

WOMEN'S POWER GAP STUDY SERIES

WOMEN'S POWER GAP IN HIGHER EDUCATION

STUDY AND RANKINGS



Women's
Power Gap

Eos Foundation

GENDER PARITY NOW

WOMEN'S POWER GAP IN HIGHER EDUCATION

STUDY AND RANKINGS

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PREFACE

We are fortunate to live in a moment where women, people of color, and other underrepresented groups who have not traditionally had equal access to power and opportunity are demanding change. Society as a whole benefits by diversifying the ranks of leaders. While this study focuses on the issue of gender diversity, we believe **diversity of lived experience** – along gender, racial/ethnic, and sexual orientation lines – is the overarching goal. Our lived experience is a combination of who we are, how we were nurtured, and the impact our experiences have had on our perspectives and priorities. It greatly influences our actions.

That is not to say that individuals currently in power don't try to represent women, people of color, the LGBTQ community, and others. Some have done quite well. I'm often asked by thoughtful people if gender parity truly matters in higher education presidents. "Don't we just want the most qualified candidate for the job? Can't a man do a good job of listening to the needs of women students, faculty, and alumnae?" they ask. My answer is "yes, but." At the institutional level, a male college president can do a good job of representing the needs of women, but he would need a balanced team around him (chair of the board, senior leadership) to catch his blind spots. Furthermore, when we look at the higher level across institutions, society needs collective diversity of leadership. It is never enough to have just one group control so much power, influence, and wealth.

Clearly, there is a significant difference in the lived experience of a white male raised in an affluent community who attended prestigious schools and rose to the top of a university, compared with a Latina who may have been a single mother and put herself through a state school part-time while working on her unlikely path to the top of a university. These two individuals may even share the same top-level policy positions, but the lens through which they see the world, and the priorities and policies they choose to focus on will likely diverge.

Diversity is good for consumers and businesses; it leads to better decision making in all organizations. Studies have found that corporations with diverse boards and management teams are more profitable and better governed. To anticipate both challenges and opportunities on the horizon in a fast-changing world, all organizations need a diverse team offering a variety of perspectives.

Finally, we need to think about the next generation. Young women need to see role models early on in their lives to

inspire them to reach for careers that are male-dominated. Let's ask ourselves, are we happy to leave the status quo to the next generation? If not, let's work together to change it.

The first step to a successful movement for change is to collect data. This first-of-its-kind study demonstrates the importance of counting: establishing a baseline, measuring, and comparing institutions to one another. Who is leading on gender and racial balance, and who is falling behind? In order to reach a goal, you need to set it and measure progress against it. We will be tracking progress and issuing updates on this data on a regular basis. It is our hope that this study and future work will accelerate diversity in higher education in Massachusetts, and inspire others nationally to do the same across a variety of sectors.

This report aims to be the beginning of a positive and public dialogue among all institutions of higher education in Massachusetts, our elected leaders, students, families, alumni, and the public at large. Let's work in partnership to collect more data, especially on racial/ethnic representation, and move forward as a Commonwealth with bold and innovative change. Our demographics will continue to diversify. Massachusetts should lead the nation, as we have so often in the past, on education by focusing on diversity and inclusion in our colleges and universities.



Andrea Silbert
President, Eos Foundation



ABOUT THE WOMEN'S POWER GAP INITIATIVE

In 2018, the Eos Foundation introduced the Women's Power Gap Initiative, which aims to dramatically increase the number of women leaders, from a diverse set of backgrounds across all sectors in Massachusetts. The Initiative will conduct research on prominent sectors of the Massachusetts economy, measure the extent of the power gap, and propose solutions to reach parity. The Women's Power Gap in Higher Education: Study and Rankings is the first in the series of sectors the Eos Foundation will explore.

Measuring the Women's Power Gap

Women account for 51.5% of the population in Massachusetts but are underrepresented in leadership positions.¹ We define the "women's power gap" as the difference between the percentage of men and women in leadership positions in any sector. For example, among Massachusetts universities and colleges, men and women comprise 69% and 31% of presidencies respectively, which would equate to a power gap of 38%. In the venture capital industry, men and women comprise 92% and 8% of leadership respectively, for a power gap of 84%.² In the life

sciences industry in Massachusetts, men make up 96% of the CEOs and women 4%, for a power gap of 92%.³

Areas of Focus

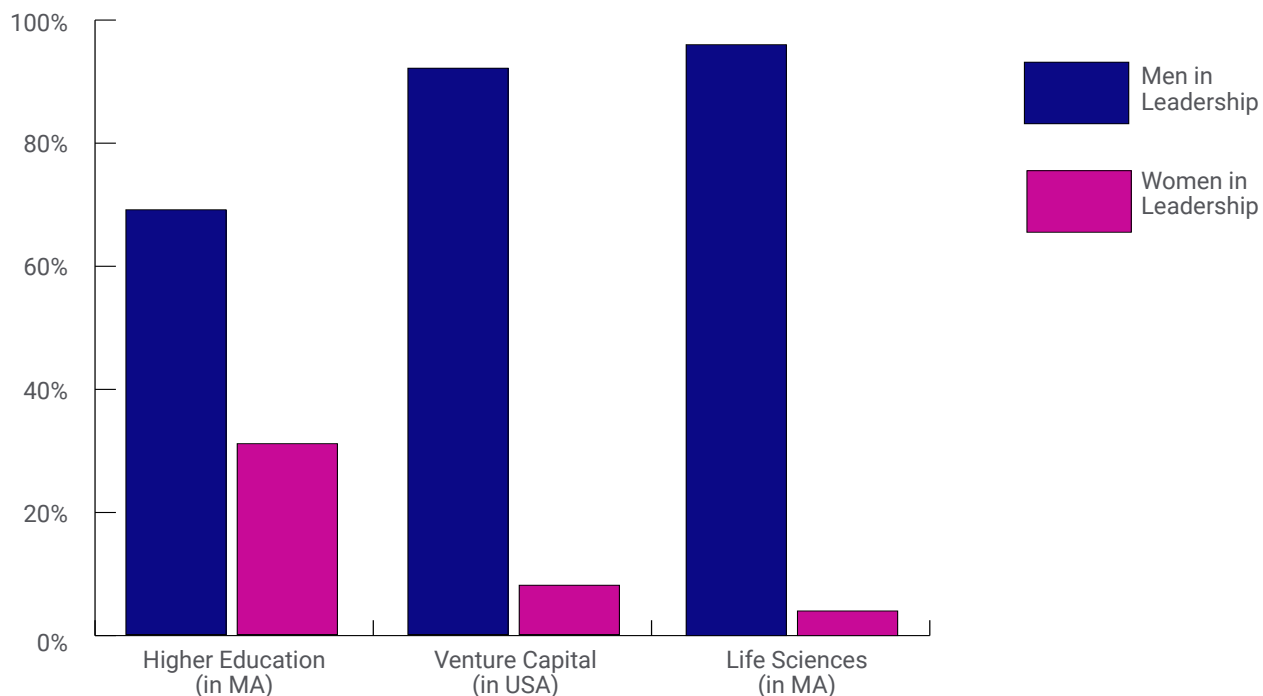
Sectors slated for future analysis of gender parity include financial services, business associations, venture capital, life sciences, and healthcare. Studies of these sectors will each aim to present baseline data and open a public dialogue among relevant stakeholders.

Complementing our research efforts is our Massachusetts GenderAvenger Campaign, which aims to leverage a set of social media tools to achieve gender parity at conferences, events, and in meetings. The online toolkit includes: (1) the GA Tally, (2) "Time Who's Talking," and (3) the GenderAvenger Pledge, which asks prominent men to refuse to speak on public panels where women are not represented.

For updates on the Initiative and to learn more, visit WomensPowerGap.org.

FIGURE 1

MEASURING THE WOMEN'S POWER GAP



EXECUTIVE SUMMARY

We undertook this first-of-its-kind study to determine who is leading on gender and racial balance among Massachusetts institutions of higher education and who is falling behind. Women represent 57% of all students at these institutions and are earning the majority of doctoral degrees, yet they hold only 31% of all presidencies.⁴ Why does such gender disparity in leadership exist in a field where women have been excelling for decades?

This study focuses on academic year 2017/2018 (AY2017/2018) and uses June 30, 2018 as the anchor date for data. Our focus is on presidents, the three most common senior leadership positions on the path to presidency (provost, deans, EVP), board chairs, and boards of trustees.

Key Findings

The first step in reaching gender parity in any sector requires data collection and analysis to spotlight key findings. These data show a backslide in the number of women presidents among our public state universities and stagnation of female leadership among our private colleges and universities. In addition, when looking beyond the presidents to the senior leadership teams, the boards of trustees, and board chairs, the data show far too many institutions with virtually no gender balance.

As the birthplace of higher education in America, Massachusetts can and should become the state where women's leadership among higher education institutions is as prevalent as men's. The numbers reveal the challenges to achieving this goal.

- **Massachusetts colleges and universities have a long way to go to reach gender parity across all leadership categories (president, senior team, and board). Far too many institutions have minimal to virtually no gender balance.** 32 schools (34%) have never had a female president, and 26 have less than 30% women on their board of trustees. There are 14 schools which have neither.
- **Our large private universities are significantly lagging the overall sector.** Women represent only 25% of the presidents of this group, fall short in representation among the senior leadership team, and none have a woman board chair. Not one of the 17 large universities

(public and private) scored “satisfactory” in our criteria, and 13 of 17 universities (76%) fall in the two bottom categories of “unsatisfactory” and “needs urgent attention.”

- **Massachusetts public universities have the lowest percentage of women presidents of all types of schools, public and private.** In total, women lead only one of our 15 state universities, or just 7%.^{1,2} Further, the number of women presidents/chancellors at our state universities has dropped since 2008, when they led five out of 15 (33%). We should expect our taxpayer-funded institutions to lead on diversity rather than trail the private sector.
- **Progress for women of color is minimal and data hard to obtain.** Data on women of diverse racial/ethnic backgrounds is extremely difficult to gather. Women of color lead only five of the institutions in our study, or 5%.
- **We are far from parity among women board chairs in Massachusetts.** Women are underrepresented as board chairs among our public institutions of higher education, leading only five of 25, or 20%. Among private institutions, women chair the boards of 19 of 64 schools, or 30%.
- **Private colleges and public community colleges have done well in terms of the current number of women presidents, with 47% and 40% respectively.** Six women were presidents of the 15 community colleges as of June 30, 2018.³
- **Women represent 47% of all provosts and 52% of deans – positions which are the most frequent path to the presidency.** Consequently, the lack of parity among women presidents cannot be explained as a “pipeline issue.”
- **California and New York lead Massachusetts in terms of parity for women and for women of color.** Of particular note, the California State University System (Cal State) with 24 chancellors, including the system chancellor, counts 13 women, or 54%, and 16% women of color.

1. As of the new AY, there is one more interim woman chancellor at UMass Boston.

2. The 15 universities include our nine state universities, five UMass campuses, and the UMass System.

3. As of the new AY, two more women took the helm of community colleges, bringing the total to eight of 15, or 53% of presidencies held by women. One new president self-identifies as a woman of color.

at a glance

WOMEN'S POWER GAP IN HIGHER EDUCATION

WOMEN REPRESENT: **57%** of all students, are the **majority of doctoral degree recipients**, yet make up **only 31%** of all Massachusetts college and university presidents.

RACE AND ETHNICITY: Of the **94** presidents represented in this study, **only 5 are women of color**.

PIPELINE: Women are **47%** of all provosts and **52%** of deans - **the most frequent paths to the presidency** - so if the pipeline is there, **do they face a glass ceiling?**

DOING WELL: **Private colleges** and **public community colleges** count **47%** and **40%**, respectively, of women presidents.

STATE UNIVERSITIES BACKSLIDE: Our **state's public universities** have the **lowest percentage** of women presidents of all types of schools, with **only one out of 15**. There were **five female presidents** across these schools in 2008, so we are **heading in the wrong direction**.

NEED FOR CHANGE!

- **Not one** of our **17 large universities** has a **woman board chair**.
- **32 schools** have **never had a woman president**.
- **26** schools count **less than 30% female board members**.

Recommendations to Close the Women's Power Gap in Higher Education

Following is a list of recommendations that government officials, college and university presidents, and boards of trustees can take to achieve gender equity among their ranks. The Eos Foundation will compile, update, and publish the comprehensive rankings annually and prepare a full study every three to five years. We ask state and private institutions to partner with us to provide timely access to the data and share strategies found to accelerate the pace toward gender parity.

