

# Pathways to the Deanship

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# Background to the Study


- ▶ An outgrowth of the CCAS ADVANCE grant: “...develop systemic approaches to increase the representation and advancement of women in academic STEM careers...”
- ▶ Women represent fewer than a quarter of college & university presidents; only 14% at doctoral-granting institutions
- ▶ Dean is a key position on pathway to provost, in turn a prime stepping-stone to the presidency

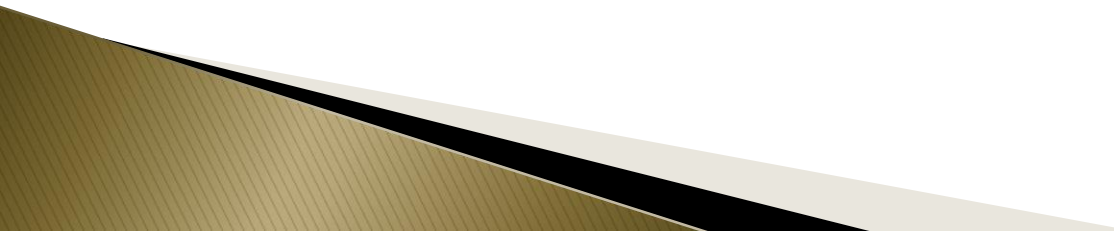
# Introduction

- ▶ Pathways to the Deanship survey was designed to obtain a deeper understanding of gender differences in career progression among those holding top academic leadership positions
- Recognition that membership of CCAS could provide a rare opportunity to examine gender-based career patterns in academic leadership on a national level

# Primary Research Questions

Are there differences by gender with respect to career progression...

- ▶ How long, on average, does it take to reach the position of dean after earning the highest academic degree?
  - ▶ During that time, how many title changes take place?
  - ▶ How many institutional type changes take place?
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- ▶ What identifiable variables might influence differences, if any...
  - ▶ Relationship status
  - ▶ Children, children at home
  - ▶ Ethnicity
  - ▶ STEM vs non-STEM disciplinary background
  - ▶ Institutional type
  - ▶ Locational setting
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Are there gender differences with respect to...

- ▶ Anticipated next career step?
- ▶ Future career aspirations?

# Methodology

- ▶ CCAS Board approved survey of CCAS deans in Spring 2013 as a basis for this study
- ▶ Instrument: Web based
- ▶ Collected job history since highest degree earned

Two different formats:

Uploaded CV (48%) or hand entered (52%)

Job Title	Institutional Type	Begin Date	End Date	Geographical Location
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# Variables

- ▶ Personal characteristics
  - Relationship status, parental status, ethnicity, partner's involvement in academia
- ▶ University characteristics
  - Institutional type, institutional setting
- ▶ Academic characteristics
  - Highest degree earned and date, field, and age earned; first year became dean
- ▶ Career progression agreement questions
- ▶ Career ambitions (next and future steps)
- ▶ NSF ADVANCE involvement/participation



