University Committee on Women
2007-2008 Year-End Report

Submitted April 2008
Lisa Orgler, Chair

University Committee on Women (UCW) was very industrious during the 2007-2008 academic year through its subcommittee work, involvement in University searches, invitation of guests to meetings, and the overall discussions generated by its dynamic membership. Please see membership roster as included in Appendix A.

The following are highlights of key activities and accomplishments of UCW over the past year:

Executive Committee
Members: Lisa Orgler, Chair (P&S); Ingrid Lilligren, Vice-Chair (faculty), Eileen Thacker, Past-Chair (faculty), Susan Carlson (Provost), and Deb Larkin (supervisory/confidential).

Monthly meetings were held with the whole committee, while the Executive Committee also met monthly, one week prior to the general meetings. The following special guests were asked to attend: Jamie Pollard, Director of Athletics and Calli Sanders, Senior Associate Director of Athletics (to update UCW on women in athletics); Dean Mark Kushner, Engineering (to discuss the Status of Women in Engineering Report completed in 2005); Bonnie Whalen, Student Affairs Budget Manager (to discuss effects of Resource Management Model and its impacts on gender equity); and President Geoffroy and Executive Vice President and Provost Hoffman.

The Executive Committee met separately with Provost Hoffman twice (once each semester) to discuss progress of UCW.

College Review & Oversight Subcommittee
Members: Kristen Constant, Chair; Jen Blackhurst, Chris Fowler, Ingrid Lilligren, Kay Palan, and Kathy Wieland

Two major efforts comprised the work of this committee. First, we developed and documented process for evaluating the status of women in colleges at ISU. This document will serve to guide future reviews and provide a common structure for reports. The college review procedures are found in UCW’s Governance Documents. Second, we reviewed and reported on the status of women in the College of Business. The next review will be for the College of Veterinary Medicine, in 2009. Please see Status of Women in the College of Business report in Appendix B.

Searches Subcommittee (submitted by Lisa Orgler)
Members of this committee participated in several searches to fill administrative positions at Iowa State University. The following searches were observed with the final candidates below being chosen:

Assistant Director of EOD :: Francesca Galarraga
(Susan Carlson and Chris Fowler served on this search committee).

Employee/Labor Relations Manager :: Kristi Darr
(Sally Houser and Ingrid Lilligren participated in the candidate forums)
Though not involved in the search, our committee also wrote a letter to Jamie Pollard regarding the Women’s Soccer Coach search encouraging him to consider women candidates. He sent a positive response and in the end did indeed hire a top candidate, Wendy Dillinger.

A current search is for the Director of Multicultural Student Affairs/Assistant Dean position. We wrote a letter to Dione Somerville, once again encouraging the consideration of talented women across the nation. This position is still open.

**Childcare Subcommittee**
*Members: Camille Sloan Schroeder, Chair; Deb Covey, Carmen Flagge, Pat Miller, Sherrie Wolfe*

Lactation signs were placed on the women’s restrooms on the first floor of TASF and the ground floor of Spedding Hall, as well as an area available for reservation in the Molecular Biology Building through continued partnering with Penny Rice. These locations have been updated on the lactation locations on the Margaret Sloss Women’s Center website. [http://www.dso.iastate.edu/wc/support/lactation-locations.html](http://www.dso.iastate.edu/wc/support/lactation-locations.html)

Through continued advocating and partnering with other groups and entities who advocate for family issues around campus, we are pleased to report that the Memorial Union will allow mothers a key to an empty hotel room for lactation purposes. Upon renovations and remodeling in the MU in the fall of 2008, groups are hopeful that Room 3517 will be designated as a lactation location that could be reserved for this purpose. We hope to hear about a confirmation on this in the near future.

Facilities, Planning, and Management also continues to work to be family friendly and has added to their design standards that all large projects are to be evaluated for lactation rooms during planning.

One subcommittee member, Deb Covey, also participated on the Children in the Workplace Policy committee. This policy is currently in draft form and the review phase.

There’s an old quote that says “success has many fathers, but failure is an orphan.” In our case, we understand that as family issues arise, we must remember that leveraging the support of different groups and circles of friends will allow us to be successful in making a difference.

**Workplace Climate Subcommittee**
*Members: Ingrid Lilligren, Chair; Chris Fowler, Deb Larkin, Janet Tait, Lynn Paxson, Sally Houser, Susan Masters*

The Workplace Climate subcommittee made some preliminary inquiries into the outcomes of the Harassment and Discrimination training. The feedback we received was too spotty to put into report form.

