school, which corresponds well to the 45% of faculty in the mail survey but is considerably more than the 23% in the phone survey who had appointments in the medical school. About 23% of the faculty have appointments in CAS, which corresponds well to the 28% on the mail survey, but is smaller than the 36% on the phone survey who had appointments in CAS.

Interviews in community meetings on both campuses led us to conclude that the Chicago campus faculty, especially women, held very strong views about employment climate issues, including but not limited to women's issues. Many people expressed frustration at feeling isolated from the main Northwestern campus and said their views of employment climate issues were rarely solicited or heard by anyone who could do anything about them.

Thirty-three percent of the women full-time and part-time faculty at Northwestern have appointments as assistant professors (compared to 34% on the mail survey and 35% on the phone survey), but only 24% of the men (compared to 22% on the mail survey and 17% on the phone survey). Seventeen percent of the women have appointments as associate professors (compared to 25% percent on the mail survey and 19% on the phone survey), compared to 21% of the men (19% on the mail survey and 19% on the phone survey). Only 11% of the women have appointments as full professors (17% on both the mail and phone survey), compared to 39% of the men (49% on the mail survey and 54% on the phone survey). About 30% of faculty responding had held some administrative appointment during their career at Northwestern.

Significant differences in wage earner status were observed based on gender and faculty/staff status. In the faculty phone survey, 36% of the men reported being sole wage earners for their families, compared to 25% of the women. Among the staff, 48% of the men and 45% of the women reported sole wage earner status. This high percentage of staff women having the sole financial responsibility for themselves and their families should undercut the common idea that women do not need as high salaries as men because they can be supported by their spouse.

Faculty tend to be long-time NU employees more than staff. Forty-eight percent of the staff have been here fewer than 4 years (41% on the mail survey; 44% of women and 40% of men on the phone survey). Among faculty, 56% of the women have been here less than six years (60% on the mail survey; 42% on the phone survey), compared to 37% of the men (37% on the mail survey; 18% on the phone survey). Almost half the male faculty (46%) have been here eleven years or more, compared to only 22% of the women.

### **Promotion, Reclassification and Mentoring**

Staff women and men received promotions or reclassifications since coming to Northwestern at about the same rate, and they perceived their opportunities for promotion to be similar. About 47% of staff men and 49% of staff women on the mail survey said they had been promoted and 54% of men and 54% of women said they believed they had opportunities for promotion. Overall, about 70% of staff in both the mail and phone surveys said they had a moderate or serious concern about their chances for promotion.

Faculty questionnaires differed on the set of questions about promotion and status because of the differences in career opportunities. University data indicate that only 8.9% of female full professors are department chairs, compared to 11.1% of male full professors. An even greater difference appeared in the mail questionnaire, in which 36% of the male full professors reported having been chairs of departments, compared to only 27% of female full professors. When all possible administrative appointments were combined (deans, central administration, other administration), gender differences still were striking: 76% of men on the mail survey and 23% of women reported serving as administrators.

Gender differences among staff on such issues as advice on promotion and mentoring were slight, with neither gender receiving much mentoring. Women tended to participate more in campus organizations (41% vs. 25% for men), but when women reported they didn't participate in campus organizations they were more likely to state that they didn't have time (46%) more often than men (25%), who more frequently reported they didn't participate because they were never asked (40% compared to 26% for women).

Neither staff men nor women served frequently on NU committees. Nonetheless a significant gender difference was observed in committee service, with 33% of staff men reporting they had served on committees, but only 17% of women responding affirmatively. This was not a function of choice; women and men responded at about the same rate (63 and 61 % respectively) when asked if they wanted to serve on an NU committee.

Faculty promotion advice also seemed about uniform for women and men, with the major difference being that men were more likely to serve as mentors (61%) than were women (52%). Women were more likely to know about campus organizations (35.4% compared to 7.7% men) and also were more likely (52.9%) to participate in them than men (33.3%) according to phone survey responses.

### **Dependents and Childcare**

Staff were much more likely to have zero dependents (53%) than faculty (29%), and about the same percentages in the phone survey of staff (36%) and faculty (58%) said they had at least one dependent. But significant numbers of both staff and faculty thought benefits should be increased, particularly in the phone survey, where 79% of both groups thought benefits should increase. About half of both staff (53%) and faculty (43%) thought the University should increase elder-care benefits, although few of either staff (5%) or faculty (3%) were likely to have daily elder care needs. About one in three of both groups said they may possibly have elder care needs in the next five years.