# Personal Characteristics

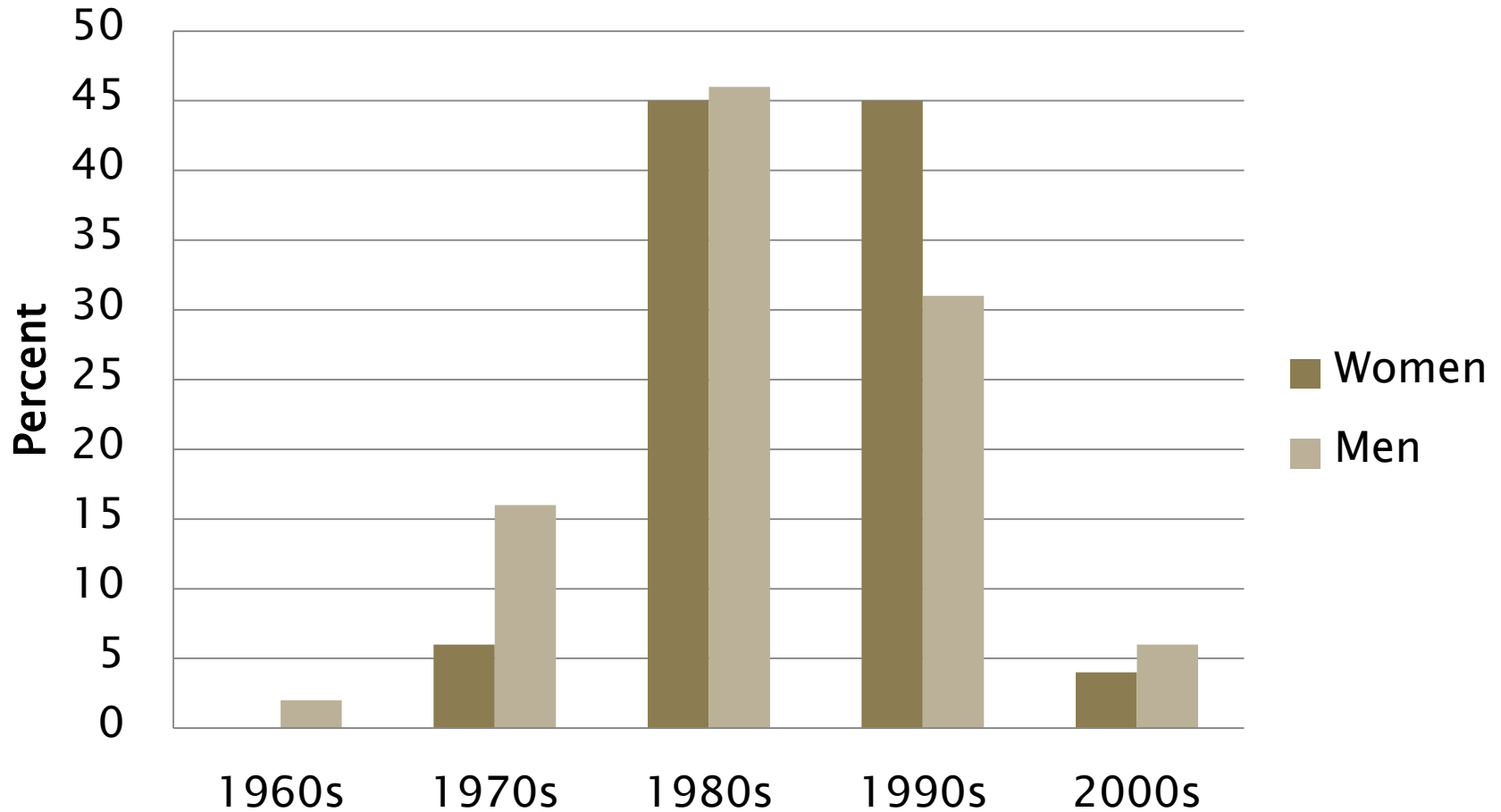
- ▶ 212 deans provided usable responses
  - 83 (39%) women; 129 (61%) men
  - CCAS overall: approximately a third of deans are women
- ▶ 9% self-identified as minority
- ▶ Married or partnered:
  - 78% of women; 94% of men
- ▶ With children under 18 at home:
  - 71% of women; 88% of men

# Academic Characteristics

- ▶ Average age at which highest degree earned
  - 30.61 years old
    - 30.9 women, 30.4 men
  - 53% of respondents had degrees in STEM fields
    - 56% men; 48% women
  - 93% of respondents had earned the PhD

