

October, 2009

**Administrative Response  
to the Task Force on the Status of Women Report (March, 2008)  
and the Report from the Steering Committee on the Status of Women (January, 2009)**

This document represents the administrative response to the March 2008 Task Force on the Status of Women Report and the subsequent January 2009 Report from the Steering Committee on the Status of Women. This response is organized according to the four overarching goals identified by the Steering Committee. For each goal, new data and/or context are provided where relevant. In addition, for each main point, several action items are identified. These action items have been discussed and endorsed by President's Staff; the Planning and Assessment Office will be responsible for follow up with the appropriate offices to implement these items.

**Goal #1: Achieving balance between men and women across the institution—especially in positions of leadership.**

**Administrative leadership staff**

**Update:** Additional data were gathered to examine trends in the number of women in administrative leadership positions at the College, both currently and in previous years. As the Steering Committee report points out, in 2008 we began with seven female members of President's Staff, but ended the year with three. This year, there are five female members of President's Staff out of seventeen (29.4%). At the undergraduate college, the number of women in administrative positions has increased markedly in the last decade. However, the number of women at the highest levels of administration remains small. At the Bread Loaf School of English and Bread Loaf Writers' Conference, women have served only as Associate or Assistant Directors, but never as Directors. The Language Schools have seen a significant increase in the representation of women in the Director and Associate Director positions across the years documented. (See Appendix 1.)

**Action Items:**

- The President will seek to achieve a better representation of women on President's Staff.
- The President and other individuals responsible for administrative appointments will seek to achieve greater representation of women, especially at the highest ranks of the administration.
- The Office of Institutional Research will keep and update these data on an annual basis and provide them to the President and President's Staff in the summer of each year so that progress can be tracked.

**Faculty leadership positions**

**Update:** The Steering Committee report emphasized the importance of appointing female faculty colleagues to serve as department chairs and program directors. For 2009-2010, 30% of chairs and directors are women. Because we do not (except under rare circumstances) appoint Assistant Professors to serve as Department Chairs and Program Directors, it is most appropriate to compare the proportion of women serving as Department Chairs and Program Directors to their representation in these ranks. A 30% representation of women in these positions in 08-09 indicates that women were selected to serve as chairs

at a rate slightly greater than their availability at these ranks; currently, 27% of Full and Associate Professors are female. (See Appendix 2.)

**Action Items:**

- The President will expand the pool of faculty eligible to hold endowed chairships by considering tenured Associate Professors, as well as Full Professors, thereby increasing the number of women eligible for these positions.
- The Provost's Office will seek to ensure that the number of women serving as Department Chairs and Program Directors continues to meet or exceed their representation at the ranks of Associate and Full Professor.
- The Office of Institutional Research will keep and update these data on an annual basis and provide them to the President and President's Staff in the summer of each year so that progress can be assessed.

**Overall gender balance of the faculty**

**Update:** Consistent with the previous statistics reported by the Task Force on the Status of Women, as of 08-09, the current gender balance of the faculty varies by rank, with approximately equal numbers of men and women at the Lecturer and Assistant Professor level, and fewer women than men at the Associate Professor and especially the Full Professor level. In addition, among Assistant Professors, women are more likely to be hired into term positions than tenure-track positions. (See Appendix 3.)

The Steering Committee report also made reference to concerns about the numbers of women failing reviews and resigning from the College. Current data showing the numbers of men and women hired into tenure-track positions since 1995-96, as well as the numbers of those colleagues who either failed a review or resigned their position, do not support these concerns, however. While we have hired somewhat more men into tenure-track positions than women during that time (57%/43%), the proportions of men and women in that group who have resigned is similar to their rate of hiring (58%/42%), and the review failure rate is actually proportionately higher for *men* than for *women* (76%/24%). (See Appendix 4.)

**Action Items:**

- The Provost's Office will work with department chairs and program directors to hire greater numbers of women into tenure-track faculty positions, especially in departments where women are underrepresented.
- The Provost's Office will keep and update data on hiring, reviews, and promotion on an annual basis and provide them to the President and President's Staff in the summer of each year so that progress can be assessed.
- These data will be provided to the Educational Affairs Committee each year as part of the regular information they receive regarding the composition of the faculty.

**Faculty of color**

**Update:** The Task Force on the Status of Women report emphasized the need to increase the number of faculty (especially women) of color. This is clearly an area where we should seek to improve. A planned resurvey of all faculty and staff through Banner (November 2009) will provide us with better data about current levels of racial and ethnic diversity among the faculty.

**Action Items:**

- The Provost will communicate to chairs of faculty search committees that the diversity of a candidate pool should minimally reflect the diversity profile for that position level and academic discipline in order for the search to proceed. (The Office of Institutional Research will provide these data to the Provost's Office for recruiting departments.) The Provost will also encourage the Educational Affairs Committee and departments to approve and advertise positions that are less restricted by sub-field in order to increase the diversity of applicant pools.
- The Academic Administration will revive the Dissertation Fellows program, perhaps in collaboration with a different organization, and focus exclusively on candidates underrepresented in their respective disciplines among the Middlebury faculty.
- The Provost will consider offering higher salaries and/or course releases as ways to attract diverse candidates.

**Gender balance of head coaching faculty**

**Update:** As noted in the Task Force report, only a small percentage (24%) of head coaches at Middlebury are female. This is low, even understanding that in some sports, there are few, if any, women coaches.

**Action Items:**

- The Director of Athletics will seek to ensure that the gender diversity of a coaching position candidate pool minimally reflects the gender profile for that sport and position level in order for the search to proceed.
- The College will maintain existing assistant coach positions to provide women with competitive experience and actively increase the number of women in Division III coaching.