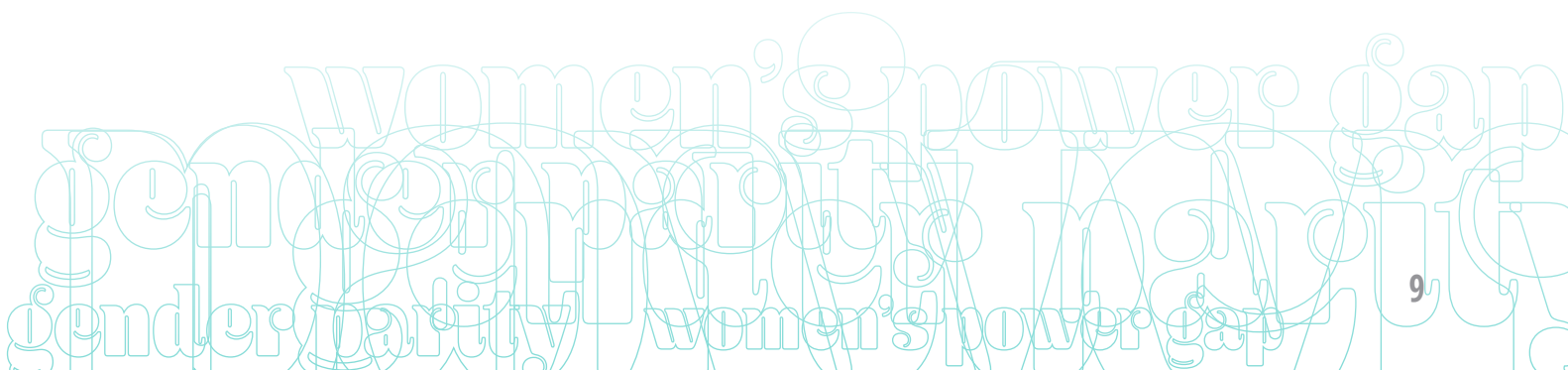
- At the institutional level, schools which have not achieved gender parity on their boards should fill immediate vacancies with women, and particularly, women of color, until parity is reached. Many schools look to alumni for board positions, and there are many accomplished and talented alumnae, among others, for schools to choose from.
- All institutions, public and private, should elevate more women to serve as chairs and officers on their boards when the next round of officers' terms expire.
- At the institutional level, schools should routinely require "unconscious bias" training for boards, presidents, and other senior leaders to examine the role unconscious bias plays in hiring and decision-making. The Board of Higher Education should require all public board members to participate in the training.
- At the state level, the Governor and legislature should learn from other states that are making gender and racial parity at public institutions a top priority, setting diversity goals and holding public boards and college presidents accountable for greater diversity at all levels.
- The State Board of Higher Education, which oversees all public institutions except the University of Massachusetts System, should be empowered to select the college and university presidents from the finalists brought forward by local institutions' search committees. Currently,

each of the 24 individual boards of trustees chooses one candidate as president and brings that individual to the Board of Higher Education for approval, which has become almost always a formality.

- The Governor should choose the board chairs of all public institutions. Currently, the Governor names the board chairs for the University of Massachusetts System and the community colleges, but not the state universities. S/he should then seek gender parity and racial/ethnic balance among board chairs.
- The Board of Higher Education membership should reflect the demographics of the state, particularly with respect to gender parity and racial/ethnic balance.
- The Governor and legislature should consider other models of governance for our taxpayer-funded public colleges and universities. California, which is a national leader in terms of diversity for its public system, has only three boards, one for each system, to oversee their 147 schools. This centralized structure allows them to be far more intentional about diversity across all categories of institutions.
- At the research level, a number of key questions to explore remain. Is there a "glass ceiling" that prevents qualified women from advancing up the ladder to the presidency? To what extent is unconscious bias operating on boards and on search committees and hindering women from becoming presidents? Is there a "one and done" phenomenon in which, after a board hires its

All institutions, public and private, should elevate more women to serve as chairs and officers on their boards when the next round of officers' terms expire.

first female president, they no longer feel the need to intentionally pursue diversity in future selections? If so, how can this be addressed? What are the effective strategies that schools, which have reached and maintained gender parity, have followed?



I. INTRODUCTION

Why Does Gender Parity Matter?

Diversity is good for consumers and businesses; it leads to better decision making in all organizations. Studies have found that corporations with diverse boards and management teams are more profitable and better governed.⁵ To anticipate both challenges and opportunities on the horizon in a fast-changing world, all organizations need a diverse team offering a variety of perspectives.

Society as a whole benefits by diversifying the ranks of its leaders. That is not to say that individuals currently in power don't try to represent women, people of color, the LGBTQ community, and others. Some have done quite well. At the institutional level, a male college president can do a good job of representing the needs of women, but he needs a balanced team around him (chair of the board, senior leadership) to catch his blind spots. Two individuals may share the same top-level policy positions, but the lens through which they see the world and the priorities and policies they choose to focus on will likely be influenced by their gender, race/ethnicity, and sexual orientation.

Establishing diverse leadership and gender parity across Massachusetts campuses will make our institutions stronger and, in turn, produce the most qualified graduates to join and drive our economy. The higher education sector has long been an economic force in the state.⁶ More than 120,000 residents are employed by the industry, which enrolls nearly 500,000 students. Boston's largest universities alone have an economic impact totaling more than \$9 billion.⁷ Furthermore, higher education fuels other sectors like financial services, healthcare, technology, and biotechnology. Boston area universities and their affiliated hospitals alone represent more than one-third of the state's largest employers.⁸

The influence of the sector extends beyond its local economic reach to academic institutions nationwide. Massachusetts stands out as one of the nation's top producers of academics, and many women receiving doctorates from our schools will become qualified to assume positions of leadership over time. The Commonwealth should have a steady supply of homegrown, diverse female talent to feed into the pipeline to the presidency.

Research Goals

This study examined the status of women's leadership and diversity among higher education institutions in Massachusetts. Several questions shaped the goals and methodology in this report:

- To what extent do colleges and universities in Massachusetts have women, and women of diverse racial/ethnic backgrounds, in their highest leadership ranks?
- How do institutions compare with each other in terms of women's representation at the highest levels?
- Which institutions are making the most progress in closing the women's power gap in leadership?

We were particularly interested in why the number of women presidents has plateaued and, in the case of our public state universities, dropped over recent years – what we refer to as a “backslide” phenomenon. In addition, we looked at board chairs, boards of trustees, and examined senior leadership positions. One major question was whether the low level of women presidents could be explained by a lack of women deans and provosts, positions that are the most frequent path to the presidency.⁹ As you will see from the data, women are overall close to half of all provosts and deans, suggesting that pipeline is not the issue.

Methodology

The comprehensive dataset in this study is based on 93 institutions of higher education in Massachusetts. It examines the gender and, when possible, race/ethnicity of key leadership positions, with control type (public or private) and Carnegie Classification documented for each institution. This study focused on academic year 2017/2018 (AY2017/2018) and used June 30, 2018 as the anchor date for data.¹ In addition, while the dataset for the comprehensive rankings and senior management team includes a total of 93 institutions, when we introduce charts which look solely at presidents or boards of trustees, we add the University of Massachusetts (UMass) System president and board for a total dataset of 94 institutions. While the UMass System does not have a provost or deans of degree-granting programs, it has a president and a board

1. Several presidencies transitioned with the new AY beginning July 1, 2018. These changes are discussed in this report, and AY 2018/2019 data will be captured in next year's updated rankings.

of trustees. The UMass System president hires the campus chancellors, and the UMass System board of trustees oversees all five campuses.

We undertook this study to determine who is leading on gender and racial balance among Massachusetts institutions of higher education. While researchers attempted to obtain self-identified data for gender, race, and ethnic background, due to privacy concerns and institutional policies, most schools did not provide racial/ethnic information in response to our data request. Therefore, the racial/ethnic data presented in this report are only for women for whom

self-identified racial/ethnic data were collected: women serving as college and university presidents/chancellors and a subset of provosts.

The ranking of each institution in this study is based on a composite score that reflects the extent to which women are represented in three influential leadership categories: 1) top leadership post (up to 40 points), 2) senior leadership team (up to 30 points), and 3) governing board (up to 30 points). For further details on how we defined senior leadership team, our methodology, and the point allocation, refer to Appendix B and C.



II. COMPREHENSIVE GENDER LEADERSHIP RANKING

To identify where these institutions lie along a spectrum of progress on gender parity, we assigned each to one of four categories, based on their total weighting.

- Satisfactory: institutions that have 60 or more total points
- Status Quo: institutions that have between 40 – 59 total points
- Unsatisfactory: institutions that have between 20 – 39 total points

- Needs Urgent Attention: institutions that have less than 20 total points

We chose 60 points as the minimum for a satisfactory level of gender parity based on our analysis of points and the total number needed to reflect a balanced leadership structure across presidents, senior team, and board. See Appendix D for details on the analysis and categories of this comprehensive ranking.

TABLE 1

COMPREHENSIVE GENDER LEADERSHIP RANKING OF ALL INSTITUTIONS

RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
1	Simmons College*	Private: Master's	6,111	91%	36	30	30	96
2	Smith College*	Private: Bachelor's	2,896	98%	40	22	30	92
3	Emmanuel College - Boston**†	Private: Bachelor's	2,190	75%	40	18	30	88
3	Wellesley College*	Private: Bachelor's	2,482	98%	40	18	30	88
5	Bay Path University*	Private: Master's	3,225	94%	32	22	30	84
6	MGH Institute of Health Professions	Private: Special Focus	1,167	82%	40	10	30	80
7	Berkshire Community College	Public: Associate	1,959	62%	36	12	30	78
8	Anna Maria College**†	Private: Master's	1,386	58%	40	22	15	77
9	Mount Holyoke College*	Private: Bachelor's	2,327	99%	25	18	30	73
9	Roxbury Community College	Public: Associate	2,106	69%	36	22	15	73
11	Cambridge College	Private: Master's	2,430	74%	32	22	18	72
12	College of Our Lady of the Elms**†	Private: Master's	1,604	76%	20	18	30	68
12	Massachusetts College of Liberal Arts	Public: Master's	1,644	63%	16	22	30	68
12	Wheaton College**	Private: Bachelor's	1,651	62%	16	22	30	68
15	Regis College**†	Private: Master's	1,847	82%	40	10	15	65
16	Endicott College**	Private: Master's	4,835	65%	21	10	30	61
17	Hampshire College	Private: Bachelor's	1,321	62%	12	30	18	60

RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
17	Labouré College †	Private: Special Focus	750	91%	20	22	18	60
19	Massachusetts College of Art and Design	Public: Master's	1,982	71%	16	12	30	58
19	Quinsigamond Community College	Public: Associate	7,696	57%	16	12	30	58
21	Becker College	Private: Bachelor's	2,189	61%	32	22	3	57
21	Bristol Community College	Public: Associate	8,476	62%	32	10	15	57
21	Holyoke Community College	Public: Associate	5,890	62%	20	22	15	57
21	Pine Manor College**	Private: Bachelor's	490	53%	20	22	15	57
21	Worcester State University	Public: Master's	6,471	63%	12	30	15	57
26	North Shore Community College	Public: Associate	6,315	61%	20	30	3	53
27	Cape Cod Community College	Public: Associate	3,319	59%	12	22	18	52
28	Greenfield Community College	Public: Associate	1,957	61%	12	22	15	49
29	Bunker Hill Community College	Public: Associate	13,253	57%	36	10	0	46
30	Emerson College	Private: Master's	4,442	62%	12	30	3	45
30	Massasoit Community College	Public: Associate	7,471	56%	0	30	15	45
30	Newbury College	Private: Bachelor's	751	58%	12	18	15	45
30	Springfield College	Private: Master's	3,144	57%	20	22	3	45
34	Babson College	Private: Special Focus	3,165	44%	20	8	15	43
34	Suffolk University	Private: Doctoral	7,461	56%	32	8	3	43
36	Amherst College	Private: Bachelor's	1,849	50%	20	22	0	42
36	New England College of Optometry	Private: Special Focus	533	71%	12	30	0	42
36	New England Law - Boston**	Private: Special Focus	622	57%	12	30	0	42
36	University of Massachusetts - Lowell	Public: Doctoral	17,849	40%	20	22	0	42
40	Salem State University	Public: Master's	9,001	64%	16	10	15	41
41	Bay State College	Private: Bachelor's	889	72%	12	10	18	40
41	Bentley University	Private: Master's	5,506	45%	20	20	0	40
41	Harvard University	Private: Doctoral	29,908	49%	20	5	15	40
41	Lesley University**	Private: Doctoral	4,865	83%	20	5	15	40
45	Urban College of Boston	Private: Associate	860	95%	12	12	15	39

RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
46	Montserrat College of Art	Private: Special Focus	377	74%	0	8	30	38
47	Bridgewater State University	Public: Master's	10,998	60%	12	10	15	37
47	Fisher College	Private: Bachelor's	2,030	73%	0	22	15	37
47	Massachusetts Bay Community College	Public: Associate	4,855	53%	12	22	3	37
47	Middlesex Community College - Bedford	Public: Associate	8,617	58%	12	10	15	37
51	Nichols College	Private: Special Focus	1,480	42%	32	0	0	32
51	University of Massachusetts - Boston	Public: Doctoral	16,847	57%	16	16	0	32
53	Quincy College	Private: Associate	5,009	67%	16	12	3	31
54	College of the Holy Cross †	Private: Bachelor's	2,720	51%	0	30	0	30
55	Framingham State University	Public: Master's	5,977	65%	12	14	3	29
55	University of Massachusetts - Amherst	Public: Doctoral	30,037	49%	12	17	0	29
57	Western New England University	Private: Master's	3,810	44%	12	12	3	27
58	Brandeis University	Private: Doctoral	5,729	56%	12	11	3	26
58	Curry College	Private: Master's	2,926	59%	16	10	0	26
58	Worcester Polytechnic Institute	Private: Doctoral	6,642	33%	20	3	3	26
61	American International College	Private: Doctoral	3,377	71%	0	25	0	25
61	Boston Architectural College	Private: Special Focus	737	48%	0	22	3	25
61	Fitchburg State University	Public: Master's	6,763	63%	0	10	15	25
61	MCPHS University	Private: Special Focus	7,095	69%	0	22	3	25
61	Mount Wachusett Community College	Public: Associate	3,961	65%	0	10	15	25
61	New England College of Business and Finance	Private: Special Focus	1,131	74%	0	22	3	25
61	Northern Essex Community College	Public: Associate	5,976	60%	0	10	15	25
61	Westfield State University	Public: Master's	6,335	55%	12	10	3	25
61	Williams College	Private: Bachelor's	2,150	49%	0	10	15	25

RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
70	Assumption College †	Private: Master's	2,607	61%	0	22	0	22
70	Dean College	Private: Bachelor's	1,339	53%	20	2	0	22
72	Eastern Nazarene College	Private: Master's	924	61%	12	8	0	20
72	Northeastern University	Private: Doctoral	20,381	49%	0	17	3	20
72	Wentworth Institute of Technology	Private: Master's	4,526	21%	20	0	0	20
75	University of Massachusetts - Dartmouth	Public: Doctoral	8,647	50%	16	3	0	19
76	Stonehill College †	Private: Bachelor's	2,481	60%	0	18	0	18
77	Gordon College	Private: Bachelor's	2,004	65%	0	14	3	17
77	Springfield Technical Community College	Public: Associate	5,622	57%	0	14	3	17
77	University of Massachusetts Medical School	Public: Doctoral	1,108	59%	0	17	0	17
80	Berklee College of Music	Private: Special Focus	6,405	38%	0	0	15	15
80	Massachusetts Institute of Technology	Private: Doctoral	11,376	39%	12	3	0	15
82	Boston University	Private: Doctoral	32,695	59%	0	11	0	11
82	Clark University	Private: Doctoral	3,298	60%	0	8	3	11
82	Massachusetts Maritime Academy	Public: Master's	1,751	13%	0	8	3	11
85	Hult International Business School	Private: Special Focus	2,843	43%	0	10	0	10
85	Merrimack College †	Private: Master's	4,014	54%	0	10	0	10
87	Benjamin Franklin Institute of Technology	Private: Special Focus	573	17%	0	8	0	8
87	Tufts University	Private: Doctoral	11,489	55%	0	5	3	8
89	Lasell College**	Private: Master's	2,064	66%	0	0	3	3
89	The New England Conservatory of Music	Private: Special Focus	819	46%	0	0	3	3
93	Boston College †	Private: Doctoral	14,466	54%	0	0	0	0
93	Franklin W. Olin College of Engineering	Private: Special Focus	378	49%	0	0	0	0
93	William James College	Private: Special Focus	703	76%	0	0	0	0

Note: Enrollment sourced from IPEDS and reflects 2016 data. Three institutions tied for the bottom spot, therefore each receives the ranking of 93.

* Indicates women's college.

** Indicates formerly a women's college.

† Indicates Catholic Institution.

Satisfactory

18 schools (19% of total) are ranked as “Satisfactory” in terms of gender parity. The majority are either women’s colleges or were formerly women’s colleges, and two are special focus schools that educate students for professions that are dominated by women (i.e., nursing). Beyond these, five schools in this top group have reached gender parity – Berkshire Community College, Roxbury Community College, Cambridge College, Massachusetts College of Liberal Arts, and Hampshire College.

Status Quo

26 schools (28% of total) fall into the category of “Status Quo.” With a few changes some at the top of this list may soon reach parity, while others toward the bottom have much further to go. Private colleges make up the majority of this group as well as eight public community colleges; there are only four large private universities in this group – Harvard, Suffolk, Bentley, and Lesley.

It is interesting to note that Lesley, which was formerly a women’s school and counts women as 83% of its students, only scored 40 total points, just above the bottom end of the cutoff for this category. Only four state universities – UMass Lowell, Massachusetts College of Art, Salem State, and Worcester State - scored enough to be included in this category, meaning the majority of our state universities are in the bottom two categories.

Unsatisfactory

30 schools (32% of total) are rated “Unsatisfactory.” This group includes both public and private schools, large

universities and small colleges, as well as four community colleges.

Needs Urgent Attention

19 schools (20% of total) fall into the category of “Needs Urgent Attention.” The majority are large universities – UMass Dartmouth, UMass Medical School, MIT, Boston University, Clark University, Tufts University, and Boston College. Boston College, the Franklin W. Olin School of Engineering, and William James College stand out, in particular, with no points across any category. The lone community college in this bottom category is Springfield Technical Community College. These institutions should give serious consideration to immediate changes to improve women’s representation on their leadership teams and boards.

FIGURE 2

PERCENTAGE OF 93 SCHOOLS IN EACH CATEGORY

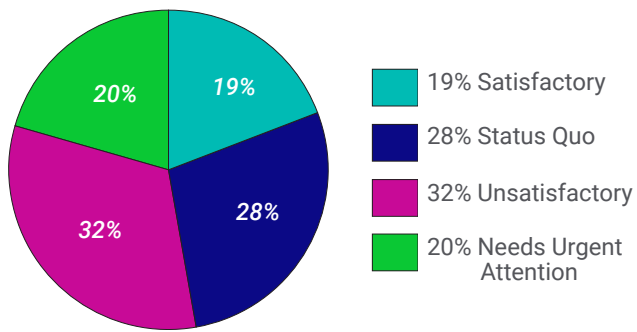
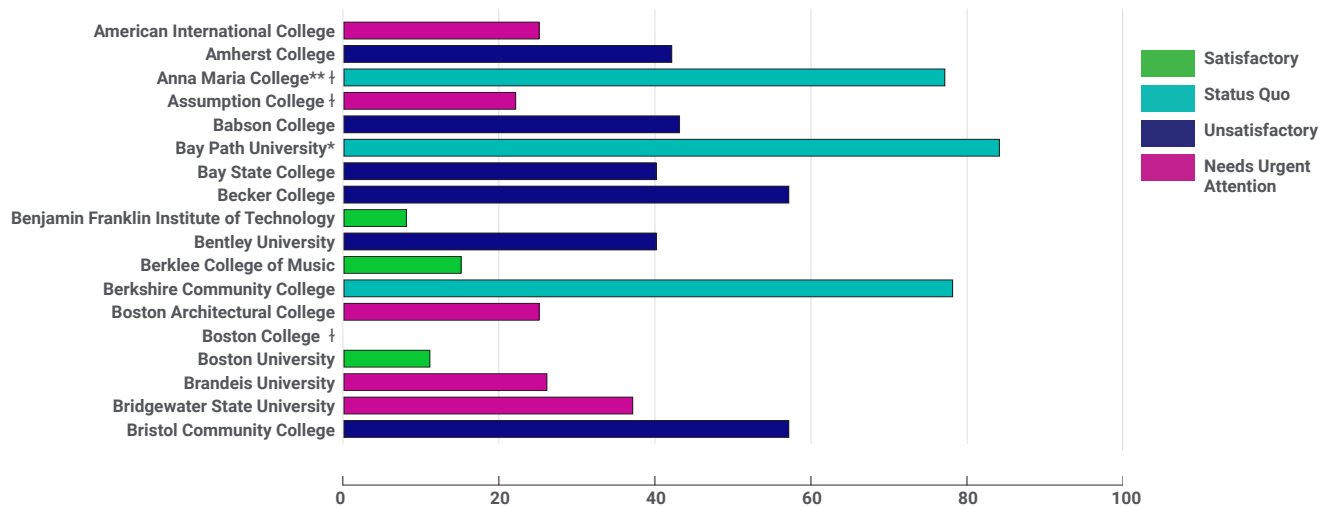
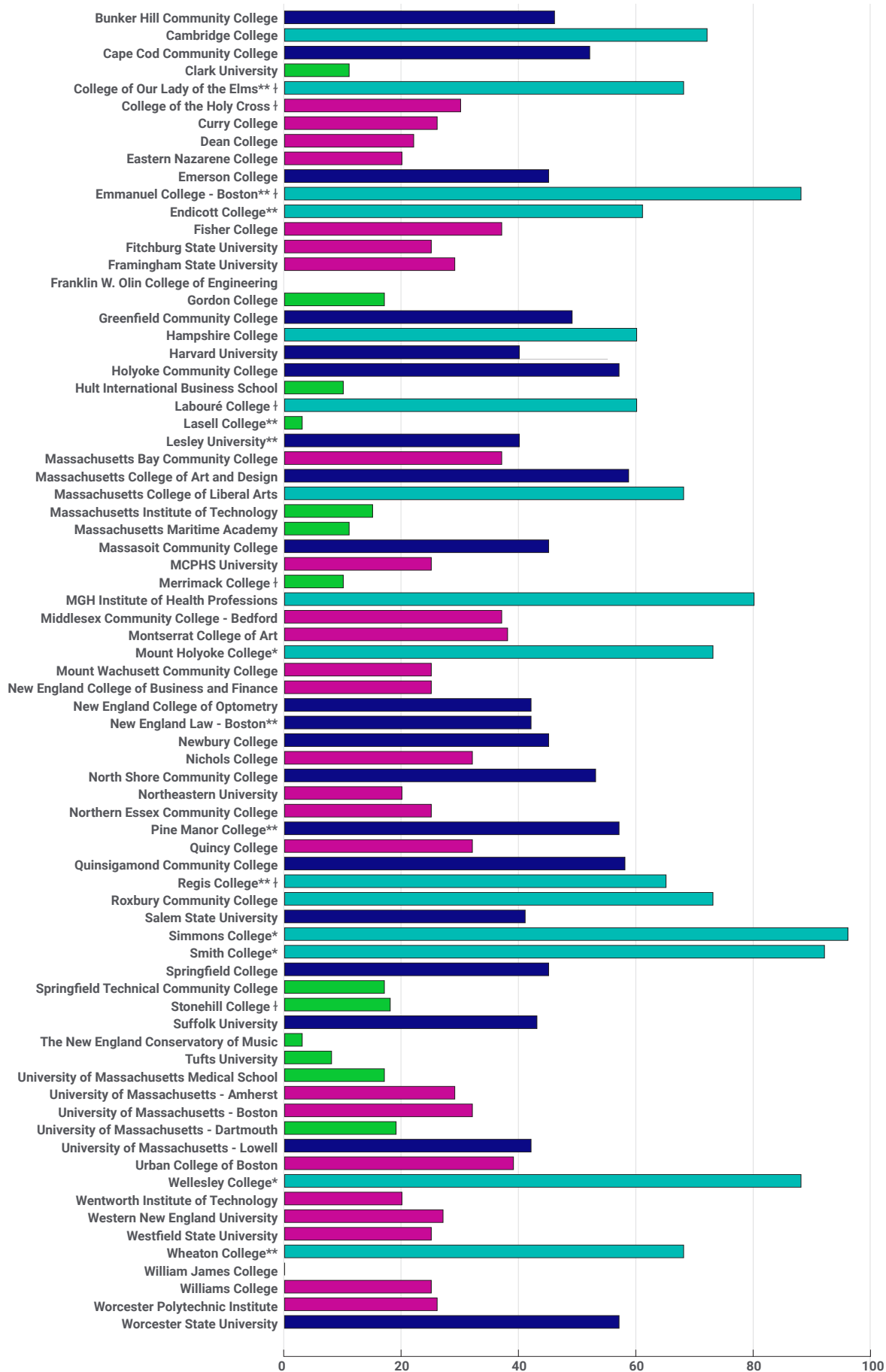


FIGURE 3

GENDER PARITY STATUS OF INSTITUTIONS BASED ON POINT TOTALS





III. DISCUSSION OF DETAILS IN GENDER LEADERSHIP INDEX

Doctorate-Granting Universities

Our large universities constitute 55% of all students in our dataset and have an outsized influence on our state due to

their sheer size, research capabilities, and impact on the economy. Below, we look at the ranking of these schools compared to one another and also examine the composition of their boards.