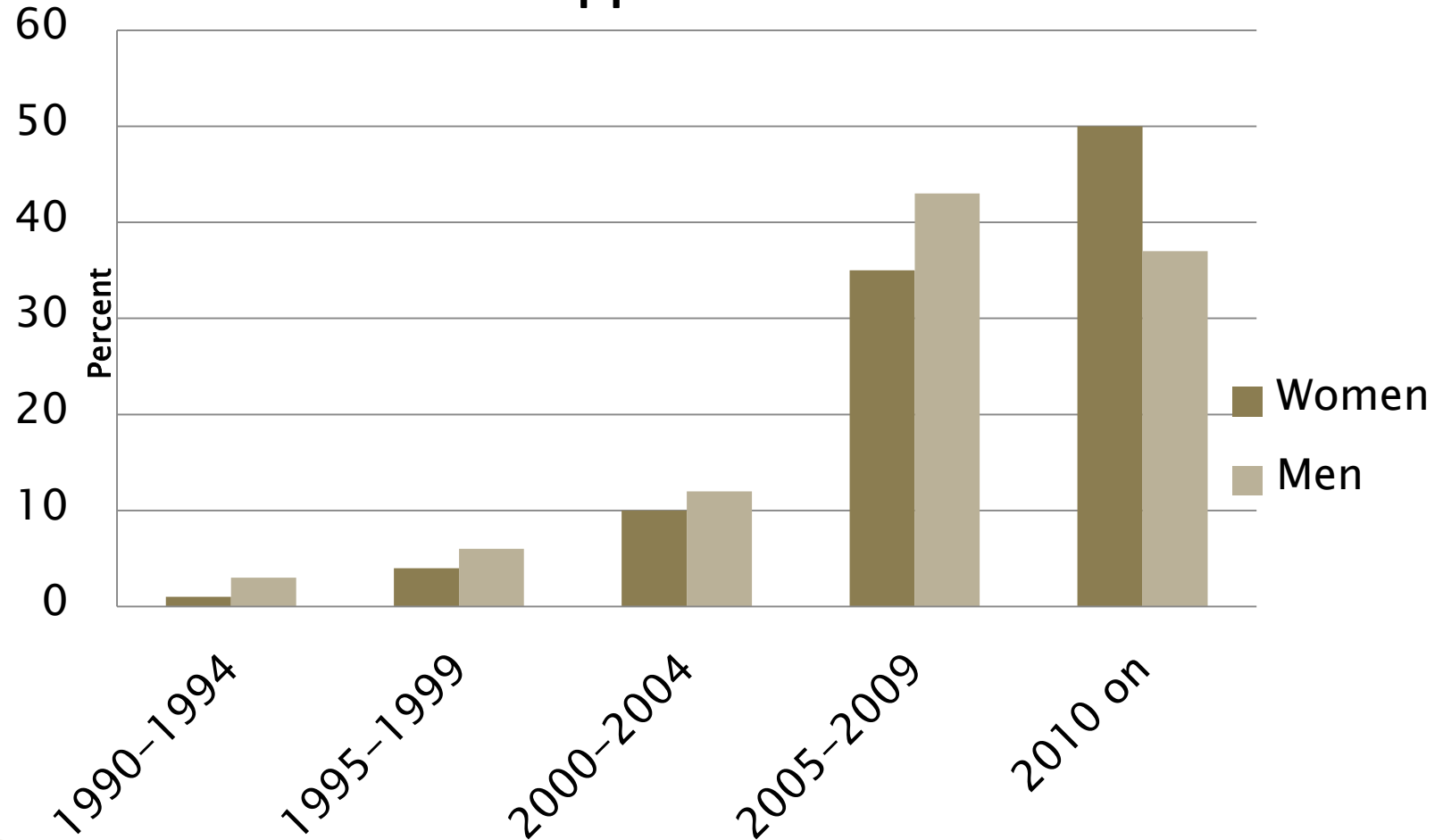
# Academic Characteristics

## Highest Earned Degree by Decade



# Academic Characteristics

## Initial Appointment to Dean



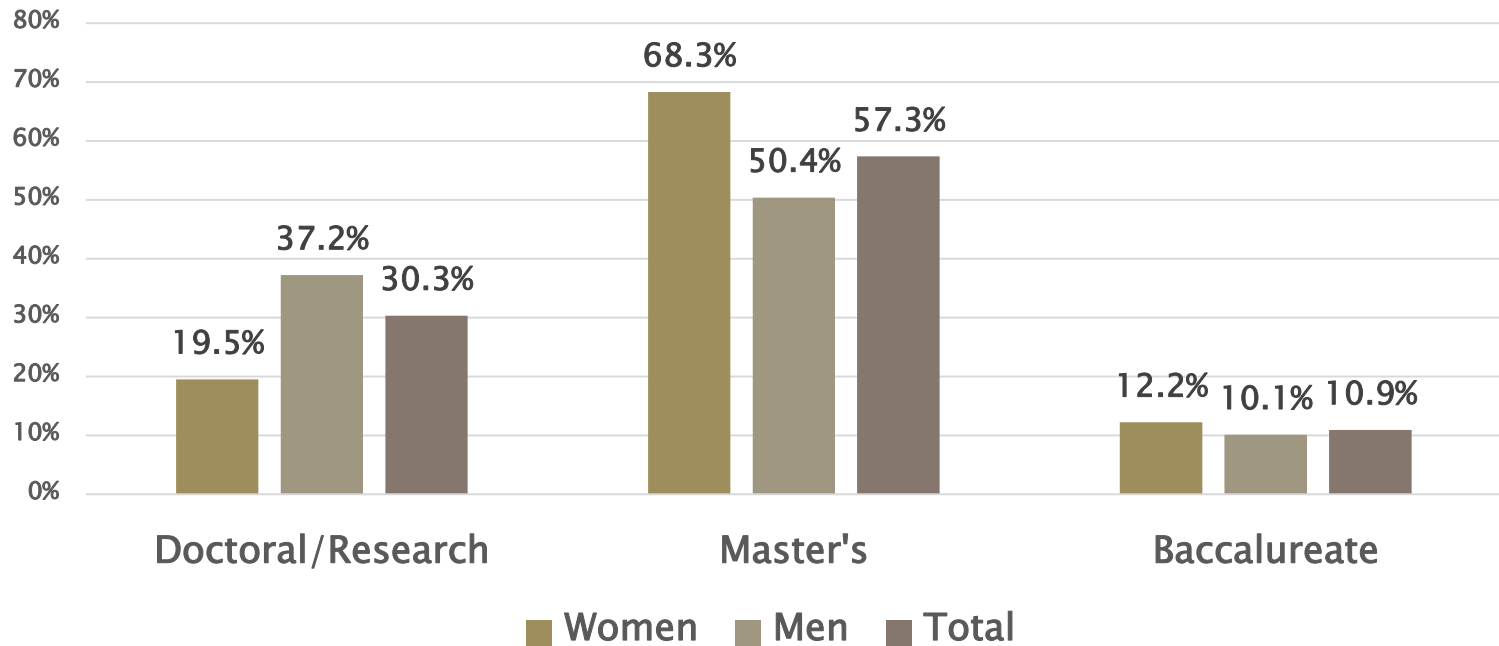
# Academic Characteristics: NSF ADVANCE Involvement

	Women	Men
Some ADVANCE Involvement	27%	20%
No ADVANCE Involvement	73%	80%
Total (n = 207)	83	129

- Six respondents have been NSF ADVANCE PI (all women); eleven have been Co-PI (5 women, 6 men)
- 8% were involved in an ADVANCE grant application not funded; 4% were preparing or had submitted an ADVANCE grant at time of survey