We were able to meet on February 29 with Francesca Galarraga, Assistant Director, EOD, and are planning to meet on a regular basis after she settles into her new position. Her charge from Carla Espinoza is to spend the first 3 - 6 months networking to gather information about diversity here at ISU.

We agreed that a first step would be the task of putting together a compendium of all that is being done, in terms of programs, to aid in diversity/environment changes here at ISU. I'll be linking her to a graduate student who can help redesign the EOD web site and once the information has been gathered, we'll put it on the UCW web site as well.
When the assessment is complete, we can more easily assess where work may be needed to further the goals of UCW and ISU regarding campus workplace climate.

*(From Lilligren Chair):*

It is of concern that Engineering was unable to ‘clinch the deal’ with the many women candidates they had last year. We are wondering what support they could use to make these candidates into faculty here at ISU.

**Resource Management Model (RMM) Subcommittee**

*Members: Lisa Orgler, Chair; Dianne Bystrom, Susan Carlson, Lynn Lundy-Evans, Eileen Thacker, Karen Zunkel*

The 2007-2008 goal of this subcommittee was to make gender considerations integral to those leading RMM efforts. We did this by reviewing RMM reports and guidelines and offering appropriate feedback. Subcommittee members also attended several public RMM review meetings with Ellen Rasmussen.

At the request of a UCW member we invited Bonnie Whalen, Student Affairs Budget Manager, to join our February meeting to help answer questions about the RMM.

**UCW Website Subcommittee**

*Members: Catherine Kling, Amy Adreotti, Lora Leigh Crystal*

The UCW-Website Committee’s focus for 2007-08 academic year was to update the UCW online presence to conform with the standard Iowa State University visual identity system. The committee examined different formats for the new webpage and decided to keep some of the existing elements but update the navigation system and employ the use of templates in order to make maintenance of the pages simple.

Our committee presented the new UCW site at the March 2008 meeting. We were pleased with the outcome and are encouraging UCW to keep this committee for another year in order to add some additional elements to the website. These new elements would include: additional links for women (i.e. link to lactation stations, awards, etc.) and monthly highlights of women at Iowa State. We would also like to include more photos of UCW events.

While the website has been completed we are waiting for the end of the academic year to sit down with UCW staff in order to upload the new website and make it active for the 2008-09 academic year.

**Women in Athletics**

*Members: Lauri Dusselier, chair; Carla Espinoza, Rita Marinko, and Judy Strand*

The Women in Athletics subcommittee worked on the following projects this year:

They submitted documents and attended interviews with university lawyers regarding the lawsuit filed by Ruth Crowe, former softball coach, which named Iowa State University and the Athletics Department as defendants; they submitted a letter of support to Jamie Pollard regarding the soccer coach search in December, and finally; invited Calli Sanders and Jamie Pollard to give a presentation to UCW about ISU Athletics and Equity. The presentation was given to UCW on Jan. 14, 2008.
Awards and Recognitions

Members: Judy Strand, Chair; Carol Faulhaber, Lynn Franco, and Laura Rhoton

The Awards Committee for the University Committee on Women put together a listing of the department/university awards and the timelines for faculty and staff and circulated it via e-mail to encourage people to nominate women for awards. A listing was also started for all the scholarships and awards available for graduate students. This initiative will be embellished and continued next year to inform faculty, staff, and students about the award processes.

Links on the new UCW web site will be established to include awards offered by the university.

Next year, we will compare the nominations and awards given to women in 2007-2008 to past years to determine what can be done to increase or facilitate awards for women.

Chair Recommendations

It is recommended that administrative support be continued through the Provost’s office. Ruth Birch has been invaluable in keeping the committee organized and on task.

The current funding of $1500 should be maintained. This was used to support the Fall Retreat, Fall Welcome Reception for women new to the University, purchase supplies such as notebooks and stationery, and the Spring Luncheon used to thank committee for their time, insight and dedication throughout the year.

This upcoming summer the College Review Subcommittee should be reorganized so they may start review of the College of Veterinary Medicine.

Next fall a new subcommittee should review the issue of not 'clinching the deal' in terms of hires in colleges where women are underrepresented.

Encourage peers, students and others to attend UCW meetings as visitors.