TABLE 2

RANK ORDER OF 17 DOCTORATE-GRANTING INSTITUTIONS BY WOMEN IN LEADERSHIP POSITIONS

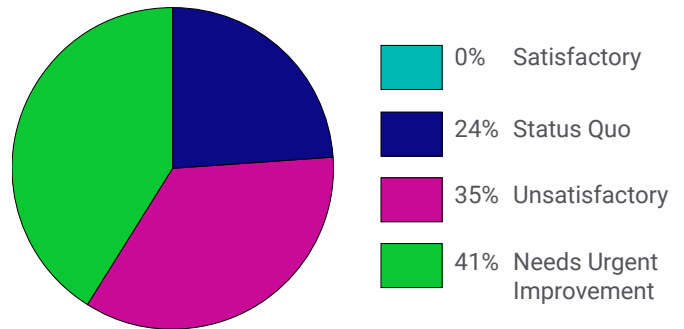
DOCTORAL RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
1	Suffolk University	Private: Doctoral	7,461	56%	32	8	3	43
2	University of Massachusetts - Lowell	Public: Doctoral	17,849	40%	20	22	0	42
3	Harvard University	Private: Doctoral	29,908	49%	20	5	15	40
3	Lesley University**	Private: Doctoral	4,865	83%	20	5	15	40
5	University of Massachusetts - Boston	Public: Doctoral	16,847	57%	16	16	0	32
6	University of Massachusetts - Amherst	Public: Doctoral	30,037	49%	12	17	0	29
7	Brandeis University	Private: Doctoral	5,729	56%	12	11	3	26
7	Worcester Polytechnic Institute	Private: Doctoral	6,642	33%	20	3	3	26
9	American International College	Private: Doctoral	3,377	71%	0	25	0	25
10	Northeastern University	Private: Doctoral	20,381	49%	0	17	3	20
11	University of Massachusetts - Dartmouth	Public: Doctoral	8,647	50%	16	3	0	19
12	University of Massachusetts Medical School	Public: Doctoral	1,108	59%	0	17	0	17
13	Massachusetts Institute of Technology	Private: Doctoral	11,376	39%	12	3	0	15
14	Boston University	Private: Doctoral	32,695	59%	0	11	0	11
14	Clark University	Private: Doctoral	3,298	60%	0	8	3	11
16	Tufts University	Private: Doctoral	11,489	55%	0	5	3	8
17	Boston College †	Private: Doctoral	14,466	54%	0	0	0	0

** Indicates formerly a women's college.

† Indicates Catholic Institution.

FIGURE 4

DOCTORATE-GRANTING INSTITUTIONS BY CATEGORY



This study assigned high points for the roles of president and board chair, the two most powerful and influential leadership positions at all colleges and universities.¹⁰ One key area where doctorate-granting institutions lag all other groups is in the number of women board chairs. Not one of the 17 the doctorate-granting institutions counts a female board chair.

TABLE 3

DOCTORATE-GRANTING INSTITUTIONS LISTED BY PERCENTAGE WOMEN ON BOARD

INSTITUTION NAME	BOARD CHAIR GENDER	BOARD SIZE	# WOMEN ON BOARD	% WOMEN ON BOARD
Lesley University**	M	23	13	57%
Harvard University	M	13	7	54%
Suffolk University	M	23	11	48%
Tufts University	M	39	15	38%
Brandeis University	M	30	10	33%
Worcester Polytechnic Institute	M	30	10	33%
Clark University	M	26	8	31%
Northeastern University	M	39	12	31%
Boston University	M	38	11	29%
Boston College †	M	50	13	26%
University of Massachusetts System	M	17	4	24%
Massachusetts Institute of Technology	M	43	10	23%
American International College	M	20	2	10%

** Indicates formerly a women's college.

† Indicates Catholic Institution.

Associate/Community Colleges:

Massachusetts public community colleges are well represented across all three leadership categories in the comprehensive index, suggesting it is easier for women to reach parity at public associate degree-granting institutions. Berkshire and Roxbury Community Colleges lead this category, with Quinsigamond, Bristol, and Holyoke Community Colleges close behind. It is important to note that women presidents took the helm at Greenfield Community College and Massasoit Community College in July of 2018, so their rankings will likely rise in the next iteration of the index.

FIGURE 5

ASSOCIATE-GRANTING INSTITUTIONS BY CATEGORY

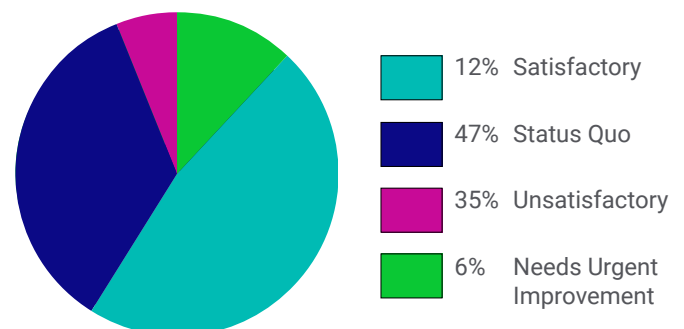


TABLE 4

RANK ORDER OF 17 ASSOCIATE-GRANTING INSTITUTIONS BY WOMEN IN LEADERSHIP POSITIONS

ASSOCIATE RANK	INSTITUTION NAME	CLASSIFICATION	ENROLLMENT	% WOMEN ENROLLED	PRESIDENT WEIGHTING	SENIOR LEADERSHIP WEIGHTING	BOARD WEIGHTING	TOTAL POINTS
1	Berkshire Community College	Public: Associate	1,959	62%	36	12	30	78
2	Roxbury Community College	Public: Associate	2,106	69%	36	22	15	73
3	Quinsigamond Community College	Public: Associate	7,696	57%	16	12	30	58
4	Bristol Community College	Public: Associate	8,476	62%	32	10	15	57
4	Holyoke Community College	Public: Associate	5,890	62%	20	22	15	57
6	North Shore Community College	Public: Associate	6,315	61%	20	30	3	53
7	Cape Cod Community College	Public: Associate	3,319	59%	12	22	18	52
8	Greenfield Community College	Public: Associate	1,957	61%	12	22	15	49
9	Bunker Hill Community College	Public: Associate	13,253	57%	36	10	0	46
10	Massasoit Community College	Public: Associate	7,471	56%	0	30	15	45
11	Urban College of Boston	Private: Associate	860	95%	12	12	15	39
12	Massachusetts Bay Community College	Public: Associate	4,855	53%	12	22	3	37
12	Middlesex Community College - Bedford	Public: Associate	8,617	58%	12	10	15	37
14	Quincy College	Private: Associate	5,009	67%	16	12	3	31
15	Mount Wachusett Community College	Public: Associate	3,961	65%	0	10	15	25
15	Northern Essex Community College	Public: Associate	5,976	60%	0	10	15	25
17	Springfield Technical Community College	Public: Associate	5,622	57%	0	14	3	17

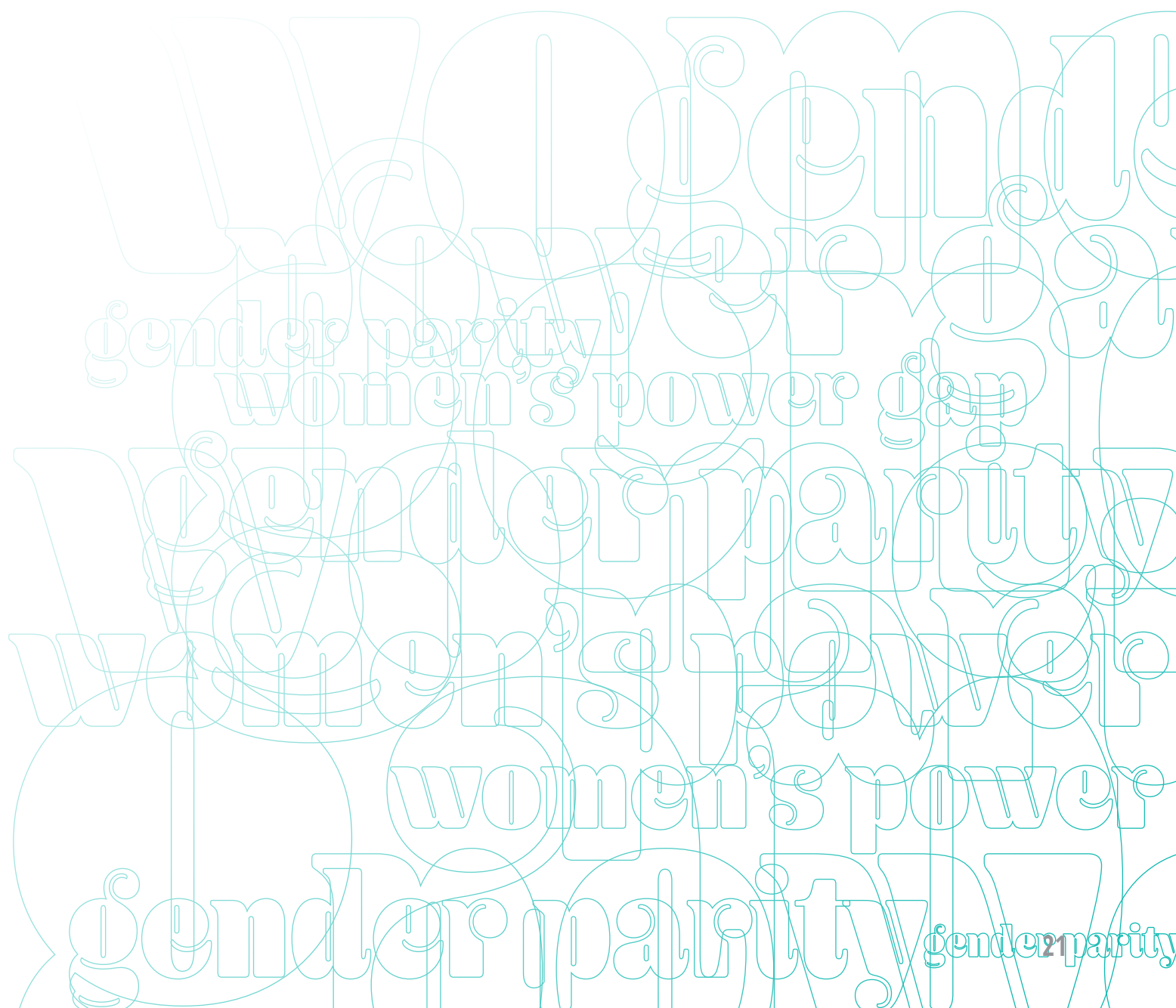
Note: With the exception of Quincy College and Urban College of Boston, all institutions are Public: Associate-granting institutions.

Catholic Schools

There are ten Catholic institutions in our sample. Among these, Stonehill College by-laws require that only a priest can serve as president of the school. Stonehill's by-laws also require that 50% of the board be comprised of priests. According to their by-laws, neither Boston College nor Merrimack College require the president to be of clergy. We do not have this same detailed information on by-laws for the other schools. Historically, it appears that Assumption, Boston College, and Holy Cross also have only had priests serve as presidents. Merrimack, while a Catholic school, has a lay president. The remaining five schools are or were formerly women's colleges or educate students for professions that are dominated by women, as in the case of Laboure, which is a nursing school.

Technical and Engineering Schools

There are a small number of schools which focus on engineering and technical training. It may be that parity for women is slightly less than 50% at these schools. Collectively, they have significant room for improvement to achieve meaningful gender representation in line with their percentages of women students. Of the engineering and technical training schools, only Worcester Polytechnic Institute (WPI) is not among the bottom category. WPI (#58) is followed by MIT (#80), Benjamin Franklin Institute of Technology (#87), and the Franklin W. Olin College of Engineering (#93). Olin has made a concerted effort to enroll 50% women in the school, which should be applauded, but this hasn't translated into gender balance in senior leadership. We also note that women represent just 13% of the Massachusetts Maritime Academy's students.



IV. PRESIDENTS: GENDER PARITY PLATEAUED OR DROPPING?

To identify the trajectory of gender parity at the presidential level, data was collected for two points in time: June 30, 2008 and June 30, 2018. Of the 94 institutions of higher education in the state (this includes the UMass

System presidency), 64 are private and 30 are public, state-run institutions. For purposes of this report, we have included Quincy College with the private institutions.¹¹

TABLE 5

NUMBER AND PERCENTAGE FEMALE PRESIDENTS/CHANCELLORS BY INSTITUTIONAL TYPE OVER TIME

	2008 NUMBER	2008 PERCENTAGE	2018 NUMBER	2018 PERCENTAGE	TOTAL NUMBER
PUBLIC	10	33%	7	23%	30
Doctorate-granting (UMass)	1	17%	1	17%	6
Master's (State Universities)	4	44%	0	0%	9
Bachelor's (N/A)					
Associate (Community College)	5	33%	6	40%	15
PRIVATE	23	36%	22	34%	64
Doctorate-granting	2	17%	3	25%	12
Master's	8	47%	9	53%	17
Bachelor's	7	41%	7	41%	17
Associate	2	100%	0	0%	2
Special Focus	4	25%	3	19%	16
TOTAL	33	35%	29	31%	94
Doctorate-granting	3	17%	4	22%	18
Master's	12	46%	9	35%	26
Bachelor's	7	41%	7	41%	17
Associate	7	41%	6	35%	17
Special Focus	4	25%	3	19%	16

Note: Figures represent all 94 institutions, including the UMass System.

Comparing 2008 and 2018

Across Massachusetts institutions of higher education, the data show a count of 33 women presidents/chancellors in 2008 and a drop to 29 women presidents/chancellors in 2018. This corresponds to a decline of women leaders over the past ten years from 35% to 31%.