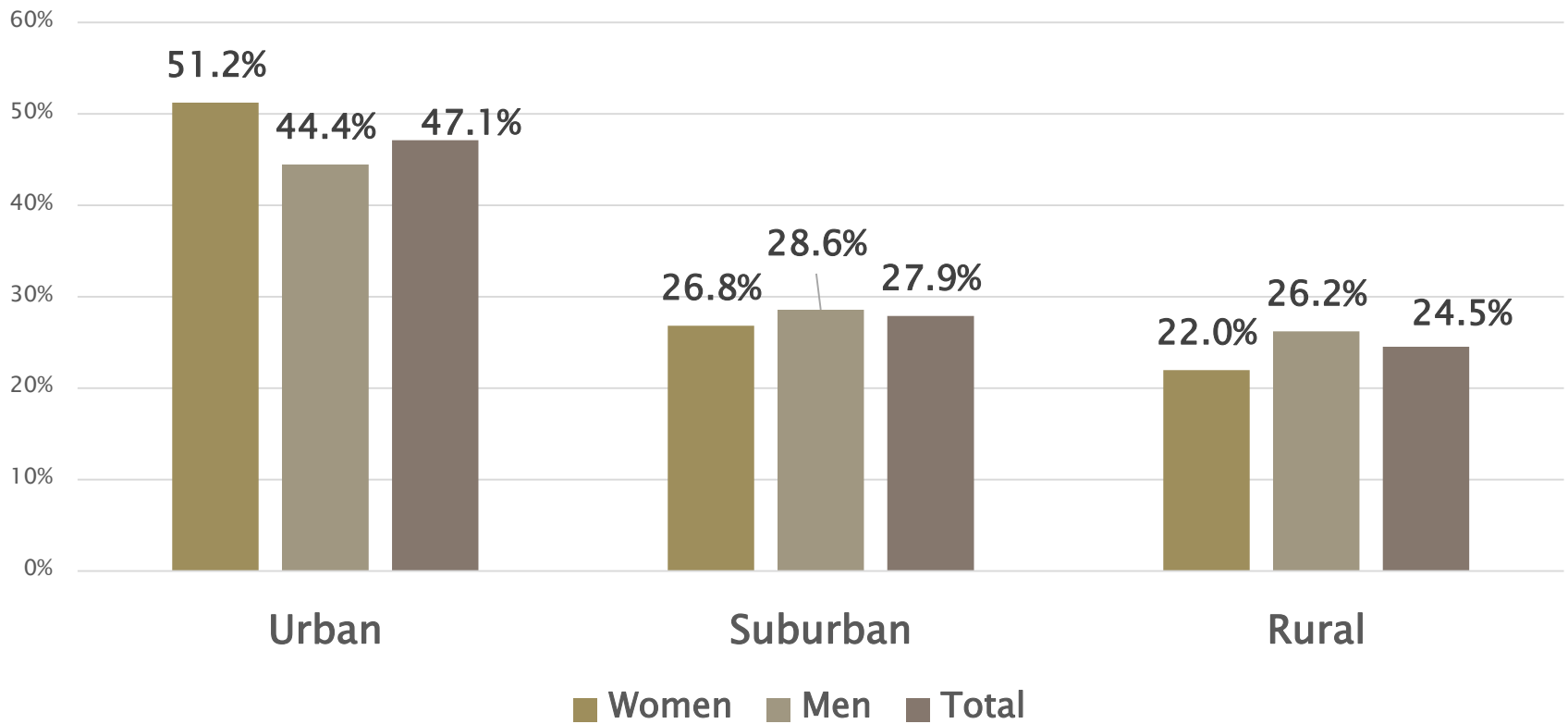
# Current University Characteristics

## Institutional Type



# Current University Characteristics

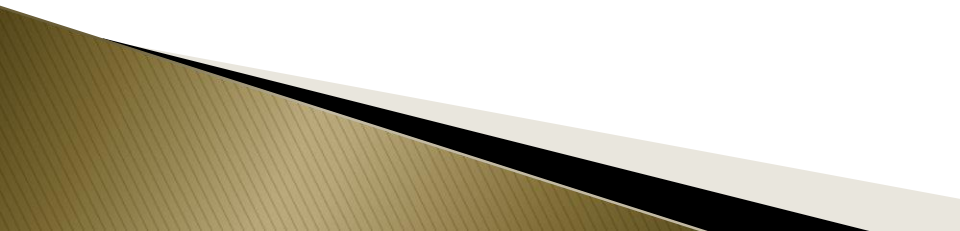
## Institutional Setting



# Results



# Anticipated Next Career Step

- ▶ Provost/CAO: 37% of women; 39% of men
  - ▶ Another dean position: 22% of women; 18% of men
  - ▶ President/Chancellor: 12% of women; 9% of men
  - ▶ Position outside of academia: 4% of women; 1% of men
  - ▶ Position at another institution: 12% of women; 19% of men
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# Anticipated Career Plan in Future