How can UCW become more involved with Women’s Leadership Conference?

Special guests related to subcommittee work should continually be invited to monthly meetings. This allows members to have an open dialogue about current campus issues. Possible guests include:

- President and Provost
- Deans from colleges where women are underrepresented.
- Francesca Galarraga, Associate Director of Equal Opportunity & Diversity
- Bill Diesland, Children in the Workplace Committee
- Lauri Dusselier, Campus Violence Subcommittee
## Appendix A

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
<th>Title/Unit/College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orgler, Lisa</td>
<td>Chair (P&amp;S)</td>
<td>Assistant Director, Reiman Gardens</td>
</tr>
<tr>
<td>Lilligren, Ingrid</td>
<td>Vice Chair (Faculty)</td>
<td>Professor, Art and Design</td>
</tr>
<tr>
<td>Thacker, Eileen</td>
<td>Past Chair (Faculty)</td>
<td>Professor, Veterinary Microbiology &amp; Preventive Medicine</td>
</tr>
<tr>
<td>Carlson, Susan</td>
<td>Provost</td>
<td>Associate Provost, Office of the Provost</td>
</tr>
<tr>
<td>Birch, Ruth</td>
<td>Admin Support</td>
<td>Secretary, Office of the Provost</td>
</tr>
</tbody>
</table>

### Faculty Representation

- **Andreasen, Claire**  
  **Vet Medicine**  
  Professor and Chair, Department of Veterinary Pathology
- **Andreotti, Amy**  
  **LAS**  
  Associate Professor, Biochemistry, Biophysics & Molecular Biology
- **Blackhurst, Jennifer**  
  **Business**  
  Assistant Professor, Logistics Operations & Management Info Systems
- **Constant, Kristen**  
  **Engineering**  
  Associate Professor, Materials Science & Engineering
- **Kling, Catherine**  
  **Agriculture**  
  Professor, Economics
- **Marinko, Rita**  
  **Library**  
  Associate Professor, Library
- **Paxson, Lynn**  
  **Design**  
  Associate Professor, Architecture
- **Thompson, Ann**  
  **Human Sciences**  
  University Professor, Curriculum & Instruction

### P&S Representation

- **Chrystal, Lora Leigh**  
  **P&S**  
  Program Coordinator, Program for Women in Science & Engineering
- **Covey, Debra**  
  **P&S**  
  Associate Director, Ames Lab
- **Dixon-Fox, Kerry**  
  **P&S**  
  Architect, Facilities Planning and Management
- **Flagge, Carmen**  
  **P&S**  
  Program Coordinator, Dean of Students
- **Fowler, Chris**  
  **P&S**  
  Program Coordinator, Carrie Chapman Catt Center
- **Lundy-Evans, Lynn**  
  **P&S**  
  Program Assistant, Multicultural Student Affairs
- **Masters, Susan**  
  **P&S**  
  Program Assistant, ISU ADVANCE
- **Sloan Schroeder, Camille**  
  **P&S**  
  Program Coordinator, Engineering Precollegiate Programs
- **Strand, Judy**  
  **P&S Council**  
  Program Coordinator, Economics

### Merit Representation

- **Anderson, Marcia**  
  **Merit**  
  Secretary, Office of University Marketing
- **Franco, Lynn**  
  **Merit**  
  Secretary, Industrial & Manufacturing Systems Engineering
- **Houser, Sally**  
  **Merit**  
  Secretary, Facilities Planning & Management
- **Larkin, Deborah**  
  **S/C Council**  
  Lieutenant, Public Safety
- **Tait, Janet**  
  **AFSCME**  
  Secretary, Ecology, Evolution & Organismal Biology
- **Toot, Betty**  
  **Merit**  
  Secretary, Liberal Arts & Sciences

### Student Representation

- **Faulhaber, Carol**  
  **Undergraduate**  
  Agricultural Engineering
- **Rhoton, Laura**  
  **Graduate**  
  Sociology
- **Shjegstad, Brinn**  
  **Graduate**  
  Human Development and Family Studies

