

**Enhancing the  
Recruitment and Retention of  
Female Faculty: A Comprehensive Report**



**Presented By**

**The University Committee  
on Women Faculty and Students**

**Spring 2008**

## **Table of Contents**

<b>Executive Summary</b>	2
<b>Membership of the Committee</b>	3
<b>Introduction</b>	4
<b>Part I: Statistical Analysis and Benchmarking</b>	
Historical Trends	5
Peer Institution Comparisons	6
Trends and Analysis	10
<b>Part II: Recommendations</b>	
Committee Recommendations: Table	11
Narrative Summary of Recommendations	12
<b>Part III: Conclusion</b>	17
<b>Figures</b>	
1. Notre Dame T&R Faculty by Sex, 1997-2006	
2. ND Full-Time Female Faculty compared to AAU Privates, 1996-2006	
3. Percentage ND Full-Time Female Faculty compared to AAU Privates, 1996-2006	
4. Percentage ND Female Faculty by Rank, 1996-2006	
5. Percentage ND Female Assistant Professors, compared to AAU Privates, 1996-2006	
6. Percentage ND Female Associate Professors, compared to AAU Privates, 1996-2006	
7. Percentage ND Female Full Professors, compared to AAU Privates, 1996-2006	

## **Executive Summary**

A review of seven years of University reports reveals that Notre Dame has spent a great deal of time and administrative effort on issues relating to the recruitment and retention of female faculty. A statistical analysis shows that during this period the percentage of female faculty has leveled off and has not kept pace with our peers. Since 2001, the ratio of female faculty at Notre Dame relative to our Association of American Universities (AAU) peers has dropped by a full ten percentage points. Notre Dame has excelled at recruiting women at the assistant professor level, but we do not seem to be able to keep them. Notre Dame continues to lag the AAU privates at the associate and full professor ranks. Relative to our peers, the percentage of full professors has not changed in ten years. The loss of female faculty at the senior ranks lowers the morale of the faculty who remain and represents a loss of mentors for junior faculty. It also results in a smaller pool of senior leaders for the University.

Whether female faculty leave Notre Dame because they get better offers elsewhere, fail to get tenure, or for other reasons, it is clear that we must do more to keep the promising women whom we recruit at the assistant professor level. As the University's mission statement points out, "the intellectual interchange essential to a university requires, and is enriched by, the presence and voices of diverse scholars." Female faculty play a crucial role in this interchange, by adding unique perspectives and experiences and by modeling the role of women in society for our students. To achieve excellence in a rapidly changing world, Notre Dame needs to retain the outstanding female teachers and scholars it recruits. The Committee recommends that the University improve its recruitment and retention of female faculty through the following initiatives:

- Goodwill Initiatives
- Wellness Survey
- Office of Diversity/Inclusion
- Hiring Plan
- Infant and Childcare Facilities
- Spousal Hiring

It is hoped that through these efforts women who are initially attracted to Notre Dame will continue to find reasons to stay, and that the University will continue to benefit from the expertise they bring and share with their students and colleagues.

## **Membership of the University Committee on Women Faculty and Students 2007-2008**

Susan Ohmer, Film, Television and Theatre, CHAIR

Amy Barrett, Associate Professor, Law

Jill Bodensteiner, Associate Vice President and Counsel, Office of General Counsel

Laura Carlson, Associate Professor, Psychology

Angie Chamblee, Associate Professional Specialist, First Year of Studies

Jannifer Crittendon, Director, Office of Institutional Equity

Mary Rose d'Angelo, Associate Professor, Theology

Sr. Susan Dunn, O.P., Assistant Vice President, Student Affairs

Lauren Gamboa, Undergraduate Representative

Alyssa Gillespie, Associate Professor, German/Russian Languages and Literature

Amber Handy, Graduate Student Representative

Sallie Hood, Associate Professor, Architecture

Sharon Hu, Associate Professor, Computer Science and Engineering

Jessica Kayongo, Assistant Librarian

Michael Lundin, Graduate Student Representative

Katie McHugh, Undergraduate Representative

Kevin Misiewicz, Associate Professor, Accountancy

Heather Rakoczy, Director, Gender Relations Center Catherine Pieronek, Director Academic

Affairs, Dean's Office, College of Engineering Ava Preacher, Assistant Dean, College of Arts  
and Letters

Carol Tanner, Associate Professor, Physics

---

Donald Pope-Davis, President/Provost Designee

## **Introduction**

The University Committee on Women Faculty and Students considers policies, practices and the general environment at the University as they relate to female faculty and students.