- ▶ Provost/CAO: 25% of women; 22% of men
- ▶ President/Chancellor: 13% of women; 30% of men
- ▶ Position at another institution: 16% of women; 14% of men

# Career Trajectories

**“Looking back on my career path, I wish I had remained as a faculty member longer”**

## Results:

- ▶ Fewer than 7% of all deans agreed or strongly agreed
- ▶ Women: 9%
- ▶ Men: 6%

# Career Trajectories

**“I did not actively seek out my first academic administrative position”**

## Results:

- ▶ 63% of deans agreed or strongly agreed
- ▶ Women: 73% (40% strongly agreed)
- ▶ Men: 57% (24% strongly agreed)

# Career Trajectories

**“When thinking of my next career step, I am committed to staying at my current institution”**

## Results:

- ▶ 40% of deans agreed or strongly agreed
- ▶ Women: 37% (14% strongly agreed)
- ▶ Men: 41% (18% strongly agreed)

# Career Trajectories

**“When thinking of my next career step, I am committed to staying in my current geographical location”**

## Results:

- ▶ 48% of deans agreed or strongly agreed
- ▶ Women: 59%
- ▶ Men: 41%

# Career Trajectories

“Compared to other deans I know, my path to deanship was typical.”

## Results:

- ▶ 48% of both women and men agreed
  
- ▶ 4% strongly agreed
  - Women: 5% strongly agreed
  - Men: 3% strongly agreed

# Partner's Career

Among those who reported a partner in academia:

- ▶ Almost a quarter (23%) of respondents report a partner working at the same institution
  - ▶ 18% of women; 25% of men
  - ▶ Most common partner title is 'adjunct' or 'lecturer' for men (n = 11); for women's partners, most common title is 'professor or researcher' (n = 6)
- ▶ 14% report an academic partner at a different institution
  - 21% of women; 10% of men
  - Most common partner title is 'professor' for women (n = 9); for men it is 'staff' (n = 5)



# Effects of partners on mobility among decision-makers, by gender

Have you or a current or previous partner ever left a job for reasons primarily related to the retention or advancement of the other's career? (Check all that apply)	Women	Men	Total
Yes, my previous or current partner left a job in order to allow me to retain my job or advance in my career	42.2%	37.2%	39.2%
Yes, I left a job in order to allow my previous or current partner to retain his/her job or advance in his/her career	13.3%	7.0%	9.4%
No, when faced with this decision, I chose not to leave my job for the advancement or retention of my previous or current partner's career	4.8%	3.9%	4.2%
No, when faced with this decision, my previous or current partner chose not to leave a job in order for me to retain my job or advance in my career	3.6%	3.9%	3.8%
No, this is not applicable to my history	42.2%	50.4%	47.2%

# How long, on average, does it take to reach the position of dean after earning the highest academic degree?

- ▶ About 20.2 years, on average
  - Does not significantly differ by gender
    - Men = 20.58; Women = 19.57
  - Does significantly differ by field of highest degree
    - STEM = 21.0 years; non-STEM = 19.1 years  
( $p=.04$ )

# How many positions (title changes) have deans had since earning the highest degree?

- ▶ On average, 7.4 positions
  - Women = 7.3; Men = 7.5
  - No significant differences by gender
- ▶ The number of changes did not predict average number of years to reach a dean position ( $p = .06$ )