### Women's Leadership Consortium (WLC) Sustaining Members

- **Bowen, Bonnie**  
  **WLC**  
  Director, ISU ADVANCE Program
- **Bystrom, Dianne**  
  **WLC**  
  Director, Carrie Chapman Catt Center for Women & Politics
- **Dusselier, Lauri**  
  **WLC**  
  Program Coordinator, Thielen Student Health Center
- **Espinoza, Carla**  
  **WLC**  
  Assistant VP, Human Resource Services & Dir, Equal Opportunity & Diversity
- **Graden, Julia**  
  **WLC**  
  Program Coordinator, Family Resource Center
- **Miller, Pat**  
  **WLC**  
  Program Manager, University Lectures Program
- **Simbric, Steffani**  
  **WLC**  
  Program Assistant, Public Safety
- **Price-Herndt, Diane**  
  **WLC**  
  Director, Women's Studies Program
- **Rice, Penny**  
  **WLC**  
  Director, Margaret Sloss Women's Center
- **Sanders, Calli**  
  **WLC**  
  Sr. Associate Director, Athletic Department
- **Wolfe, Sherrie**  
  **WLC**  
  Executive Director, YWCA
- **Zanish-Belcher, Tanya**  
  **WLC**  
  Associate Professor, Library
- **Zunkel, Karen**  
  **WLC**  
  Program Manager, Women in Science & Engineering
Appendix B

A Report on the Status of Women in the College of Business:
Administrator Profile, Faculty, Graduate and Undergraduate Students,
Professional and Scientific, and Merit Staff

By the College Review Subcommittee of the University Committee on Women

To be submitted to:
Executive Vice President and Provost Elizabeth Hoffman
Iowa State University
Spring 2008
Abstract

In this report, quantitative data collected on the representation of women students, faculty, administration and staff in the College of Business are presented. Representation of women in both the student population and the tenure track faculty in the College of Business is below national averages for accredited business schools. Over the ten-year period examined, the fraction of women in the undergraduate student population is decreasing, while that of the graduate population is growing. The fraction of women undergraduates is well below the national average, and the fraction of women graduate students is comparable to the national average when combining MBA and non-MBA programs. The fraction of women on the faculty is showing modest increases (5%) and is similar to national averages for assistant and associate professors, but lags for full professors. There are few (2) women full professors. Hiring data indicates that extended offers (45%) and accepted offers (36.8%) will serve to increase the average tenure track fraction (22.2%) if women are retained and promoted at rates similar to their male colleagues. It is important to note that retention data was not collected for this report, but must be considered when planning strategies for increasing the number of women on the faculty. For professional and scientific staff, although women comprise the majority, they are distributed more heavily in the lower level appointment bases. Merit staff remains almost exclusively women.
Introduction

Purpose of Study
The mission of the University Committee on Women (UCW) is stated as follows: 
*The University Committee on Women (UCW) works to promote a university climate that fosters the full participation of women faculty, staff and students. The committee concerns itself with policies and practices that may cause particular difficulties for women as employees and students.* The fourth of the committee’s seven goals is to “Monitor the institution’s performance in regard to representation and advancement of women”. To accomplish this, each college is periodically reviewed at approximately 10-year intervals. In summary, the purpose of this study is to provide a comprehensive and objective presentation and analysis of data on the status of women at the college level for the purpose of developing strategies to ensure equality and diversity.

Committee Composition

From UCW:
Kristen Constant  Associate Professor, Materials Science and Engineering (Chair)
Chris Fowler  Program Coordinator, Catt Center
Ingrid Lilligren  Professor, Art and Design

From COB:
Kay Palan  Associate Professor and Associate Dean, College of Business
Kathy Wieland  Program Coordinator, Business Career Services
Jen Blackhurst  Logistics Operations and Management Information Systems (from UCW)

Contacts and Consultants:
Ruth Birch  Administrative support for UCW
Susan Carlson  Representative from the Provost’s office
Lisa Orgler  Assistant Director, Reiman Gardens Chair, UCW
Eileen Thacker  Professor, Vet Med, Past Chair of UCW

Procedure
Data collection was accomplished through requests to Institutional Research and to the College of Business (through K. Palan). Additional information was drawn from the College of Business Annual Diversity Reports. The first draft of the report is submitted to the college for review and opportunity to correct any factual errors. The time frame of the data collected is from 1996-2006.

Data
The data presented includes the representation of women as a percentage among students, faculty, P&S staff, and Merit staff, according to department, rank or classification as appropriate. Additionally, data for faculty searches and hires are presented where available. In some instances, numbers of people and/or women in a specific category are so low as to make percentage representation impractical. In those cases, numbers are given. Data for national statistics provided by K. Palan was cited from *The AACSB Guide to Business Education 2007*.