Faculty were more likely to have a child in child care (16%) than staff (15%). Faculty were slightly less likely than staff (26% to 35%) to definitely expect to need child care in the next five years. Of those expecting to need child care in the next five year, staff ranked using a service near work or at work or someone near their home for child care as a higher preference than faculty. Faculty ranked using someone in their home higher than staff. Those faculty that used child care were much more likely than staff to have someone come to their home (54% vs. 21%) rather than take their child to a

service or someone else's home near their own home. Perhaps not surprisingly, then, faculty typically paid more for child care (\$150 per child per week median cost) than staff (\$100).

About a third of both staff (39%) and faculty (30%) were willing to substitute child care benefits for other benefits, though the phone survey showed a much higher percentage of staff (59%) than the mail survey results. Of those willing to substitute benefits, staff were slightly more likely than faculty to be willing to substitute child care benefits for retirement benefits (12% vs. 8%), tuition benefits (26% vs. 20%) and salary increases (20% vs. 14%). Both staff (86%) and faculty (76%) in the phone survey favored using a sliding-scale child-care payment program, and about three in four of both staff and faculty thought the University should try an on-site child-care program.

Staff were more likely to assign a higher ranking than faculty to health insurance, dental insurance, life insurance, child care, elder care, tuition benefits, and disability benefits. Both groups ranked retirement benefits about equal.

Faculty were more likely to need a parenting leave while at the University (15%) than staff (10%). Of those who have taken a leave, the median time was five to 12 weeks for both groups, but faculty were more likely to take a paid leave. About 20% of both groups said it was not easy to arrange a leave. There is some gender difference here. Among the faculty, of the ten men who reported having taken a paid leave, 9 (90%) said it was easy to arrange, compared to only 53 (78%) of the 68 women who had taken such a leave. Of the 30 men and 24 women who had needed but not taken a leave, 3 men and 6 women were subtly discouraged, 3 men and 2 women were actively discouraged, and no men and 2 women were denied. Among the staff, of the 18 men who reported having taken a paid leave, 14 (88%) said it had been easy to arrange, compared to 97 (79%) of the 122 women who had taken a leave. Of the 30 men and 24 women who had needed but not taken a leave, 4 men and 3 women had been subtly discouraged, 1 man and 2 women had been actively discouraged, and 2 men and 2 women had been denied.

Faculty were about three times more likely than staff (23% vs. 8%) to be very satisfied with their salary, but staff were slightly more likely to be satisfied with work appreciation they experienced (75%) than faculty (70%). A significant disparity was found in advancement opportunities, with faculty almost twice as likely to be satisfied with their opportunities than staff (62% vs. 34%). Staff were more likely (13%) than faculty (6%) to "not care" about the University's prestige, but staff were more likely to be very satisfied with the University's family-related atmosphere (34%) than faculty (20%).

Staff were much more likely (62%) than faculty (23%) to be satisfied with their own tuition benefits. Staff were also more likely to be very satisfied with family tuition benefits (21%) than faculty (11%), and insurance benefits (39% vs. 21%).

### **Satisfied with Working Conditions and Safety**

Staff were much more likely to be very satisfied with their immediate superior (31%) than faculty (26%). But faculty were more likely to be very satisfied with job security (44%) than staff (35%). Staff were more likely to be very satisfied with the management of multicultural issues (17%) than faculty (11%), but staff were more likely to say they "don't care" about the issue (18%) than faculty (11%), according to the telephone survey.

The satisfaction with physical surroundings and apparent safety generally did not differ between faculty and staff. Faculty were more likely to be very satisfied with work safety (42%) than staff (36%), which was also reflected by the staff who said they were very dissatisfied with the physical environment (11% vs. 6% for faculty).

Staff were more likely than faculty to report feeling unsafe inside or outside buildings both in Evanston and Chicago. But about one in three in both groups reported feeling unsafe outside in the evening in Chicago. The situation was particularly bad for women staff and faculty. Thirty-five percent of the women staff who worked in Evanston felt unsafe inside on the Evanston campus at night, compared to only 4% of the men staff. Thirty-one percent of the women faculty who worked in Evanston felt unsafe inside on the Evanston campus at night, compared to 7% of the men. Fifty-three

percent of the Evanston women staff felt unsafe outside at night on the Evanston campus compared to 11% of the men, and 54% of the women faculty compared to 10% of the men. On the Chicago campus, 37% of the women staff who worked on that campus felt unsafe inside at night, compared to 15% of the men; 23% of the women faculty on that campus felt unsafe inside at night compared to 9% of the men; 45% of the women staff felt unsafe outside at night compared to 27% of the men; and 53% of the women faculty felt unsafe outside at night compared to 23% of the men. About one in four among both staff and faculty reported occasionally calling Chicago Public Safety. That did not mean members of either group took a proportional advantage of the escort service in Chicago (5% for faculty and 1% for staff) or Evanston (about 1% for both groups). That may be related to the fact that about one in three members of both groups said that the escort service was not convenient. About the same number of staff (41%) and faculty (36%) reported calling Evanston Public Safety at least occasionally. About one in ten of those who called either public safety organization said their call was not treated seriously.