Looking more closely, we see the percentage of women presidents:

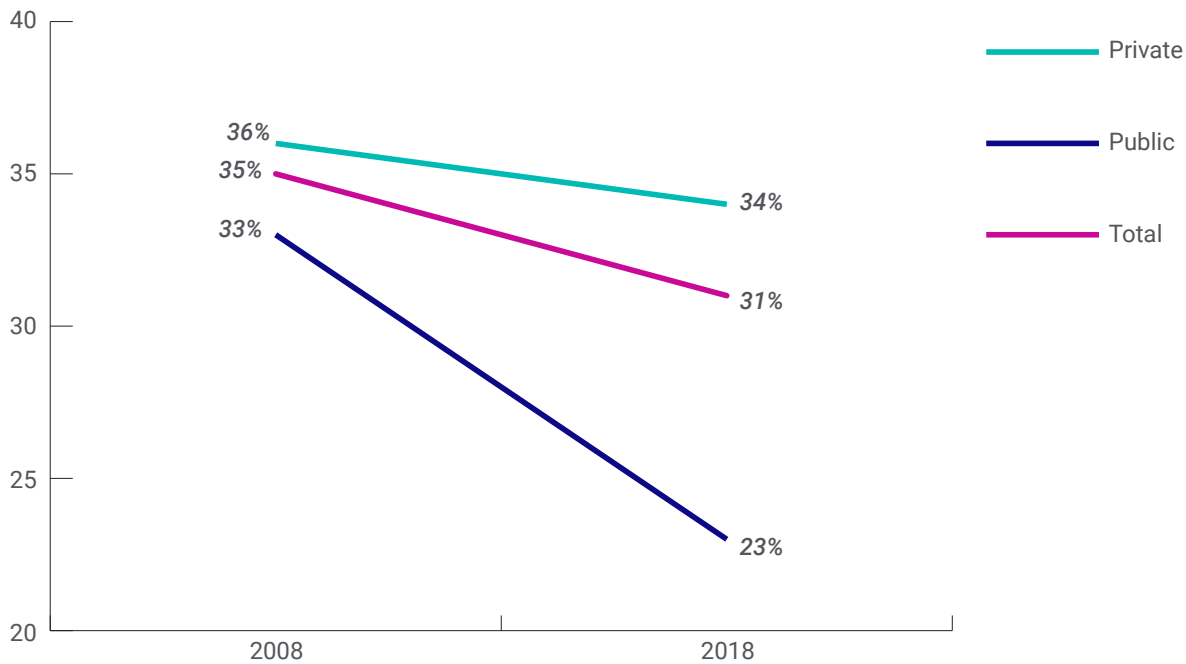
- Declined significantly in our public institutions from 33% to 23%, due to the drop in women presidents at our public state universities.
- Decreased slightly in private institutions from 36% to 34%.

- Declined in special focus schools which were low in 2008 at only 25% women leaders and dropped over the last decade to 19%.
- Increased among private colleges (those granting both bachelor's and master's degrees). The 2008 numbers were already near parity and the master's schools added one more woman president, so in 2018, their percentage increased to 47%.

It seems that progress on gender parity at the highest levels of leadership is at best stalled at our large private universities, and among our state universities the data show a backslide.

FIGURE 6

PERCENTAGE OF PRESIDENCIES HELD BY WOMEN OVER TIME



Underrepresentation of Women of Color

At both the national and state level, women of diverse racial/ethnic backgrounds are underrepresented in all leadership positions included in this study's index. Data on women of diverse racial/ethnic backgrounds are extremely difficult to gather. **Of the 29 women currently serving as president or chancellor in Massachusetts, only five are women of diverse racial/ethnic backgrounds.** When looking at women provosts, there are a total of 47 women in our sample, and we did not receive racial or ethnic data for 27 of them. Of the 20 institutions we have data for, 17 provosts are white and 3 are women of color.

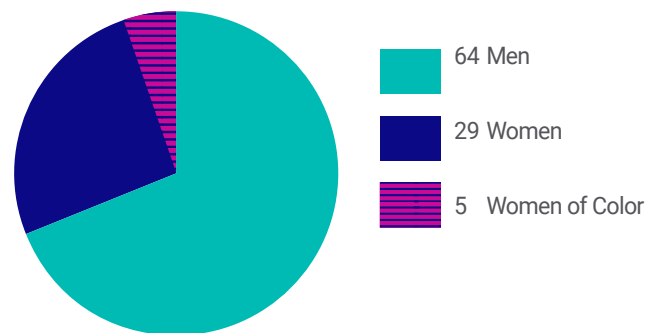
Our Public Institutions

As noted in the comprehensive index discussion, public community colleges are doing well. Of these 15 institutions, six counted female presidents as of June 30, 2018, or 40%. Since gathering data for this report and compiling the index, another two women presidents have assumed office at the community colleges. As of July 1, 2018, eight of 15 public community colleges, or 53% have women presidents; four are women of color.

The most notable decline in the number of female presidents in Massachusetts occurred in public state universities. This includes the UMass System plus the five local UMass campuses (UMass Amherst, Boston,

FIGURE 7

PERCENTAGE OF PRESIDENTS/CHANCELLORS BY GENDER



Dartmouth, Lowell, UMass Medical), and the nine state universities (Bridgewater State, Fitchburg State, Framingham State, Mass College of Art and Design, Mass College of Liberal Arts, Massachusetts Maritime Academy, Salem State, Westfield State, and Worcester State). Of these 15 institutions, in 2008, women led five, or 33%. As of June 30, 2018, the only female leader of these schools was the UMass Lowell Chancellor. It is important to note that a female Interim Chancellor took office at UMass Boston on July 1, 2018, suggesting that the numbers might tick up if she is made permanent.

Why would the numbers drop from five women in 2008 (and at one point during 2008 there were six women presidents) to only one in 2018? Women are well represented among our community colleges, and women

Among the last eight presidential searches at our state universities, women represented 39% of all finalists. Not one woman got the job.

make up 55% of the provosts and deans at our public institutions, suggesting that the drop in female presidents at our state universities is not a pipeline issue.

In addition, publicly available data on the last eight presidential searches at our nine state universities (2014 – 2018) show that women represented 39% of all finalists considered by the local university boards. Despite being well represented among the qualified candidate pool, not a single school selected a woman for any of those eight positions. This situation at our state universities demands greater inquiry.

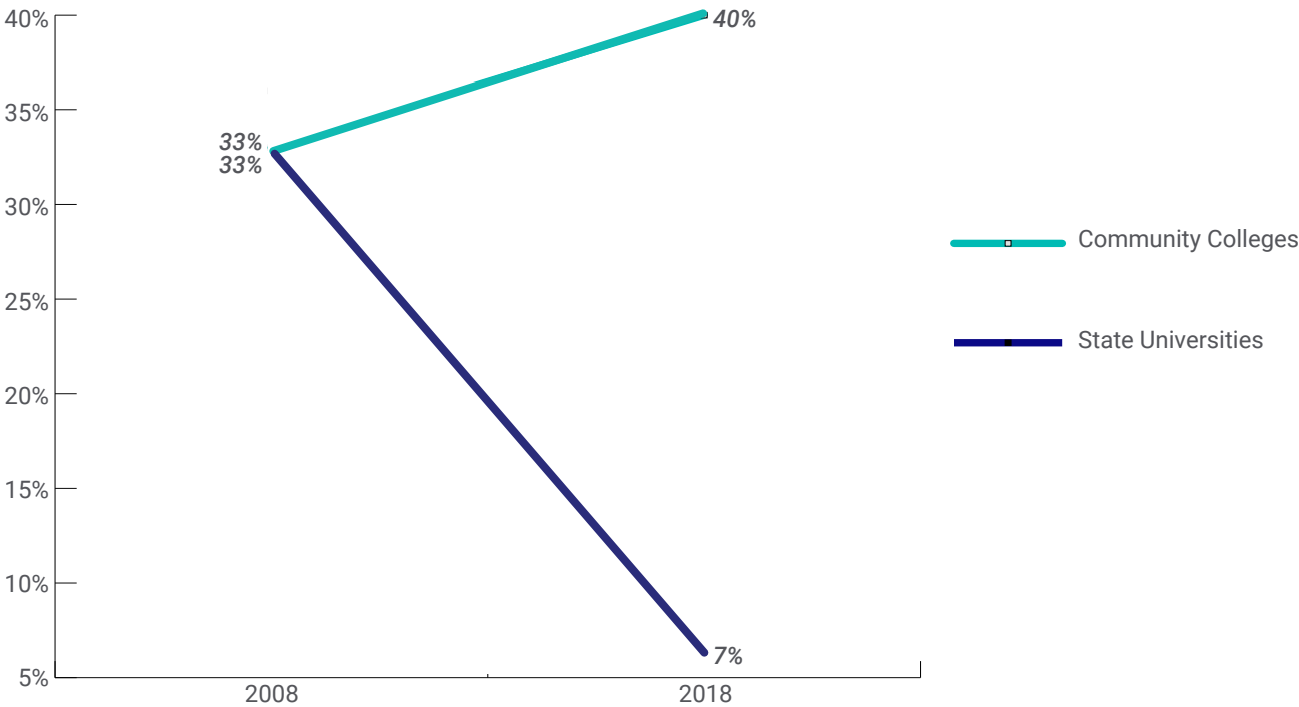
Despite a concerted effort to ensure women and people of color are fairly represented among applicant pools for top jobs (sometimes called the “Rooney Rule”), we still see

disparate outcomes. Could it be possible that the Rooney Rule cuts both ways and, in certain situations, has the unintended consequence of hurting women? If boards and individuals in power consider a representative number of women in the pool as a sufficient measure to ensure a fair outcome, they may not be examining all the ways that partiality can enter into the hiring process, such as unconscious bias. The data suggest that women are well represented in the pipeline for presidents. Moreover, in our sample of recent openings, women were also well represented in the applicant pool for the jobs at our state universities. So, it is not that highly-qualified women are not applying. We need to probe deeper into the final selection process to examine whether unconscious bias has played a role in the ultimate decision to hire the next executive. The Rooney Rule is certainly necessary to increase the number of women presidents, but it doesn’t appear sufficient.

Research shows that women often rise to high-level positions in many sectors but still are not represented in top jobs in proportion to their numbers in the immediate pipeline. In 2018, it appears that the “glass ceiling” is still impacting women in academia.

FIGURE 8

PERCENTAGE OF WOMEN PRESIDENTS/CHANCELLORS IN MASSACHUSETTS
BY PUBLIC INSTITUTIONAL TYPE



Historical Data on Women Presidents

Researchers examined the history of all 93 institutions and the UMass System to identify the total number of female

32 schools (34%) have never had a female president, despite an average female enrollment of 52%.

presidents each has had since inception. Of all institutions, the data show 32 schools (34%) have never had a woman president, despite an average female enrollment of 56% among them. 32 (34%) have had one female president and 30 schools (32%) have had more than one.

Looking at the data by institutional type, there is again a distinction between the large universities (doctorate-granting institutions), special focus institutions (e.g., nursing), and the others. Among the large universities, 44% have never had a woman president, whereas the same is true of only 24% of the master's/bachelor's and community colleges. Looking at the size of institutions, 40% of the master's/bachelor's and community colleges have had more than two women presidents compared to only 17% of the large universities. Over half of the special focus schools have never had a woman president, and only 19% have had two or more.¹²

TABLE 6

HISTORICAL NUMBER AND PERCENTAGE OF FEMALE PRESIDENTS/CHANCELLORS BY INSTITUTIONAL TYPE

	NEVER HAD A FEMALE PRESIDENT		ONE FEMALE PRESIDENT, EITHER PAST OR PRESENT		HAD TWO OR MORE FEMALE PRESIDENTS, PAST AND PRESENT		TOTAL
PUBLIC	8	27%	12	40%	10	33%	30
Doctorate-granting (UMass)	2	33%	2	33%	2	33%	6
Master's (State Universities)	2	22%	4	44%	3	33%	9
Associate (Community Colleges)	4	27%	6	40%	5	33%	15
PRIVATE	24	38%	20	31%	20	31%	64
Doctorate-granting	6	50%	5	42%	1	8%	12
Master's	3	18%	6	35%	8	47%	17
Bachelor's	5	29%	5	29%	7	41%	17
Associate	0	0%	1	50%	1	50%	2
Special Focus	10	63%	3	19%	3	19%	16
TOTAL	32	34%	32	34%	30	32%	94
Doctorate-granting	8	44%	7	39%	3	17%	18
Master's	5	19%	10	38%	11	42%	26
Bachelor's	5	29%	5	29%	7	41%	17
Associate	4	24%	7	41%	6	35%	17
Special Focus	10	63%	3	19%	3	19%	16

Note: Figures represent all 94 institutions, which includes the UMass System.