(http://www.aacsb.edu/publications/PocketGuide/guide07/AACSB_BGuide.pdf)
Students
Data for representation of women students in the College of Business are shown in Figures 1 and 2. Figure 1 shows a steady decrease in undergraduate women since 1999 of 11.3% over the 10-year period from 97-06 and an increase of 51.0% in the enrollment of women graduate students with large gains being made in the last two years of the report period.

Figure 1. The percentage of women students enrolled in all College of Business programs from 1997 through 2006 (as reported in FALL semester) by undergraduate and graduate status.
Restructuring and renaming of majors was mapped as TrLog continuing as LSCM and POM beginning in 1999 and continuing as OSCM. Figure 2 shows most departments reflecting the overall decrease in undergraduate enrollment of women with the greatest decrease appearing in MIS, which also has the lowest fraction of women over all years. The large changes in BusSpec are due to the small numbers of students in that area. Currently, each individual accounts for 5.5%.

Figure 2. The percentage of women students enrolled in the College of Business from 1997 through 2006 (as reported in FALL semester) shown by department.
Faculty

Representation of women on the faculty (both tenure track and non-tenure eligible faculty) is shown in Figures 4 and 5 according to rank and across departments. Figure 4 demonstrates the university trend of an increasing number of lecturers (usually with higher representation of women when compared to tenure track positions). In the College of Business, the total number of lecturers has increased from 12 to 22 and the number of women in that category has increased from 2 to 12. The percentage change of women full professors is mostly due to fluctuations in the total number of faculty in that category, with the number of women increasing from 1 to 2 in 2003. The large fluctuations in the graphs are attributable to small numbers. The decrease in the fraction of assistant professors can be partially accounted for by the increase in associate professors (junior faculty were tenured and promoted). The number of women assistant professors has changed from 7 to 6 and associate professors from 2 to 6. Perhaps the best reading of retention and advancement can be gained from the total number of tenure track women faculty that has fluctuated between 10 (in 1996, 2003, and 2004) and 14 (in 2000, 2001 and 2006).

Figure 4 shows the percentage of women faculty by department. Note that lecturers are included in this figure, which results in a higher percentage than the average tenure track line in Figure 4 would suggest. This effect is most pronounced in Accounting, Finance and Marketing.
Figure 4. The percentage of women faculty in the College of Business from 1997-2006 by rank.

Figure 5. The percentage of women faculty in the College of Business from 1997-2006 by department.
Faculty Searches:
Data was usually, but not always, recorded for faculty searches in the College of Business since 1997. Combined data for the 10-year period appears in Tables I through IV; Tables I and II are for numbers and percentages for tenure track faculty and Tables III and IV are for numbers and percentages for non-tenure eligible faculty. The data is divided into departments.

TABLE I – Tenure track faculty search data indicating number of candidates considered, number of offers extended and number accepted, presented by gender.

<table>
<thead>
<tr>
<th>Tenure Track Faculty</th>
<th>M</th>
<th>F</th>
<th># candidates</th>
<th># offers extended</th>
<th># offers accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>98</td>
<td>49</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>338</td>
<td>131</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tenure Track Faculty</th>
<th>M</th>
<th>F</th>
<th># candidates</th>
<th># offers extended</th>
<th># offers accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOMIS</td>
<td>228</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>82</td>
<td>63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>85</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TABLE II – Tenure Track candidate data by department. Percentage of women in candidate pool, extended offers and accepting offers.

<table>
<thead>
<tr>
<th></th>
<th>% women in candidate pool</th>
<th>extended offers</th>
<th>accepting offers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>33.3</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Finance</td>
<td>27.9</td>
<td>35.7</td>
<td>33.3</td>
</tr>
<tr>
<td>LOMIS</td>
<td>13.3</td>
<td>25</td>
<td>18.2</td>
</tr>
<tr>
<td>Management</td>
<td>43.4</td>
<td>NA</td>
<td>42.9</td>
</tr>
<tr>
<td>Marketing</td>
<td>37.0</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td><strong>Averages</strong></td>
<td><strong>39.5%</strong></td>
<td><strong>~45%</strong></td>
<td><strong>36.8</strong></td>
</tr>
</tbody>
</table>

TABLE III – Non tenure eligible faculty search data indicating number of candidates considered, number of offers extended and number accepted, presented by gender.