### **Harassment and Discrimination**

About a third (32%) of the faculty women who were single parents and just under half of the staff women who were single parents (44%) felt isolated at Northwestern because their perspectives as single parents were not accorded proper attention. Similarly, most women staff (63%) and women faculty (54%) felt isolated as women at Northwestern, with the nonexempt staff having the strongest feelings of isolation. Finally, 40% of the minority staff (no gender difference) and 30% of the minority faculty (26% of the men and 35% of the women), felt isolated as minorities at Northwestern, with the nonexempt staff again reporting the strongest feelings of isolation.

There were some decided differences between staff and faculty on the issue of sexual harassment. Staff were more likely to be familiar with sexual harassment procedures (62%) than faculty (54%), and more likely to report their own sexual harassment to a supervisor (49% vs. 42% for faculty), the EEO officer (36% vs. 26% for faculty). Faculty were more likely to report their case to a dean (56% vs. 23% for staff) an advocate (23% vs. 18% for staff), a colleague/mediator (61% vs. 37% for staff), and an ombudsperson (39% vs. 15% for staff). Staff were more likely to perceive a need for a women's center on the Chicago campus (64%) than faculty (51%).

Faculty were more likely to report being exposed to both sexually offensive conversation (53% vs. 46% for staff) and sexist language (64% vs. 42% for staff). But staff (15% and 17% respectively) were more likely than faculty (7% and 10% respectively) to report that the incidents in both cases happened habitually. And in both cases, staff were more likely to report that the offender(s) were of higher status (46% and 58% respectively) than were faculty (39% and 44% respectively). Only about one in 10 of the employees reported the incidents of sexually offensive conversation, and few (12% for staff and 3% for faculty) reported the incidents of sexist language.

About one in ten employees reported being exposed to unwelcome seductive behavior, and, as with the previous section, it was staff more likely to report that this happens habitually (15%) than faculty (5%), and to report that the offender(s) were of higher status (59%) than faculty (45%). Staff was also more likely to report the incident(s) (15%) than faculty (5%).

About one in 11 employees reported receiving preferential treatment because of their gender, and most of those favored (about 75%) said this happened occasionally. Faculty were more than four times more likely (22%) than staff (5%) to report that the offender(s) were of lower status. Only about one in 20 employees said they had reported the incidents.

About one in five employees said they had been discriminated against because of their gender, and about two in three who were discriminated against said it happens occasionally. About eight of 10 of the offender(s) were of higher status. Only about one in 10 said they had reported the incidents.

About one in 25 employees said someone had attempted to establish an unwanted sexual relationship, and about half of those who reported this said it happens occasionally. Faculty were far more likely to report that the offender(s) were of lower status (68%) than staff (29%).

Staff were more than twice as likely to report being exposed to attempts at physical contact (8%) than faculty (3%). Of those exposed, about 60% of employees said it happens occasionally. More than half of employees reported that the offender(s) were of higher status. Only one in eight said they had reported the incidents.

Less than one percent of employees reported being subtly or overtly pressured for sexual favors, or having someone try forcefully to have intercourse.

Results in the mail survey showed a larger percentage of staff (12%) and faculty (16%) that were uncertain if they had sexually harassed anyone else, compared to those in the telephone survey (4% for faculty, and 2% for staff). About 6% of faculty, and 4% of staff thought they might have done this.

Staff were more likely to perceive their sexual harassment as also being racial harassment (33%) than faculty (17%). Staff was also more likely to report being discriminated against due to gender (20% vs. 16% for faculty), sexual orientation (5% vs. 2% for faculty), race (13% vs. 6% for faculty), age (24% vs. 11% for faculty), or job status/rank (25% vs. 23% for faculty).

Faculty were more likely to report being discriminated against because of being foreign born (6%) than staff (3%). Few members of all employees reported being discriminated against because of religion (about 7%), veteran status (less than 1%), or any other reason (about 7%).

About 40 percent of employees said their complaints were looked into by the University, and about 40 percent said they were satisfied with the University's response to their complaint.