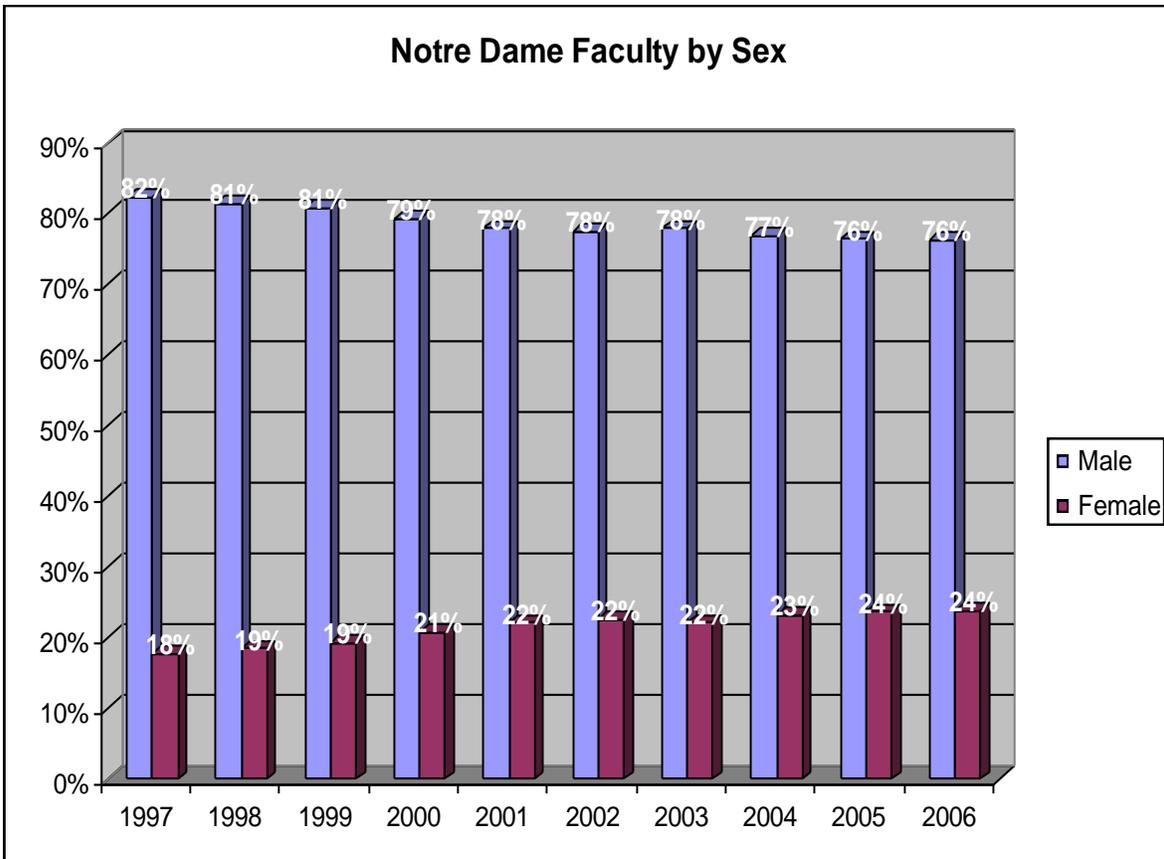
When Vice President and Associate Provost Don Pope-Davis convened the committee in October 2007, he established as its focus for the year a study of issues relating to the recruitment and retention of female faculty. He asked the committee of twenty-two women and men to form two subcommittees to explore each of these topics and to develop recommendations that responded to issues within their colleges and departments. The subcommittees in turn formed smaller working groups to focus more closely on areas the committee identified as important. These working groups met at least monthly and presented their findings to the subcommittees, who in turn reported to the committee as a whole. The members of the committee worked productively to develop the following recommendations drawing on discussions with faculty and administrators in their respective departments, and by gathering examples of “best practices” at Notre Dame and peer institutions. The report and recommendations presented here represent the unanimous views of this Committee.