<table>
<thead>
<tr>
<th>Non-tenure eligible faculty</th>
<th>M</th>
<th>F</th>
<th>LOMIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>M  F Accounting</td>
<td>31</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>1 8 # candidates</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>1 8 # offers accepted</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>10</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2 5 # candidates</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>3 5 # offers extended</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3 5 # offers accepted</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
TABLE IV – Non tenure-eligible candidate data by department. Percentage of women in candidate pool, extended offers and accepting offers.

<table>
<thead>
<tr>
<th>Department</th>
<th>% women in candidate pool</th>
<th>% offers extended to women</th>
<th>% offers accepted by women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>35.4</td>
<td>88.9</td>
<td>88.9</td>
</tr>
<tr>
<td>Finance</td>
<td>58.8</td>
<td>62.5</td>
<td>62.5</td>
</tr>
<tr>
<td>LOMIS</td>
<td>12.5</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>Management</td>
<td>33.3</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Marketing</td>
<td>71.4</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>Averages</td>
<td>41.0%</td>
<td>77.3%</td>
<td>75.0%</td>
</tr>
</tbody>
</table>

For each department, the fraction of women extended and/or accepting offers is statistically equivalent to or exceeds that of the candidate pool.

**Professional and Scientific Staff**

Data for professional and scientific staff in the College of Business is difficult to interpret because of the small numbers (<10 in all cases and <5 in most cases) involved for most classifications. The total fraction of women has varied between 50% and 62% with an average of 58%. Within the constraints of the poor statistics, there appears to be no significant change in trends within the time period analyzed.

![Figure 7. Percentage of women in P&S in the College of Business by appointment base.](image)

*The categories in the key without a line indicate that there are no individuals with that appointment base in the College of Business over the entire time period.*
P & S data was further analyzed in Figure 8 by plotting the time averaged data vs. appointment base. Alternatively, the data can be presented as in Figure 9, showing how men and women are distributed among the appointment bases. In this figure, it is clear that both populations show a distribution, however, higher-level appointment bases are occupied solely by men.

**Figure 8** Fraction of women at each appointment base averaged over the years 1997-2006

**Figure 9** Distribution of women across appointment base averaged over the years 1996-2006

### Merit Staff

The total number of merit staff has declined from 15 to 12 over the years 1997-2006. In that time, there was one male staff member in the years 1997, 1998 and 2000. The remainder of the staff are women.

**Figure 10. Percentage of Women Merit Employees from 1997-2006**
Administrator Profile

Those highlighted have faculty status.
Administrators with Faculty status: 6 men, 1 woman (no department chairs, one Associate Dean)
Unit Directors: There are 7 men and 4 women.

**IOWA STATE UNIVERSITY**
College of Business

**Organizational Chart**

Figure 11. Organizational chart for the College of Business Administration
Analysis

Students
Undergraduates:
For the year 2005-2006, Iowa State University’s COB undergraduate enrollment of women (at 35.3%) lags behind the US average of 43.7%. During the time period of this report representation of women peaked in 1999 at 41% and has dropped each of the subsequent years. Especially notable is the decline of the fraction of women in MIS. It should be noted that the overall enrollment of undergraduates in the College of Business has decreased from 4,010 in 2002 to 3,583 in Fall 2006 (a 10.5% drop). In the past ten years, the percentage of women undergraduates at ISU has remained relatively steady at 43.5%. Overall enrollment is about the same as in 1996, at near 21,000, although it peaked in 2001 at 23,000. It is also important to recognize that most state institutions (even those with a science and technology emphasis) have a higher fraction of women undergraduates.

Graduates:
The percentage of women graduate students has continued to rise from 29.2% in 1997 to 44.1% in 2006 attributable both to gains in numbers of women and a reduction in total number of men. Large gains (9%) have been made since 2004. For MBAs, the fraction is 45.4% and for non-MBA programs, 22.3%. These compare to national numbers of 35.5% in MBA programs and 47.9% in non-MBA programs.

Faculty
Averaged representation of women on the tenure track faculty has increased from 17 to 22%. Representation of women on the faculty of the College of Business at Iowa State University lags behind the national averages at each tenure track rank as shown in Table V and Figure 12. Figure 13 shows that women have higher representation at non-tenure eligible and non-full professor ranks which is opposite of the trend for male professors. It is notable that of the last five hires for tenure eligible faculty (in 2006), three are women.