# **Appendix VIII**

**Separate statement of Marshall S. Shapo**

# SEPARATE STATEMENT OF MARSHALL S. SHAPO

## TASK FORCE CONCERNING WOMEN IN THE ACADEMIC WORKPLACE

### INTRODUCTION

I share many of the ideas and beliefs that inform the Report of the Task Force, although I am unable to concur fully in its recommendations. Rather than venturing a full length expression of my opinions, I shall try to highlight some rather general views on a few important points.

I wish to express my admiration for the work of the other members of the Task Force. The University is deeply in debt to all of these persons.

I am particularly grateful to those colleagues who, although they wished for a completely unanimous Report, proved generous in their acceptance of this Statement. Some of my colleagues have expressed concern that readers of the Report--and perhaps more, non-readers and rumor mongers--will seize upon this Statement as somehow representing a "dissenting opinion." Let it be understood that any fair reading of this Statement will make it clear that this is untrue, either as a matter of labeling or of content. My agreement with my colleagues is much more substantive than my differences with them.

### I. PREMISES

There are several basic ideas, with attached factual foundations or assumptions, on which I rest my views:

1) The most desirable kinds of reforms in the area to which the Task Force addresses itself are those that achieve a marriage between enhancements of personal dignity and increases in productivity. This is so because a University in particular



should respect the dignitary interests of its members but also because the maximization of productivity will benefit all members of the community.

2) All persons should be treated in the workplace according to merit, and a significant number of women at Northwestern sometimes do not receive that sort of treatment.

3) Women as a class are in a relatively vulnerable position with respect to sexual overreaching, and there appears to be substantial evidence at Northwestern that men in various positions of authority and trust abuse their power in this regard with some statistical regularity.

4) Information is an important disinfectant in situations in which persons are not treated according to merit, and in situations in which they are abused by those in positions of power; there has been insufficient information available at Northwestern with respect to the special disadvantages experienced by women.

5) Institutions at the cutting edge of society should make available to their members ways to express grievances that protect both complainants and the targets of complaints, and Northwestern requires more mechanisms of this kind.

6) Although the secular faith on which our economy rests assumes that persons and institutions can be relied upon to act for their own good, persons and institutions intermittently act against their own long-range best interests. Where the position of women is concerned, Northwestern is no exception to these occasional aberrations from personal and institutional self-interest. Again, strong anecdotal evidence indicates that in a way that is difficult to explain on the merits, some units of the University discriminate in the opportunities available to women as contrasted with those available to men.

## II. GENERAL AREAS OF AGREEMENT WITH THE RECOMMENDATIONS OF THE TASK FORCE

My agreement with many of the recommendations of the Task Force flows from the premises I have stated:

1) Constrained only by considerations of feasibility, the University should provide:

- ◆ More information than it does now about opportunities for advancement available to its employees,
- ◆ More encouragement to employees to satisfy their ambitions to better themselves in the workplace,
- ◆ Increased amounts of understandable data about financial compensation,
- ◆ More information, regularly presented, about the numbers of women in positions of trust and authority.

With respect to the provision of information, I note for the record that, as perhaps is the case with most endeavors of this kind, the Report embodies a mass of data which only the specialist can master. Moreover, some data which appeared potentially to be of crucial importance, sought many months ago, had not been produced by the time the recommendations moved toward final draft. The operational point here is that information becomes meaningful to individuals in small units, and that those who provide information should break it down so that ordinary people may analyze its relevance to their own cases.

2) Although the University employs a diverse group of mechanisms of for handling employee grievances, it might be wise to consider the institution of a centralized, spare process for all complainants unsatisfied with the resolution of their grievances, not limited to complaints arising because of the gender of the complainant. This process might center on one person, or an office, with "ombuds" functions.

3) With particular reference to the cluster of behaviors that go under the heading of sexual harassment, the University should communicate to the community not only its revulsion at such behavior, but evidence of its decisions that punish this kind of conduct. At the same time, the University must be meticulous about protecting both the due process rights and the reputations of those charged, but not found guilty, of such behavior.

4) One relatively specific area of agreement with the recommendations deserves particular mention. This is the recommendation that the University develop a plan on day care availability. All would agree that, in general, the heaviest part of the burden of child care in this society, and within this University, falls on women. Ordinarily, one might expect that institutions could rely on the general marketplace to provide surrogates who would carry some of that burden. For that reason, one might ordinarily be concerned about the University expending resources on behalf of its members to arrange services that they could secure for themselves.