TABLE 7

INSTITUTIONS WHICH HAVE NEVER HAD A PERMANENT FEMALE PRESIDENT/CHANCELLOR

INSTITUTION NAME	ENROLLMENT	% WOMEN ENROLLED
American International College	3,377	71%
Assumption College †	2,607	61%
Benjamin Franklin Institute of Technology	573	17%
Berklee College of Music	6,405	38%
Boston Architectural College	737	48%
Boston College	14,466	54%
Boston University	32,695	59%
Clark University	3,298	60%
College of the Holy Cross	2,720	51%
Fisher College	2,030	73%
Fitchburg State University	6,763	63%
Franklin W. Olin College of Engineering	378	49%
Gordon College	2,004	65%
Hult International Business School	2,843	43%
Lasell College	2,064	66%
Massachusetts Maritime Academy	1,751	13%
Massasoit Community College*	7,471	56%
MCPHS University	7,095	69%
Merrimack College	4,014	54%
Montserrat College of Art	377	74%
Mount Wachusett Community College	3,961	65%
New England College of Business and Finance	1,131	74%
Northeastern University	20,381	49%
Northern Essex Community College	5,976	60%
Springfield Technical Community College	5,622	57%
Stonehill College	2,481	60%
The New England Conservatory of Music*	819	46%
Tufts University	11,489	55%
University of Massachusetts Medical School	1,108	59%
University of Massachusetts System	74,488	49%
William James College	703	76%
Williams College*	2,150	49%

* In July 2018, both Massasoit Community College and Williams College welcomed their first female president. In January 2019, The New England Conservatory will also.

† Indicates Catholic Institution.

V. NATIONAL AND STATE BENCHMARKS: CALIFORNIA AND NEW YORK COMPARISONS

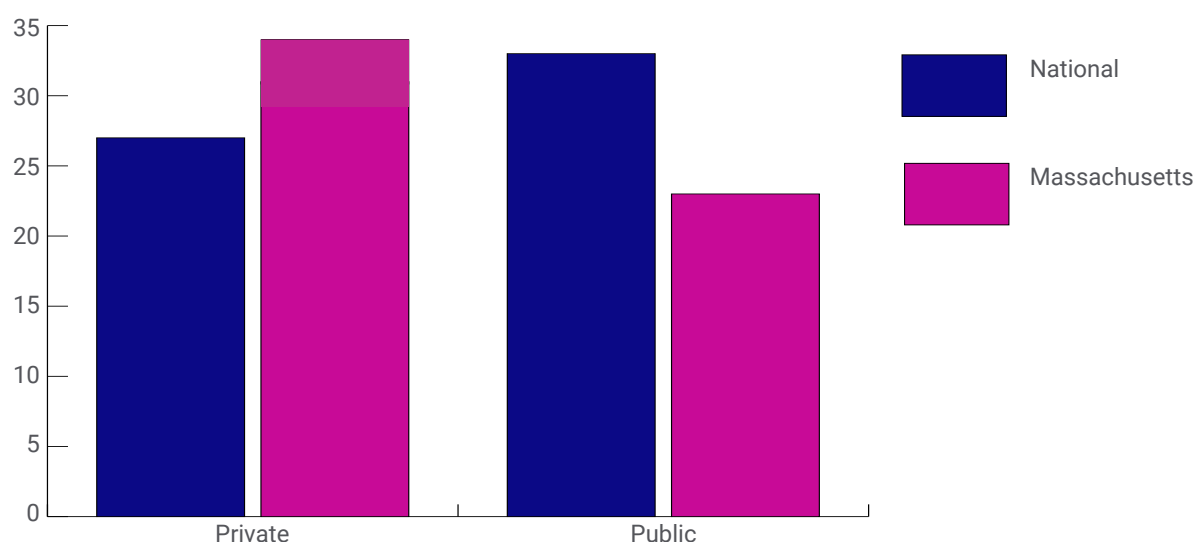
National Comparisons

It is helpful to understand Massachusetts data in the national context. How do the trends in Massachusetts compare to the rest of the country? Are we leading or lagging? Have we stagnated? The American Council on Education (ACE)

reports that at the national level, women represent 27% of private presidents and 33% of public presidents, among institutions of higher education. This means our private schools with 34% women presidents are appreciably ahead of the national average, while our public schools with 23% are significantly behind.¹³

FIGURE 9

NATIONAL AND MASSACHUSETTS COMPARISON OF WOMEN PRESIDENTS



A key finding is the slow but steady increase in percentage of women presidents nationally since 2006, compared to Massachusetts where the percentage of female presidents has dropped slightly. In 2006, women held 23% of all

In 2006, women held 23% of all presidencies/chancellorships nationwide and by 2016 it had increased to 31% compared to Massachusetts where, from 2008 to 2018, the state percentage dropped from 35% to 31%. Further research will examine whether the decrease is a blip or a trend. Regardless, the numbers appear to have at best plateaued in Massachusetts.

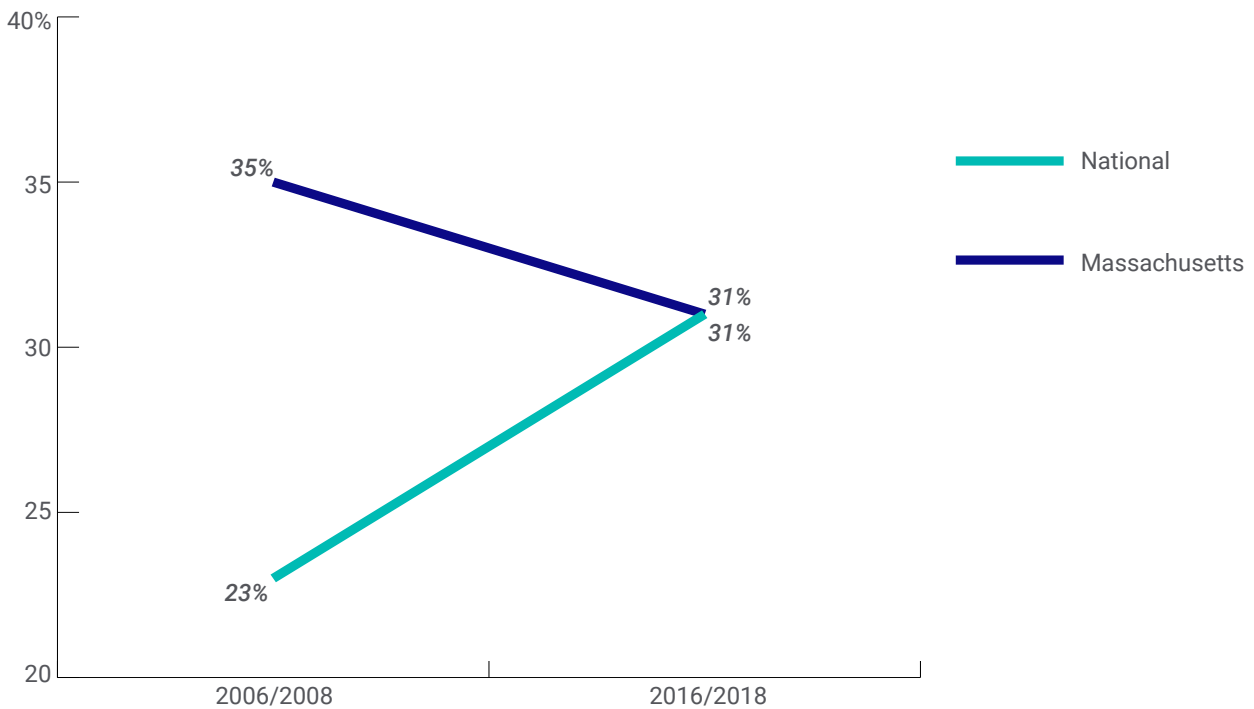
presidencies/chancellorships nationwide, and by 2016 it had increased to 31% compared to Massachusetts where, from 2008 to 2018, the state percentage dropped from 35%

to 31%. Further research will examine whether the decrease is a blip or a trend. Regardless, the numbers appear to have at best plateaued in Massachusetts.

Could it be that Massachusetts institutions, having been ahead of the curve in 2008, have been less intentional about ensuring that women advance to positions of leadership as presidents and chancellors? Could there be a sense in our state that women have already achieved meaningful representation and a fair shot at the presidencies? Might this lead to less intentionality about selecting women for the top spot? As discussed in the Senior Leadership Team discussion below, unconscious bias plays a role in selection processes for women at the top of all types of organizations. To reach gender parity among our college and university presidents, this must be taken into consideration during recruitment as well as the final selection of a presidential search.

FIGURE 10

NATIONAL AND MASSACHUSETTS: WOMEN PRESIDENTS IN 2006/2008 AND 2016/2018



Benchmarking Massachusetts Public Institutions with Other States – California and New York

While examining a comprehensive dataset for all institutions of higher education in California and New York was not within the scope of this study, we compiled and analyzed data for public institutions in these two states who along with Massachusetts are considered national leaders in public higher education. These data were compiled using public sources, and gender and racial/ethnic numbers are best estimates. **The total numbers include system-wide presidents and chancellors for all categories.**

California

California's public higher education system counts three discrete types of institutions, the University of California (UC) large doctorate-granting universities, the California State University System (Cal State) comprised of master's and bachelor's-granting schools, and the California Community Colleges (CCC).

- The University of California is led by a system-wide president and comprises ten campuses (UC Berkeley, UC Davis, UC Irvine, UCLA, UC Merced, UC Riverside, UC San Diego, UC San

Francisco, UC Santa Barbara, UC Santa Cruz). Of these, seven are led by men and three are led by women. There are three men of color and no women of color among them. The UC System president is male, for a total dataset of 11.

- The California State University System compares to Massachusetts' nine state universities. The Cal State System is comprised of 23 campuses. Of these, 13 are led by women and 11 by men. There are four women and three men of color. The Cal State System chancellor is male, for a total dataset of 24.
- The California Community College System is comprised of 114 campuses. Of these, 68 are led by men and 46 by women. There are 19 women and 23 men of color. The CCC System chancellor is a male, for a total dataset of 115.

New York

New York State has two major degree-granting public university systems, the State University of New York (SUNY) and the City University of New York (CUNY) systems. The New York System does not break out between types of institutions (i.e., doctorate, master's, etc.) as California and Massachusetts do. Both the SUNY and CUNY schools include institutions which grant doctorates,

master's/bachelor's and associate degrees (i.e., community colleges). There are a total of 89 separate colleges and universities of which 22 are led by women, nine of whom are women of color. The chancellors of both systems are women, for a total dataset of 91. The system chancellors have been added to the doctorate level presidencies.

Massachusetts

The Massachusetts public higher education system is comprised of 29 campuses divided into three segments: 15 community colleges, nine state universities, and the five UMass campuses plus one system president. A total of 25 separate boards control these schools, 24 for the community colleges and state universities, and one for the entire UMass System.

- The University of Massachusetts is led by a system-wide president and is comprised of five campuses: UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, and UMass Medical School. Of these, as of June 30, 2018, four were led by men and one by a woman. Of the five leaders, two male presidents identify as men of color. The system-wide president is a white male.
- Of the nine Massachusetts state universities, all nine are led by men. Two of the presidents identify as men of color.
- The Massachusetts Community College System is comprised of 15 colleges. Of these, nine are led by men and six by women, three of whom are women of color.

TABLE 8

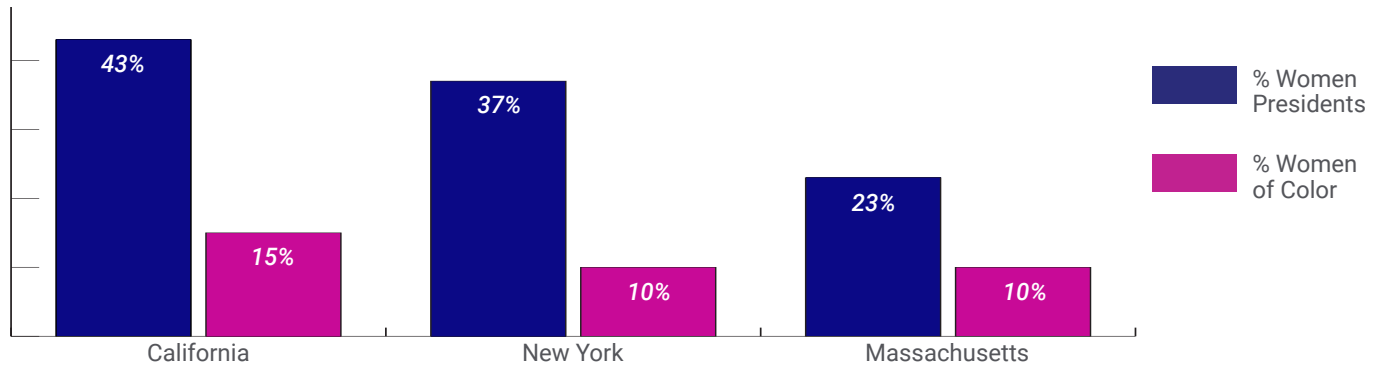
STATE COMPARISONS: NUMBER AND PERCENTAGE OF WOMEN AND WOMEN OF COLOR AMONG PRESIDENTS/CHANCELLORS

	# WOMEN PRESIDENTS	% WOMEN PRESIDENTS	# WOMEN PRESIDENTS OF COLOR	% WOMEN PRESIDENTS OF COLOR	TOTAL # PRESIDENTS
TOTAL IN MASSACHUSETTS (PUBLIC)	7	23%	3	10%	30
Doctorate-granting	1	17%	0	0%	6
Master's/Bachelor's	0	0%	0	0%	9
Associate (Community College)	6	40%	3	20%	15
TOTAL IN CALIFORNIA (PUBLIC)	65	43%	22	15%	150
Doctorate-granting	3	27%	0	0%	11
Master's/Bachelor's	13	54%	4	17%	24
Associate (Community College)	49	43%	18	16%	115
TOTAL IN NEW YORK (PUBLIC)	34	37%	9	10%	91
Doctorate-granting	4	33%	1	10%	12
Master's/Bachelor's	19	44%	5	12%	43
Associate (Community College)	11	31%	3	8%	36

Note: Figures represent all 94 institutions, which includes the UMass System.