**Gender balance of staff**

**Update:** Current data indicate that 55% of the staff are women and 45% are men. The number of women and men resigning or retiring over the last three years has been consistent with these proportions (i.e., 58% of departures have been women). Thus, the data do not suggest a reason to be concerned about underrepresentation of women among the staff. Moreover, responses provided to Human Resources by departing staff during exit interviews in the past three years do not show concerns about gender bias or age discrimination in the workplace.

**Action Items:**

- The Office of Human Resources will keep and update data on staff gender composition on an annual basis and provide them to the President and President's Staff in the summer of each year so that progress can be tracked.
- The Office of Human Resources will review departure data by gender, department, age and ethnic diversity annually to identify emerging trends and effects on staff composition.
- The Office of Human Resources will continue to ensure that gender and diversity criteria are actively included in the hiring process for staff positions.

**Goal #2: Male and female staff and faculty are treated equally at Middlebury College with regard to pay and other forms of compensation.**

### **Faculty compensation**

**Update:** Consistent with the findings reported by the Task Force on the Status of Women, current faculty salary and compensation data suggest that across all ranks, men outearn women, with the greatest discrepancy at the Full Professor level, and much smaller discrepancies at the other ranks. (See Appendix 5.) Two factors mitigate these differences, however. First, colleagues hired into certain departments (i.e., Economics, Arabic, Computer Science) are paid salaries that are higher by a particular premium (e.g., 10%) in acknowledgement alternative employment opportunities in these fields. The composition of Middlebury faculty in these fields is predominantly male. Second, within the rank of Full Professor, the women are, on average, less senior than the men, and are thus concentrated at the lower end of the pay scale for this rank. When both of these factors are taken into account, there is no statistical difference in men's and women's salaries at any rank.

#### **Action Items:**

- The Provost's Office will add a gender breakdown for faculty salary and compensation data to its annual report and provide these data to the President and President's Staff annually each summer. These data will be analyzed to account for disciplinary salary premiums and years in rank.
- The Dean of Planning and Assessment will work with others (e.g., Dean for Library and Information Services) to identify ways that we might systematically track information regarding faculty publications, grants, years since obtaining the terminal degree, etc., for use in more sophisticated analyses of the salary differential in the future.

### **Staff compensation**

**Update:** With the performance-based review system implemented in 2007, staff positions were analyzed and classified according to gender-neutral criteria. Salary band information for each position type is available on the Human Resources Web site.

#### **Action Items:**

- The College will maintain competitive compensation levels to attract a talented and diverse candidate pool and make adjustments to compensation levels when necessary.
- Human Resources will review performance data by gender across and within departments annually.
- Human Resources will provide a breakdown by gender and by department for staff compensation and provide this data to the President and President's Staff in the summer of each year.

**Goal #3: The 2006 Strategic Plan's Recommendation #25 to promote a greater work/life balance for faculty, staff and students. This is of particular importance for female staff and faculty with families.**

#### **Staff family leave policy**

**Update:** The Task Force report recommends extending paid parental leave for staff from three to six weeks, to be consistent with leave policy for faculty. Based on annualized staff leave data from 2007 to the present, extending staff paid parental leave to six weeks would likely cost an additional 35K annually. Increasing staff paid parental leave to ten weeks would likely cost an additional 83K annually. These estimates factor in leave replacement costs for approximately 25% of staff on parental leave; the existing short term disability benefit for staff who give birth (60% of pre-disability wages for 6-8 weeks of absence, depending on the medical situation); and CTO and sick leave time that would be retained by the staff member for use at a later time.

#### **Action Items:**

- Funds permitting, the College will increase paid parental leave for staff from three to six weeks.

#### **Childcare needs**

**Update:** In response to a Task Force recommendation, faculty and staff were invited to participate in a childcare survey in December 2008. Eighteen percent of faculty and staff responded; most were full-time employees. Almost two-thirds of respondents were female. Overall satisfaction with childcare was very high. Satisfaction was lowest with respect to affordability and flexibility of hours.

#### **Action Items:**

- The College will continue to discuss affordability and flexibility concerns with the directors of the local childcare centers to see whether a reallocation of resources would allow them to address these issues.

**Goal #4: That Middlebury College provide an optimal, safe, and healthy learning and living environment for our female students. To this aim the College should continue to be proactive in providing support for a variety of issues ranging from homophobia, to sexism, to eating disorders and expanding understanding of diversity.**

#### **Student life**

**Update:** Recent initiatives in support of this goal include:

- A bystander intervention program is being developed to address unsafe alcohol behavior and sexual assault risks.
- The Sexual Assault Oversight Committee was formed in 2008-09 to improve the sexual assault policy, assess the effectiveness of current resources, and to provide comprehensive sexual assault training for residential life staff and judicial board members. The Sexual Assault Survivor Support Group was formed by Counseling Services.
- A new alcohol citation policy allows deans more discretion in responding to alcohol-related student behavior issues.

- Low Energy Athlete Prevention (LEAP) program implemented for female athletes to address health issues associated with low energy and low body weight.

**Action Items:**

- The Dean of Student Life will assess annually the success of these programs based on student and staff feedback and trends in alcohol transports, policy violations, student judicial cases and assault reports and report annually to President's Staff to assess progress.

***Monitoring Progress Toward Goals***

**Update:** Consistent with the theme of the Steering Committee's report, we need to identify strategies that will ensure that we are monitoring progress toward these goals on a regular basis.

**Action Items:**

- Review and update status of specific recommendations included in the 2008 Task Force report. Identify recommendations that are completed, ongoing, or delayed due to resource constraints.
- Identify one or two of the broad goals identified in the 2009 Steering Committee report on which President's staff will seek to make significant progress in a given year.
- Develop annual reporting protocols for presenting data on the status of women to Faculty and Staff Councils.