First, the Committee examined available University data on the percentage of Teaching and Research (T&R) female faculty and requested additional analyses from the Office of Institutional Research that compared the percentage of female faculty at various ranks to our peers among the AAU privates. The following statistical analysis and benchmarking reveal that Notre Dame has not kept pace with our peers and has not improved at the most senior ranks.

**PART I:  
STATISTICAL ANALYSIS AND BENCHMARKING**

*Historical Trends*

Figure 1, below, presents a ten-year summary of the percentage of females among the T&R faculty of Notre Dame. While there has been an increase in the number of T&R female faculty in that time, over the last few years the percentage of female faculty has not changed.



*Source: Notre Dame Office of Institutional Research, T&R Faculty Data*

**Figure 1**

*Peer Institution Comparisons*

While Figure 1 suggests some progress, there are two points of concern when we compare the percentages of female faculty at Notre Dame with the percentages at our peer institutions among the AAU privates.

First, AAU privates showed an increase of the same magnitude from 1996 – 2006 [Figure 2, line 2]. However, that increase reflects a steady and increasing trend, rather than the jump and subsequent plateau observed in the Notre Dame data [Figure 2, line 1].

Second, if we examine the data as a ratio of the percentage of female faculty at Notre Dame, relative to the percentage of female faculty at AAU Privates, we find that Notre Dame has lost ground over the past decade.

**Full-Time Female Instructional Faculty at Notre Dame  
 Compared with AAU Privates**

<i>Fall Semester</i>	<b>1996</b>	<b>2001</b>	<b>2005</b>	<b>2006</b>
<b>Total Ranked</b>				
Notre Dame	17%	22%	24%	23%
AAU Privates	23%	24%	27%	28%
ND relative to AAU Privates	<b>.74</b>	<b>.92</b>	<b>.89</b>	<b>.82</b>

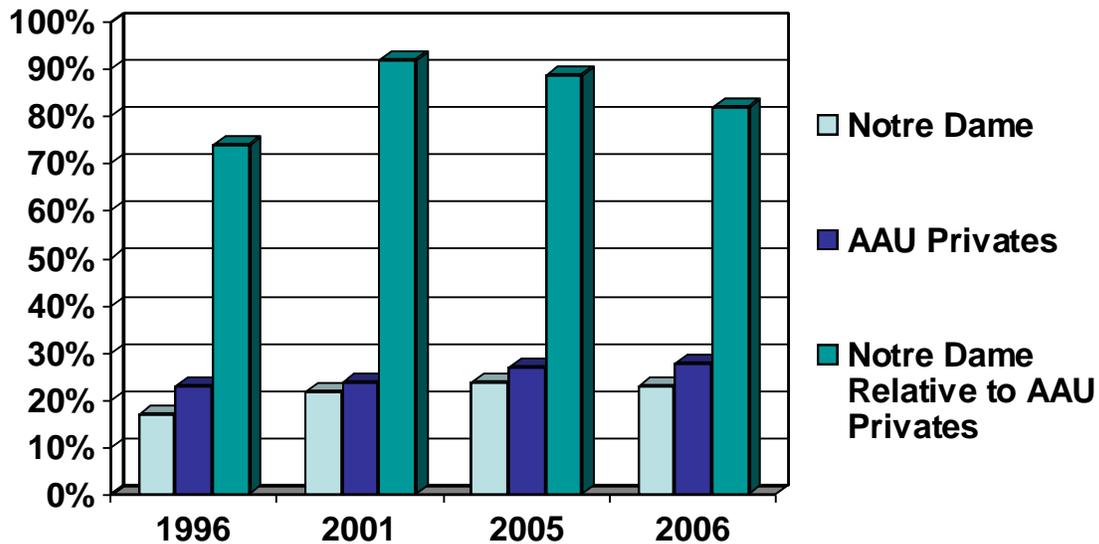
*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 2**

As Figure 2, line 3 demonstrates, in fall 1996 Notre Dame had 74 female faculty members for every 100 among the AAU privates. In 2001, there were 92 female faculty members at Notre Dame for every 100 among our peers, a situation nearing parity.