FIGURE 11

STATE COMPARISONS: NUMBER AND PERCENTAGE OF WOMEN AND WOMEN OF COLOR AMONG PRESIDENTS/CHANCELLORS



Note: MA percentages reflect AY2017-2018 data. Therefore, the women who on July 1, 2018 took the helm as permanent president at Greenfield Community College and Massasoit Community College, and as an interim at UMass Boston are not included in these percentages.

California leads both Massachusetts and New York in the percentage of women and the percentage of women of color among women presidents of public universities and colleges. New York has done better than Massachusetts with women overall, but the same for women of color. Of note, the California State University System with 24 chancellors counts 13 women or 54% and 15% of them women of color. Further study should focus on the factors for these higher percentages in the California State University System.

One of the major differences between California and Massachusetts is the centralized nature of the governance board and hiring process. California has a system-wide chancellor for the three discrete types of institutions – large doctorate-granting universities (University of California), master’s and bachelor’s granting schools (California State University), and community colleges (California Community Colleges). Each of the three systems is controlled by a board of trustees who can make selections with a larger

lens to ensure diversity among the total pool of institutions. This is unlike Massachusetts, where we

California leads both Massachusetts and New York in the percentage of women and women of color among presidents of public universities and colleges. The California State University System of 24 chancellors counts 13 women, or 54% with 15% of them women of color.

count 25 separate fiduciary boards of trustees, one for each institution of higher education. New York also has a more centralized structure, other than with the community colleges. We suggest Massachusetts study and consider how our state’s governance structure impacts the ability and accountability of the administration to drive diversity.

VI. THE SENIOR LEADERSHIP TEAM

When looking at the senior leadership team, this study focuses on the positions considered the primary pathway to the presidency. Most presidents previously served as provosts or deans. We also included the Executive Vice

President (EVP), or equivalent, who has the highest level of responsibility for the finances of the institution. Note that only deans of degree-granting programs were included. For more detail, see Appendix B.

TABLE 9

PERCENTAGE WOMEN IN SENIOR LEADERSHIP POSITIONS BY INSTITUTIONAL TYPE

	CAO/PROVOST	EVP AF/FINANCE	DEAN	TOTAL NUMBER
PUBLIC	52%	28%	58%	29
Doctorate-granting (UMass)	20%	40%	57%	5
Master's (State Universities)	44%	22%	50%	9
Bachelor's (N/A)				
Associate (Community College)	67%	27%	63%	15
PRIVATE	45%	34%	52%	64
Doctorate-granting	25%	42%	35%	12
Master's	53%	29%	58%	17
Bachelor's	53%	41%	77%	17
Associate	100%	0%	25%	2
Special Focus	38%	31%	60%	16
TOTAL	47%	32%	52%	93
Doctorate-granting	24%	41%	43%	17
Master's	50%	27%	55%	26
Bachelor's	53%	41%	77%	17
Associate	71%	24%	58%	17
Special Focus	38%	31%	60%	16

Note: Figures reflect 93 institutions.

Senior Management Gender Parity Gains Not Always A Predictor of Future Presidential Status

In Massachusetts, 47% of all provosts are women and women comprise approximately over half of deans. These numbers suggest that, in aggregate, gender parity has been achieved in these important levels of academic leadership, with the exception of the doctorate-granting and special focus institutions.

National data indicates that the most common immediate past-position of presidents is a senior academic role (provost/dean), with nearly 43% of 2016 presidents having served in one of these positions before becoming president. The Massachusetts senior leadership numbers tell a story of women who are well-positioned at key academic leadership levels to become president, but don't. What explains the imbalance?

While there may be multiple factors influencing lower percentages of women presidents, we suggest further research to determine the role of the "glass ceiling effect" and unconscious bias in presidential selection. Unconscious bias is "also known as implicit social cognition, with implicit bias referring to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner."¹⁴ To explain the data, we need to further explore what is keeping women from greater parity at the leadership level. Scholarly literature suggests that unconscious bias is a formidable barrier. To address this, some colleges and universities across the country have created special training programs on unconscious bias. How many colleges and universities in Massachusetts have adopted such instruction, and more importantly, are these training programs having the desired outcome? This requires further analysis.

VII. GOVERNING BOARDS: A MIXED BAG

In this study, we used 50% as the parity cutoff for deans and boards of trustees. However, we recognize the challenge to reach parity when the numbers of each group are small or odd (i.e., a board of 11 with 5 women and 6 men could be considered a balanced board). In subsequent studies we will examine whether to approach this differently. Refer to Appendix B for further detail.

Boards Chairs

Higher education boards of trustees remain primarily white and male. Women are underrepresented as chairs across all categories and types of institutions. As Table 10 shows, only 27% of higher education institutions have a woman

board chair. The private colleges and universities have done better with women board chairs serving in 30% of these

In Massachusetts, private colleges and universities count 30% of female board chairs. Our public universities only count 20%.

schools. The public universities are behind with only 20% of schools having women as board chairs. One striking finding is that not one of the 17 major, doctorate-granting universities has a female board chair.

TABLE 10

PERCENTAGE OF FEMALE REPRESENTATION ON BOARDS OF TRUSTEES BY INSTITUTIONAL TYPE

	BOARD CHAIR IS FEMALE	BOARDS WITH < 30% FEMALE MEMBERSHIP	BOARDS WITH 30-49% FEMALE MEMBERSHIP	BOARDS WITH AT LEAST 50% FEMALE MEMBERSHIP	TOTAL NUMBER
PUBLIC	20%	8%	28%	64%	25
Doctorate-granting (UMass)	0%	100%	0%	0%	1
Master's (State Universities)	22%	0%	33%	67%	9
Bachelor's (N/A)					
Associate (Community College)	20%	7%	27%	67%	15
PRIVATE	30%	39%	33%	28%	64
Doctorate-granting	0%	33%	50%	17%	12
Master's	29%	35%	29%	35%	17
Bachelor's	53%	35%	24%	41%	17
Associate	0%	0%	50%	50%	2
Special Focus	31%	56%	31%	13%	16
TOTAL	27%	30%	31%	38%	89
Doctorate-granting	0%	38%	46%	15%	13
Master's	30%	23%	31%	46%	26
Bachelor's	53%	35%	24%	41%	17
Associate	18%	6%	29%	65%	17
Special Focus	31%	56%	31%	13%	16

Note: 25 separate boards control the public institutions schools, 24 for the community colleges and state universities, and one for the entire UMass System.

Board Parity and Critical Mass

In terms of gender parity – that is, 50% or more of the board members as women – slightly over one-third of institutions (38%) have reached that goal. The state universities are far ahead of the private universities, with

64% of the state schools' boards of trustees having reached gender parity, another 28% with critical mass, and only 8% below critical mass. Among the private boards of trustees, only 28% have reached parity, with 33% at critical mass and 31% falling below that threshold.

Critical mass is a concept in the social sciences that captures the impact of non-majority members when they grow in number. It is used in this study to signify the point at which an increased presence of women in a decision-making body reflects increased influence and power. In terms of board

representation, the literature points to 30% as a threshold for critical mass, or meaningful representation. There are 26 schools which do not have a critical mass of women on their boards, as identified in Table 11.¹⁵

TABLE 11

LIST OF 26 INSTITUTIONS COUNTING LESS THAN 30% WOMEN ON THEIR BOARD

INSTITUTION NAME	ENROLLMENT	% WOMEN ENROLLED	% WOMEN ON BOARD
Boston University	32,695	59%	29%
Fisher College	2,030	73%	29%
Berklee College of Music	6,405	38%	28%
Assumption College	2,607	61%	28%
Nichols College	1,480	42%	28%
College of the Holy Cross	2,720	51%	28%
Amherst College	1,849	50%	27%
New England College of Optometry	533	71%	26%
Bentley University	5,506	45%	26%
Boston College	14,466	54%	26%
Curry College	2,926	59%	25%
Hult International Business School	2,843	43%	25%
Eastern Nazarene College	924	61%	24%
Stonehill College	2,481	60%	24%
Benjamin Franklin Institute of Technology	573	17%	24%
University of Massachusetts System	74,488	49%	24%
Massachusetts Institute of Technology	11,376	39%	23%
Babson College	3,165	44%	23%
Franklin W. Olin College of Engineering	378	49%	21%
Bunker Hill Community College	13,253	57%	20%
William James College	703	76%	19%
Dean College	1,339	53%	18%
Merrimack College	4,014	54%	17%
Newbury College	751	58%	17%
Wentworth Institute of Technology	4,526	21%	15%
American International College	3,377	71%	10%

women's power gap

gender parity

gender parity

women's power

gender parity

TABLE 12

LIST OF 14 INSTITUTIONS WHICH HAVE NEVER HAD A WOMAN PRESIDENT/CHANCELLOR NOR COUNT A CRITICAL MASS OF WOMEN ON THEIR BOARD

INSTITUTION NAME	ENROLLMENT	% WOMEN ENROLLED	% WOMEN ON BOARD
American International College	3,377	71%	10%
Assumption College	2,607	61%	28%
Benjamin Franklin Institute of Technology	573	17%	24%
Berklee College of Music	6,405	38%	28%
Boston College	14,466	54%	26%
Boston University	32,695	59%	29%
College of the Holy Cross	2,720	51%	28%
Fisher College	2,030	73%	29%
Franklin W. Olin College of Engineering	378	49%	21%
Hult International Business School	2,843	43%	25%
Merrimack College	4,014	54%	17%
Stonehill College	2,481	60%	24%
University of Massachusetts System	74,488	49%	24%
William James College	703	76%	19%

VIII. COMPENSATION: A LOOK AT THE NUMBERS

We collected salary data from publicly available sources for the top ten most highly compensated individuals at each institution using tax Form 990 for private institutions, and the Commonwealth's Financial Records Transparency Platform (CTHRU) for public institutions. Of note, some of the smaller schools had less than ten positions in their

990 forms or on CTHRU. In several cases, Form 990s were not found and such institutions were not included in the salary component of the study. Salary data is captured for 88 schools. Additional details on methodology are found in Appendix E.

TABLE 13

LIST OF INSTITUTIONS BY PERCENTAGE OF WOMEN EARNING TOP SALARIES

INSTITUTION NAME	# TOP SALARY POSITIONS AVAILABLE	# WOMEN AMONG TOP SALARIED	% WOMEN AMONG TOP SALARIED
Bay Path University	10	8	80%
Emmanuel College - Boston	5	4	80%
Quinsigamond Community College	10	8	80%
Simmons College	10	8	80%
College of Our Lady of the Elms	7	5	71%
Bunker Hill Community College	10	7	70%
Holyoke Community College	10	7	70%
Labouré College	10	7	70%
Mount Holyoke College	10	7	70%
Anna Maria College	6	4	67%

INSTITUTION NAME	# TOP SALARY POSITIONS AVAILABLE	# WOMEN AMONG TOP SALARIED	% WOMEN AMONG TOP SALARIED
Bridgewater State University	10	6	60%
Emerson College	10	6	60%
Endicott College	10	6	60%
Lesley University	10	6	60%
Massachusetts Bay Community College	10	6	60%
MGH Institute of Health Professions	10	6	60%
Mount Wachusett Community College	10	6	60%
Roxbury Community College	10	6	60%
Smith College	10	6	60%
Wellesley College	10	6	60%
Worcester State University	10	6	60%
Regis College	7	4	57%
Amherst College	10	5	50%
Babson College	10	5	50%
Becker College	10	5	50%
Cambridge College	10	5	50%
Cape Cod Community College	10	5	50%
Clark University	10	5	50%
Framingham State University	10	5	50%
Franklin W. Olin College of Engineering	10	5	50%
Hampshire College	10	5	50%
Lasell College	8	4	50%
Massasoit Community College	10	5	50%
North Shore Community College	10	5	50%
Suffolk University	10	5	50%
Wentworth Institute of Technology	10	5	50%
Westfield State University	10	5	50%
Boston Architectural College	9	4	44%
Fisher College	9	4	44%
American International College	7	3	43%
Dean College	7	3	43%
Bentley University	10	4	40%
Berkshire Community College	10	4	40%
Greenfield Community College	10	4	40%
Massachusetts College of Art and Design	10	4	40%
Massachusetts College of Liberal Arts	10	4	40%
Middlesex Community College - Bedford	10	4	40%
New England College of Optometry	10	4	40%
Newbury College	5	2	40%
Northern Essex Community College	10	4	40%
Salem State University	10	4	40%
Springfield College	10	4	40%