<table>
<thead>
<tr>
<th>Rank</th>
<th>% women at rank</th>
<th>National Statistics</th>
<th>% of all women faculty at this rank</th>
<th>% of all men faculty at this rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>54.5</td>
<td>41.9</td>
<td>46.15</td>
<td>16.95</td>
</tr>
<tr>
<td>Assistant</td>
<td>33.3</td>
<td>35.5</td>
<td>23.07</td>
<td>20.34</td>
</tr>
<tr>
<td>Associate</td>
<td>25</td>
<td>26.6</td>
<td>23.07</td>
<td>30.51</td>
</tr>
<tr>
<td>Full</td>
<td>9.5</td>
<td>15</td>
<td>7.69</td>
<td>32.20</td>
</tr>
</tbody>
</table>

National data for doctoral programs in business (averaged over all disciplines) indicate that 38.2% of graduates are women – suggesting that would be the nominal availability for candidate pools if the choice of an academic career is as likely for women as men. The candidate pool averaged for all departments was 39.5% - roughly equivalent to that which would be expected the national “pool” as defined by doctoral graduates. Offers to women were extended at a higher rate (45%) than the pool, and offers accepted, 36%, at a slightly lower rate than the pool. Women accepted offers less frequently than men (64% vs. 80%). For non-tenure eligible faculty
the pool was slightly higher in the fraction of women than for tenure track (41%), but the extended offers (77%) and accepted offers (75%) were significantly higher.

Professional and Scientific Staff
The small numbers of individuals in each P&S appointment base category makes trend evaluation very difficult. However, the distribution of ranks, (Figure 9) reveals that, while both populations show a distribution, a greater fraction of the men are at higher levels and the women, at lower.

Merit Staff
Merit staff in the College of Business is almost exclusively women. For three of the 10 years studied there was a single male on the merit staff. The only discernable trend is that the total number of merit staff has decreased from 15 to 12 over the period studied.

Administrative Profile
Of those administrators with faculty status, 1 of 7 is a woman (14.3%). Of the remaining 10 units, there are 7 men and 4 women in leadership roles (36.4%).

Summary
Representation of women in the both student population and the tenure track faculty in the College of Business is below national averages for accredited business schools. Over the ten-year period examined, the fraction of women in the undergraduate student population is decreasing, while that of the graduate population is growing. The fraction of women on the faculty is showing modest increases (5%) and is similar to national averages for assistant and associate professors, but lags for full professors. There are few (2) women full professors. Hiring data indicates that extended offers (45%) and accepted offers (36.8%) should serve to increase the average tenure track fraction (22.2%) if women are retained and promoted at rates similar to their male colleagues. It is important to note that retention data was not collected for this report, but
must be considered when planning strategies for increasing the number of women on the faculty. For professional and scientific staff, although women comprise the majority, they are distributed more heavily in the lower level appointment bases. Merit staff remains almost exclusively women.

**Recommendations**

Our primary recommendation involves collecting and analyzing additional data to better understand the trends shown in this report. While action is indicated, it will need to be informed by accurate data and knowledge of the college culture and environment. However, some general suggestions regarding recruiting and retaining women can be made.

We recommend investigating the factors impacting the decrease in enrollment of undergraduate women, including recruitment and retention. It would also be helpful to collect and analyze national data for similar institutions to determine whether the trends identified for here are unique to ISU.

Because records for individual faculty are confidential, it was not possible to determine relative retention rates. However, it is recommended that the college examine their records for retention and promotion to better understand the factors influencing the fraction of women faculty at each rank. If gender differences in retention and advancement are identified, we suggest that the college examine environment, policies and practices that are known to be key issues for women faculty including mentoring, transparency of the promotion and tenure process, work-life balance, and isolation. There are a number of resources that can aid colleges in supporting women and minority faculty including, “Faculty Diversity: Problems and Solutions”, by JoAnn Moody.

**Acknowledgments**

The committee appreciates the support of Sandy Gahn at Institutional Research for providing much of the data in this report. Additionally, the Dean’s office (specifically Associate Dean Kay Palan) in the College of Business provided data on faculty searches. Data for national statistics was provided by K. Palan and was cited from The AACSB Guide to Business Education 2007.

(http://www.aacsb.edu/publications/PocketGuide/guide07/AACSB_BGuide.pdf)