After that, however, Notre Dame began to fall behind, and we have remained behind ever since. In 2005 there were 89 female faculty at Notre Dame for every 100 among our peers and in 2006 there were 82.

**Percentage of Full-Time Female Instructional Faculty at Notre Dame  
 Compared with AAU Privates**



*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 3**

Although the percentage of women on the faculty has increased over the last ten years, we are not keeping up with our peers. Since 2001, the ratio of female faculty at Notre Dame relative to our AAU peers has dropped by a full 10 percentage points.

We can also examine the data by rank. As Figure 4 shows, between 1996 and 2006, the percentage of female assistant professors among total Notre Dame faculty increased from 35% to 41% [Figure 4, line 1] while the percentage for female associate professors increased from 15% to 28% [Figure 4, line 2] and the percentage of women holding the rank of full professor increased from 8% to 13% [Figure 4, line 3].

**Notre Dame Female Faculty by Rank**

<b>Fall Semester</b>	<b>1996</b>	<b>2001</b>	<b>2005</b>	<b>2006</b>
<b>Assistant</b>				
Notre Dame	35%	42%	42%	41%
<b>Associate</b>				
Notre Dame	15%	24%	27%	28%
<b>Full</b>				
Notre Dame	8%	10%	12%	13%

*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 4**

While these increases are laudable, when compared to the data from the AAU privates, some striking patterns emerge.

Notre Dame excels at recruiting on the entry level. For every 100 assistant professors at the AAU privates there are 105 at Notre Dame [Figure 5, bottom line].

**Notre Dame Female Faculty by Rank:  
 Assistant Professors**

<b>Fall Semester</b>	<b>1996</b>	<b>2001</b>	<b>2005</b>	<b>2006</b>
<b>Assistant</b>				
Notre Dame	35%	42%	42%	41%
AAU Privates	38%	35%	40%	39%
<b>ND relative to AAU Privates</b>	<b>.92</b>	<b>1.20</b>	<b>1.05</b>	<b>1.05</b>

*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 5**

However, as reflected in the data for the associate ranks, we have not retained this advantage. For every 100 associate professors at the AAU privates, there are only 82 at Notre Dame

[Figure 6, bottom line]. If this pattern continues with no additional attention to women at this rank, it will take 9 more years to achieve parity, assuming a constant increase of 2% per year.

**Notre Dame Female Faculty by Rank:  
Associate Professors**

<i>Fall Semester</i>	1996	2001	2005	2006
<b>Associate</b>				
Notre Dame	15%	24%	27%	28%
AAU Privates	28%	32%	34%	34%
<b>ND relative to AAU Privates</b>	<b>.54</b>	<b>.75</b>	<b>.79</b>	<b>.82</b>

*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 6**

Based upon the data, for every 100 female full professors at the AAU privates, there are 68 at Notre Dame—a ratio that has not changed in ten years [Figure 7, line 3]. Ten years ago Notre Dame lagged its peers significantly in its number of full professors in rank, and this disadvantage has not improved at all since then.

**Notre Dame Female Faculty by Rank:  
Full Professors**

<i>Fall Semester</i>	1996	2001	2005	2006
<b>Full</b>				
Notre Dame	8%	10%	12%	13%
AAU Privates	12%	15%	18%	19%
<b>ND relative to AAU Privates</b>	<b>.67</b>	<b>.67</b>	<b>.67</b>	<b>.68</b>

*Source: Notre Dame Office of Institutional Research, IPEDS Data*

**Figure 7**

*Trends and Analysis*

Notre Dame has spent a great deal of time over the last ten years on recruiting and retaining female faculty. As seen in Figure 1, over the past ten years the percentage of female T&R faculty has increased. Yet as Figure 2 demonstrates, this increase has not kept pace with our AAU peers. Since 2001, the ratio of female faculty at Notre Dame relative to our peers has dropped by a full 10 percentage points (Figure 3).