# How many institutional type changes does a dean make on average?

- ▶ On average, .7 institutional type changes
  - Women = .8; Men = .7
  - No significant differences by gender
- ▶ The number of changes did not predict average number of years to reach a dean position ( $p = .06$ )

# Are there gender differences in initial dean's office experiences?

- ▶ Approximately 6% of women began as Assistant Dean (compared with 3.9% of men who began in that position)
- ▶ 25.3% of women began as Associate Dean (compared with 31.8% of men who began in that position).
- ▶ Roughly two-thirds of all respondents' first dean title was Dean (including interim and acting)

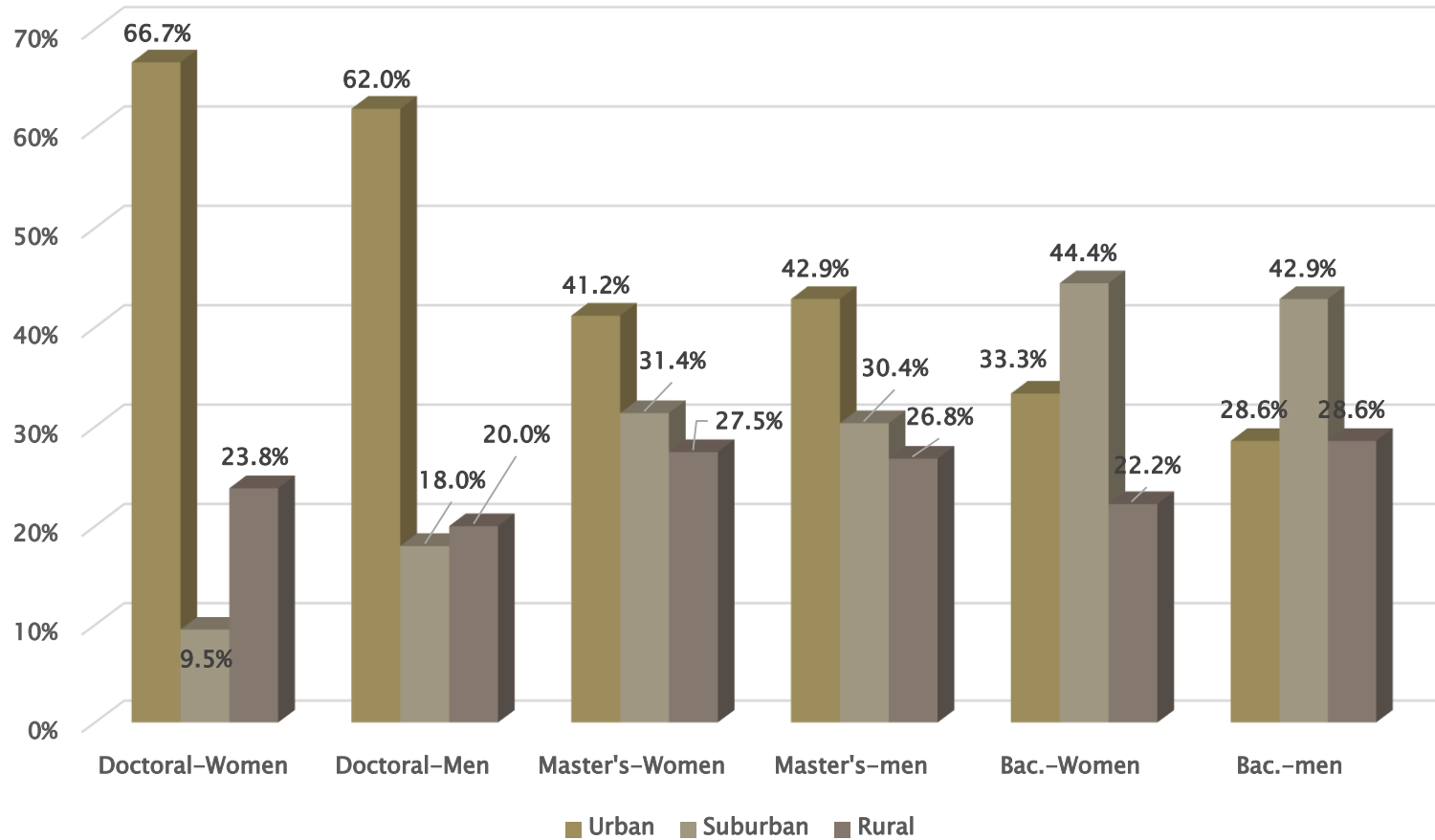
# First Dean Job: Institutional Type

Institutional Type	Women	Men	Total
Doctoral/Research	26.5%	41.4%	35.5%
Master's	62.7%	43.8%	51.2%
Baccalaureate	10.8%	10.9%	10.9%
Other	0.0%	4.0%	2.3%

# First Dean Job: Institutional Setting

Institutional Setting	Women	Men	Total
Urban	46.9%	47.6%	47.3%
Suburban	27.2%	25.4%	26.1%
Rural	25.9%	24.6%	25.1%
Other	0.0%	2.4%	1.4%

# First Dean Job: University Characteristics by Gender





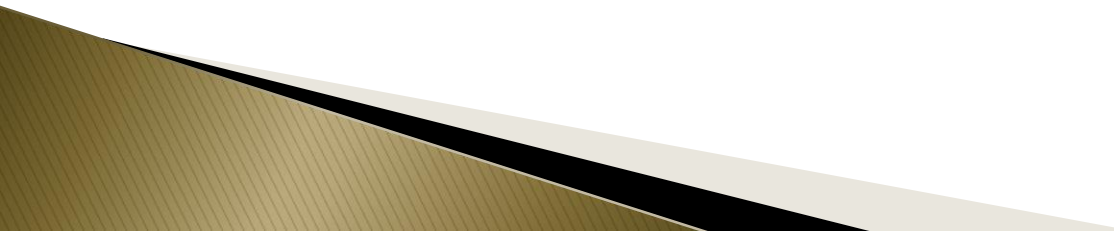
# First Dean Job: Academic Characteristics by Gender

- ▶ 46.2% (n = 98) of deans are currently in their first dean position
- ▶ First dean duration: Men = 5.6 years; Women 3.6 years ( $p < .01$ )
  - *Result Caution:* About half are still in same dean job (first = current)
  - Gender predicted first job dean duration after controlling for years to deanship ( $p < .01$ )

# Limitations

- ▶ Format merging
  - Self-report varies (e.g., generic faculty vs. reporting ranks)