However, the market does not appear to be meeting this need. More importantly, it appears that the University's own market position suffers because of this fact. It therefore seems proper, and even necessary, for the University to take some action to implement a day care plan for its own good: to improve its competitive position in hiring and to promote efficiency in its work force. One should note that these bonuses would arise from two sources: (1) An enhancement of the day-to-day performance of employees because they have fewer worries about who is taking care of their children (2) A probable decrease in staff turnover that seriously compromises the effectiveness of employees at all levels.

I have deliberately cast this argument in economic terms because they are many things that the University could, and arguably should, do for its employees because those things are right. But the University can only afford some of these things. On reflection, it seems to be that this is a primary case where by doing good for its employees, the University will do well for itself.

### III. SOME GENERAL REMARKS ABOUT DISCRIMINATION

It is important to note that there exists a substantial body of federal and state law that condemns discriminatory treatment of women, and provides remedies against such behavior. The strategy that I have advocated above would provide information to individuals who have suffered discrimination, as well as to the larger community, that would be useful in assessing the existence of violations of the law.

Yet the boundaries of right and wrong, of socially desirable and undesirable behavior, do not stop with the strictures of the law. Indeed, we must recognize that in the University as in the larger community, many women face special problems, in the way they are treated by men--and indeed in some cases by other women. I personally have witnessed the latter phenomenon.

One may sum up these problems in the concept of attitude. A few illustrations of how unproductive attitudes manifest themselves are these:

- ◆ The failure by units of the University to provide opportunities for advancement based on the talent and promise demonstrated by particular individuals.
- ◆ A demeaning day to day tone in which those in a supervisory capacity provide assessments and give directions.
- ◆ Subtle manifestations of the view that women do not possess the abilities relevant to employment that men possess.

A particularly interesting illustration of some of these problems on the faculty side arises with reference to the definition of academic productivity. In some cases, departments tend to consign women to positions that involve heavy student contact and what sometimes are called "nurturing" responsibilities. The natural outcome of this sort of assignment is a judgment that such female faculty members are "unproductive," under a calculus that equates productivity with scholarly publication.

The most destructive aspect of such behavior is that it embodies a self-fulfilling prophecy: The able person, perceived as less able than colleagues in the group that is not the target of discrimination, does not get a chance to demonstrate relevant abilities, and is compensated at a lower level than other colleagues.

The sentence just above is "gender neutral." I have written it that way to highlight the fact that one might substitute for the word "person" in that sentence the words "women," "African-Americans," or "Jews." These groups, all offered for the

sake of illustration, have all allegedly (or demonstrably) suffered discrimination in universities, as well as in the broader society.

I should add that a potential symbol of issues likely to confront the University with the "greying of America" is a federal court decision so current that I encountered it in the hour before attending the final full-dress meeting of the Task Force. This decision permits a former Northwestern employee to proceed against the University on several counts of a complaint for age as well as sex discrimination and associated tort claims.<sup>1</sup>

#### IV. RECOMMENDATIONS

I do not comment in detail on the recommendations of the Task Force. However, I do express a general concern that those recommendations may tend to rely too much on the creation of a bureaucracies within a bureaucracy, and to foster a regulatory approach rather than to develop an environment that enhances personal opportunity and decentralizes decisionmaking.

I think that the most feasible solutions to gender discrimination at Northwestern lie principally in the provision of well-publicized, relevant information. Thus, I believe that the University has a moral, as well as as legal, obligation to collect and make available information about the employment and treatment of women in its many departments and job classifications, particularly with reference to salaries and other compensation. I express my strong support for the idea that the University should give effective publicity to opportunities for advancement for both faculty and staff.

The implementation of these ideas will remove barriers to achievement on merit, which arguably is the essence of fairness where discrimination is concerned. A necessary corollary to this is the provision of information bearing on the existence of legal rights in the larger world as well as grievance mechanisms within the University. This would ensure both appropriate opportunity for employees to

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<sup>1</sup> Otterbacher v. Northwestern University, 838 F. Supp. 1256 (N.D. Ill. 1993). The plaintiff is a male.

evaluate their legal relationship to the University and for the wider community to assess the University's performance in an important area of social behavior.

The simple provision of information in these categories would go a long way to assure that the University maintains an environment that is a positive one for all its employees, women and men together.

## CONCLUSION

In conclusion, I must emphasize that the fact that I cannot subscribe totally to the Report does not diminish my admiration for the work of my colleagues. They have started a process of institutional self-examination in which the University must engage for the foreseeable future. In their tolerance for diverse opinions, they also have confirmed that the idea of a University begins with a concern with ideas. While I have focused in large part here on practical applications, it is ideas that undergird proposals for action.