The comparisons in Figures 5, 6 and 7 enable us to pinpoint the areas in which we are strong and those where we continue to face challenges. We see that Notre Dame excels at recruiting female faculty; we are ahead of our peers in hiring female faculty at the assistant professor level (41% vs. 39%). Yet once female faculty get here, we do not seem to be able to keep them. Notre Dame continues to lag the AAU privates at the associate (28% vs. 34%) and full (13% vs. 19%) professor ranks. Of most concern is the ratio of female to male full professors at Notre Dame which has not changed in ten years.

In summary, these statistics and analyses, then, argue that more sustained efforts are required to retain female faculty. Through discussions with other faculty, department chairs, and deans, the Committee has identified several crucial changes that we believe would improve our ability to retain the talented female faculty we hire. These initiatives address issues that have been identified at policy and infrastructure levels of the University.

**PART II:  
RECOMMENDATIONS**

*Committee Recommendations: Table*

---

**1. Goodwill Initiatives**

Public commitment to improve the recruitment and retention of female faculty; increase the number of female faculty in University governance; and highlight women's accomplishments.

---

**2. Wellness Survey**

Develop a survey to understand in greater depth why female faculty decide to leave the University.

---

**3. Office of Diversity/Inclusion**

Create and support an office of diversity that would oversee the recruitment and hiring of women and faculty of color.

---

**4. Hiring Plan**

Increase women representation from the associate through the endowed ranks, with the goal of bringing Notre Dame up to the level of our AAU peers in 5-7 years.

---

**5. Infant and Childcare Facilities**

Expand ECDC and launch an infant care facility to address the critical need for care for children under two years of age.

---

**6. Spousal Hiring**

Expand services offered by the Dual Career Assistance Program; take a leadership role in forming a consortium with local universities; and establish a centralized fund to support dual academic hires with the colleges.

---

*Narrative Summary of Committee Recommendations*

**Recommendation #1: Goodwill Initiatives**

**Public commitment to recruiting and retaining female faculty.** The existence of this committee and the stated commitment of the President and the Provost to enhance the situation of female faculty demonstrate the University's desire to succeed in this area. As Father Jenkins has stated, hiring female faculty is consistent with the vision of Catholic institutions as embracing diverse people and cultures in order to "enrich our dialogue and test our ideas." However, many faculty fear that the focus on Catholic hiring will mean that less attention is given to recruiting and retaining women. Goals that should be seen as complementary are thought to be in opposition. We recommend that the President and the Provost issue a public statement affirming their commitment to hire, promote and retain female faculty.

**More women in administration.** A recent study at Cornell University found that female faculty's job satisfaction is related to a sense of being integrated into their university environment.<sup>1</sup> We propose that Notre Dame increase its efforts to bring more women into the University's governing structure at every level, as a way of ensuring that women's concerns and contributions to the life of the University are taken seriously.

**Highlighting women's accomplishments.** In addition, we recommend that the University make a concerted effort to achieve equity in spotlighting female and male faculty expertise and accomplishments. Highlighting women's accomplishments at all levels can make female faculty feel that they are a valued part of the university.

**Recommendation #2: Wellness Survey**

That women are leaving Notre Dame is apparent. Why they do so is unclear. We propose that the University carry out a study over the next 3 – 4 years to understand why female faculty leave the University. This would include an annual study of tenure and promotion

rates, attrition rates, retention rates, responses to retention offers, and the numbers of offers extended to female candidates but declined. We recommend that this data be analyzed for trends and patterns and that the findings are made available to deans, chairs, and other administrators, where appropriate, in an annual “state of affairs” report.