    - Impacted dates and therefore lengths of time in roles
    - Among hand entered, self classification of geographical areas
- ▶ Missing institutional changes
- ▶ Coding
  - Titles variable (director, interims, asst. chair)
  - Format of dates (month and year vs year)
  - Many in first dean position, no end date; therefore, duration comparison not possible
  - Multiple roles simultaneously
  - Job title changes handled differently (for example, from interim to 'permanent' may be noted or not)
- ▶ Bottom Line: Numbers small, anomalies high

# Next Steps

- ▶ Follow-up interviews
  - ▶ ADVANCE PI research
  - ▶ Redo study and coding with CV-only study
  - ▶ Look at progression by institutional sector
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# Conclusions

- ▶ Gender differences were not as prevalent as predicted
- ▶ Perhaps by limiting study population to deans (excluding assistant and associate deans) may not have captured full gender differences in the pathway
- ▶ Gender differences may be occurring earlier in pipeline and leaking women out prior to deanship (crème of crop, ambitious, those who we hypothesize sacrifice already are the ones making it to deanship)

- ▶ Not enough variability in some of the personal variables (for example, partnership status, presence of children, race/ethnicity) to derive any conclusions about their impact on progression to deanship

# Acknowledgements

- ▶ Denise Battles, Provost and VPAA, University of North Carolina–Wilmington
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  - ▶ CCAS Board of Directors
  - ▶ CCAS Deans who participated in the survey
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