Exit interviews provide another important way of analyzing the motivations behind this decision. While there has been some effort to conduct exit interviews either in person or online, these efforts seem to be sporadic. The information they reveal has not been stored or analyzed for broader trends over time. We recommend that the Provost’s Office explore ways to encourage departing faculty to complete an exit interview or online survey. We also propose that colleges be required to make available to faculty who are leaving the University various options for completing an exit survey, such as by talking with someone in their college, the Provost’s Office or the OIE, and/or by completing an online survey.

The recent “ND Voice” survey yielded useful information about staff concerns and perspectives. We ask that the University carry out a similar survey for faculty, designed to gauge attitudes about research support, experience of and desire for mentoring, the social and intellectual climate at Notre Dame, unmet child care needs, and other issues. Such a survey would provide a snapshot of faculty concerns and a useful starting point for further discussions.

### **Recommendation #3: Office of Diversity/Inclusion**

The Committee recommends the creation of an Office of Diversity/Inclusion that would oversee hiring of both women and faculty of color. Moreover, for the purposes of accountability and sustainability it is imperative that this office be explicitly designated to manage the processes necessary to realize the recommendations set forth by the Committee. In general, the office would be responsible for identifying women and faculty of color; developing strategic diversity planning efforts; supporting departments during faculty searches; cultivating diversity awareness and appreciation; interfacing with University accountability systems; and should be sensitive to women and faculty of color issues.

**Recommendation #4: Hiring Plan**

The percentage of women holding the rank of full professor at Notre Dame has barely budged over the past ten years. Notre Dame has also fallen behind its peers among the AAU privates in retaining women at the associate professor level. Given the statistics cited earlier, we recommend that the University hire more female faculty at the senior ranks, from associate through endowed, with the goal of bringing us up to the level of the AAU privates in 5-7 years. Besides improving our ranking relative to our peers, hiring more senior women could also enhance the climate for junior faculty. Younger female faculty would benefit from having more senior women available as role models and mentors, and the morale of female faculty at all ranks would improve in the presence of a vigorous intellectual community of distinguished women scholars and teachers.

**Recommendation #5: Infant and Childcare Facilities**

Notre Dame in general has family-friendly policies. The maternity-related teaching leave is especially generous and appreciated. Several areas came to light as needing further attention: the shortage of childcare for children under two years of age, an insufficient number of full-time slots at the Early Childhood Development Center (ECDC), the lack of drop-in childcare on campus for sick children and on non-school days or half days, the lack of funding for childcare when female faculty take their children to conferences.

In 2006-2007 the Committee examined childcare concerns and met with Ms. Terry Rosik, Executive Director of ECDC. At a meeting on December 8, 2006, Associate Provost Jean Ann Linney reported that a committee chaired by John Affleck-Graves was evaluating the childcare needs of the Notre Dame community, including infant care. At that time the committee estimated that it would take an initial investment of \$2 million to expand ECDC's facilities to accommodate 36 more toddlers and a small group of infants. Even at that time, the waiting list for spaces at ECDC included 128 children.

We recommend that the University commit funds to expand ECDC and in addition, we suggest that the University provide facilities for infant care, either through ECDC or through a separate site. One possibility that has emerged is a site based on University-owned land that would be leased to the provider at low-cost with the University providing low-interest loans to fund start-up costs. Such a facility would address the critical need faculty express for care for children under two years of age.

Although Notre Dame's ECDC offers a model of childcare to the University community, Notre Dame's peers among the Ivy League and among the AAU privates do much more. Cornell and Stanford, for example, provide tax-free dependent care subsidies of up to \$5,000/year to employees, and Harvard supports faculty who need to bring children to conferences or on trips for research and fieldwork. Childcare is emerging as a crucial, make-or-break issue for many universities, and public evidence of the University's commitment in this area would go a long way towards improving women's lives at Notre Dame.

### **Recommendation #6: Spousal Hiring**

The Harvard Task Force Report on Women Faculty attests that, currently, 35% of male faculty and 40% of female faculty nationally are partnered with other scholars who are academics, and the number of dual-career couples in academia is increasing. As of 2000, 44% of U.S. universities provide job assistance for spouses, 24% of universities have dual-career couple policies (formal and informal), and of these 42% have written policies.<sup>ii</sup> Research universities in particular are more likely to have dual-career couple policies. Thus spousal hiring is an important factor in the competition for outstanding faculty among Notre Dame's peer institutions.

Recent exit interviews in some colleges have revealed that spousal hiring issues are often a reason why female faculty leave Notre Dame. Yet this issue is complex and not easily addressed. Each situation is unique: spouses may not be at the same point in their careers; there may not be an opening in the spouse's area of research; and spousal hires can have a

negative impact on departmental self-governance. As a starting point, the Committee recommends that the President and Provost:

**Adopt a non-binding policy** on spousal hires that would express the University's goodwill and good faith to help resolve some of the problems surrounding this issue. The policy could emphasize the desire to support dual-academic couples while maintaining the high quality of faculty and the University's diversity goals.

**Expand the services offered** by the new Dual Career Assistance Program to include continuing faculty and not just new hires. Efforts should be made to resolve new and ongoing spousal employment issues as they become known.

**Take a leadership role in forming a consortium** for spousal hiring with other institutions in the greater Northern Indiana and Southern Michigan area.

**Establish a centralized fund** to support dual academic hires and finance spousal lines jointly with hiring colleges for the first few years of the appointment, with the lines reverting back to the college for future use as positions are normalized. This fund could also be available to cover the expenses for a non-academic spouse to travel to South Bend for the purpose of job-seeking after the academic spouse has received an offer of a position at Notre Dame.

**Maintain flexibility in the use of part-time regular faculty positions** in spousal situations.

### **PART III: CONCLUSION**

Since Notre Dame first began admitting female students thirty-six years ago, the University has worked hard to support and advance the position of women at all levels. Yet when we look at figures reporting the percentage of women among at the faculty at various levels over the past ten years, we see that Notre Dame continues to face many challenges. Though we excel at recruiting female assistant professors, the number of female faculty in the ranks of associate and full professors lags behind our peers. Most alarmingly, for every one hundred full professors who are female at the AAU privates, there are only sixty-eight at Notre Dame, and this ratio has not changed in ten years. It is clear that we must do more to support and retain the women whom we work hard to recruit.

This report outlines several strategies that the University Committee on Women Faculty and Students believes will improve Notre Dame's ability to retain its female faculty. They involve a public commitment to do so on the part of University administrators, whom we know support this goal, and an effort to bring more women into the University's governance structure. Since many women still do not know where to go to resolve difficulties they encounter as female faculty, we recommend that an Office of Diversity/Inclusion be established to address the day-to-day issues that arise in this area. In addition, we recommend that the University hire more female faculty at the senior ranks, from associate through endowed, with the goal of bringing us up to the level of the AAU privates in five to seven years.

Across the University, faculty and several deans have identified child care as a top priority. The highly-regarded facilities of ECDC are unable to accommodate the expanding number of families who seek space in its programs. We suggest that the University follow through on earlier studies and invest resources to expand the ECDC facilities and to launch an additional site that will offer infant care for children under two. As in its retention of female faculty, Notre Dame is falling behind its peers in this area as well.

Finally, we propose that the University express its desire to help resolve some of the continuing problems around spousal hiring by expanding the services of the Dual Career Assistance Center to include continuing faculty and not just new hires and by taking a leadership role in forming a consortium with area universities for spousal placement. We also suggest that a fund be established to finance lines jointly with the colleges.

Notre Dame faces many challenges in its quest to attract and retain outstanding female faculty. The failure to keep the women we hire as assistant professors means that special efforts and extra resources are needed. The University Committee on Women Faculty and Students believes, however, that by working together with the President and the Office of the Provost we can achieve our common goal of making the University welcoming and supportive for female faculty. We recommend that the President and the Provost make this document available on the University's website so that it may serve as a starting point for broader discussions. We welcome the responses and suggestions of the administrators, deans, chairs and faculty whose support is crucial in reaching these goals.

## Notes

---

<sup>i</sup> <http://chronicle.com/weekly/v53/i34/34a04502.htm>

<sup>ii</sup> <http://www.womenstaskforces.harvard.edu/>