INSTITUTION NAME	# TOP SALARY POSITIONS AVAILABLE	# WOMEN AMONG TOP SALARIED	% WOMEN AMONG TOP SALARIED
Stonehill College	10	4	40%
Tufts University	10	4	40%
University of Massachusetts - Lowell	10	4	40%
William James College	8	3	38%
Berklee College of Music	9	3	33%
Eastern Nazarene College	6	2	33%
Assumption College	10	3	30%
Boston University	10	3	30%
Brandeis University	10	3	30%
Bristol Community College	10	3	30%
College of the Holy Cross	10	3	30%
MCPHS University	10	3	30%
Nichols College	10	3	30%
Wheaton College	10	3	30%
Benjamin Franklin Institute of Technology	8	2	25%
Curry College	8	2	25%
Montserrat College of Art	4	1	25%
Merrimack College	9	2	22%
New England Law - Boston	9	2	22%
The New England Conservatory of Music	9	2	22%
Fitchburg State University	10	2	20%
Gordon College	10	2	20%
Harvard University	10	2	20%
Massachusetts Maritime Academy	10	2	20%
Northeastern University	10	2	20%
University of Massachusetts Medical School	10	2	20%
University of Massachusetts - Boston	10	2	20%
University of Massachusetts - Dartmouth	10	2	20%
Williams College	10	2	20%
Worcester Polytechnic Institute	10	2	20%
Western New England University	8	1	13%
Massachusetts Institute of Technology	10	1	10%
University of Massachusetts - Amherst	10	1	10%
Boston College	10	0	0%
Hult International Business School	5	0	0%
Urban College of Boston	2	0	0%

Women comprise 50% or more of the top paid employees at 37 of the 88 schools, or 42% of all institutions for which we have data. While this is not equivalent to reaching gender parity because it doesn't examine the ranking of women in the top ten positions or the amount of pay,

it is a promising sign for the advancement of women's compensation at these schools. Unfortunately, there are a full 30 schools at which women comprise 30% or less of the highest salaried professionals.

When looking at performance by type of institution, the large universities primarily ranked in the bottom with the exception of Lesley, Clark, and Suffolk University, where women comprised 50% of their top ten highest paid professionals. MIT and UMass Amherst only counted one woman among the top ten, and Urban College of Boston, Hult International Business School, and Boston College tied for last with no women among their highest paid employees. Another six doctorate-granting universities

only hit the 20% mark. Clearly, this is an area in need of change at our largest universities.

Further research is needed on compensation of the most highly paid individuals at institutions of higher education in the Commonwealth – particularly when considering salary disparities among men and women for the same or comparable positions. A separate report analyzing this salary data in greater detail is slated for release in 2019.

IX. KEY FINDINGS AND RECOMMENDATIONS

Report Findings

- Massachusetts colleges and universities have a long way to go to reach gender parity across all leadership categories (president, senior team, and board). Far too many institutions have minimal to virtually no gender balance. 32 schools (34%) have never had a female president, and 26 have less than 30% women on their board of trustees. There are 14 schools which have neither.
- Our large private universities are significantly lagging the overall sector. Women represent only 25% of the presidents of this group, fall short in representation among the senior leadership team, and none have a woman board chair. Not one of the 17 large universities (public and private) scored “satisfactory” in our criteria, and 13 of 17 universities (76%) fall in the two bottom categories of “unsatisfactory” and “needs urgent attention.”
- Progress for women of color is minimal and data hard to obtain. Data on women of diverse racial/ethnic backgrounds is extremely difficult to gather. Women of color lead only five of the institutions in our study, or 5%.
- Massachusetts public community colleges are well represented across all three leadership categories in the comprehensive index. This suggests it is easier for women to reach parity at public associate-granting institutions.
- Massachusetts public universities have the lowest percentage of women presidents of all types of schools, public and private. In total, women led only one of our 15 state universities or just 7%.¹
- Across Massachusetts institutions of higher education, the data show that in 2008 there were 33 women presidents/chancellors, dropping to 29 in 2018, which corresponds to a decline from 35% to 31%. Disaggregating the data by type of institution, we see the percentage of women presidents:
 - » Declined significantly in our public institutions from 33% to 23%, primarily due to the drop in women presidents at our public state universities, even though the number of women presidents at our public community colleges increased from five to six.²
 - » Decreased slightly in aggregate at private institutions (from 36% to 34%), due to the low numbers at the large universities and special focus schools.
 - » Increased among private colleges (those granting both bachelor’s and master’s degrees). The 2008 numbers were already near parity and the master’s schools added one more woman president, so in 2018, together they count 47% of women among their presidents.

Presidents

- While women represent 57% of all students at Massachusetts’ colleges and universities and are earning the majority of doctoral degrees, they hold only 31% of all presidencies.
- Data from the last eight presidential searches at our nine state universities (2014 – 2018) show that women represented 39% of all finalists considered by the local university boards. Despite being well represented among the qualified candidate pool,

1. The 15 universities include our nine state universities, five UMass campuses, and the UMass System.

2. As of the new AY, two more women took the helm of community colleges, bringing the total to eight of 15, or 53% of presidencies held by women. One new president self-identifies as a woman of color.

not a single school selected a woman for any of the eight open positions.

- It seems that progress on gender parity at the highest levels of leadership is at best stalled at our large private universities, and among our state universities, the data show a backslide.

National and Other State Benchmarks

- California and New York lead Massachusetts in terms of parity for women and women of color. Of particular note, the California State University System (Cal State) with 24 chancellors counts 13 women or 54% (including the system chancellor) and 16% women of color.
- One of the major differences between California and Massachusetts is the centralized nature of the governance board and hiring process. California has a system-wide chancellor for the three discrete types of institutions, and each of the three systems is controlled by a board of trustees who can make selections with a larger lens to ensure diversity among the total pool of institutions. This is unlike Massachusetts, where we count 25 separate fiduciary boards of trustees, one for each institution of higher education.

Senior Leadership Team

- In aggregate, women represent 47% of all provosts and 52% of deans, positions, which are the most frequent path to the presidency. Consequently, the lack of parity among women presidents cannot be explained as a “pipeline issue.”

Boards of Trustees and Chairs

- Slightly over one third of institutions (38%) have reached gender parity on their boards. The state universities are far ahead of the private universities with 64% of the state schools’ boards of trustees having reached gender parity, another 28% with critical mass, and only 8% below critical mass. Among the private boards of trustees, only 28% have reached parity, with 33% at critical mass, and 39% falling below that threshold.
- Higher education boards of trustees remain primarily white and male.¹⁶ Women are underrepresented as chairs across all categories and types of institutions. Only 27% of higher education institutions have a woman board chair. The private colleges and universities have done better, with women board chairs serving in 30%

of these schools. The public universities have done significantly worse, with only 20% of schools having women as board chairs.

Compensation

- Women comprise 50% or more of the top paid employees at 37 of the 88 schools, or 42% of all institutions for which we have data. There are 30 schools at which women comprise 30% or less of the highest salaried professionals. When looking at performance by type of institution, the large universities primarily ranked in the bottom.

Recommendations to Close the Women’s Power Gap in Higher Education

Following is a list of recommendations that government officials, college and university presidents, and boards of trustees can take to achieve gender equity among their ranks. The Eos Foundation will compile, update, and publish the comprehensive rankings annually and prepare a full study every three to five years. We ask state and private institutions to partner with us to provide timely access to the data and share strategies found to accelerate the pace toward gender parity.

- At the institutional level, schools which have not achieved gender parity on their boards should fill immediate vacancies with women, and particularly, women of color, until parity is reached. Many schools look to alumni for board positions, and there are many accomplished and talented alumnae, among others, for schools to choose from.
- All institutions, public and private, should elevate more women to serve as chairs and officers on their boards when the next round of officers’ terms expire.
- At the institutional level, schools should routinely require “unconscious bias” training for boards, presidents, and other senior leaders to examine the role unconscious bias plays in hiring and decision-making. The Board of Higher Education should require all public board members to participate in the training.
- At the state level, the Governor and legislature should learn from other states that are making gender and racial parity at our public institutions a top priority, setting diversity goals and holding public boards and college presidents accountable for greater diversity at all levels.

- The State Board of Higher Education, which oversees all the public institutions except for the University of Massachusetts System, should be empowered to select the college and university presidents from the finalists brought forward by local institutions' search committees. Currently, each of the 24 individual boards of trustees choose one candidate as president and bring that individual to the Board of Higher Education for approval, which has become almost always a formality.
- The Governor should choose the board chairs of all public institutions. Currently, the Governor names the board chairs for the University of Massachusetts System and the community colleges, but not for the state universities. S/he should then seek gender parity and racial/ethnic balance among board chairs.
- The Board of Higher Education membership should reflect the demographics of the state, particularly with respect to gender parity and racial/ethnic balance.
- The Governor and legislature should consider learning from other models of governance for our taxpayer funded public colleges and universities.

California, which is a national leader in terms of diversity for its public system, has only three boards, one for each system, to oversee their 147 schools. This centralized structure allows them to be far more intentional about diversity across all categories of institutions.

- At the research level, a number of key questions to explore remain. Is there a “glass ceiling” that prevents qualified women from advancing up the ladder to the presidency? To what extent is unconscious bias operating on boards and on search committees and hindering women from becoming presidents? Is there a “one and done”

All institutions, public and private, should elevate more women to serve as chairs and of officers on their boards when the next round of officers' terms expire.

phenomenon in which, after a board hires its first female president, they no longer feel the need to intentionally pursue diversity in future selections? If so, how can this be addressed? What are the effective strategies that schools, which have reached and maintained gender parity, have followed?

X. CONCLUSION

We think of ourselves as progressive in Massachusetts, and that sense is perhaps even more pervasive on the campuses of our institutions of higher education. However, the data show stagnation and, in some instances, a backslide on

The responsibility for increasing gender parity across positions of leadership does not lie with women alone.

gender and racial/ethnic parity among leadership in this important sector. Let's reverse this recent trend, establish Massachusetts as a national leader in diversity, and begin working towards gender parity now.

Men have – and will continue to – play a very important role in advancing women leaders. The responsibility for increasing gender parity on boards – as well as in the number of women presidents and members of the presidents' senior teams – does not lie with women alone. To close the power gap, the Commonwealth needs male allies to join in this work.

This study answers the question of what gender parity looks like in Massachusetts higher education in 2018, and it provides a baseline of data upon which to benchmark and track future progress. The Eos Foundation will continue to compile, update, and publish the comprehensive rankings each year, preparing a full report every three to five years. We ask state and private institutions of higher education to partner with us to provide timely access to the data and share strategies found to accelerate the pace toward gender parity.

As the birthplace of higher education in America, Massachusetts can and should become the state where women's leadership among higher education institutions is as prevalent as men's. To achieve this, we must all work together towards leadership diversity, an effort that will require focus, commitment, and hard work. The question now is, as a Commonwealth, are we up to the challenge?

APPENDIX A

The profiles to follow present a summary of each school for academic year (AY) 2017/2018 with June 30, 2018 used as the anchor date for data used in the comprehensive ranking and weighting schema. Where possible presidential transitions beginning on or after July 1, 2018 are noted; these will be captured in next year's comprehensive rank for academic year 2018/19. As noted in the methodology:

- Only deans of degree-granting programs are included in this data.
- Compensation data was not used to determine the overall rank but is included here for informational purposes.
- Only permanent past female presidents are included and receive points in the overall

weighting. Interim presidents in AY2017/2018 are included and received fewer points than permanent presidents.

- For schools that do not have deans, we calculated the proportion of women among other senior leadership team members and applied that percentage to determine points.
- Board members do not include ex-officio or students with limited terms.
- For the University of Massachusetts (UMass) System, the board of the system was used as the board for each of the five UMass campuses.

61
RANK

AMERICAN INTERNATIONAL COLLEGE *PRIVATE, DOCTORAL*

ENROLLMENT: 3,377 • 71% WOMEN	PRESIDENT: VINCENT MANIACI • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 10% (2 OF 20)	PROVOST: FEMALE
WOMEN DEANS: 100% (3 OF 3)	HIGHEST SALARIED: 43% WOMEN	EVP: MALE

UNSATISFACTORY

While American International College has a female provost and all three of their deans of degree-granting programs are women, the school ranks in the bottom half on gender leadership overall because their board and leadership are predominantly male and all past presidents have

been male. American International College has a female enrollment of 71%, so we would expect to see more parity on their board as well as in their representation at the senior leadership level. Women comprise 43% of their most highly compensated professionals.

36
RANK

AMHERST COLLEGE *PRIVATE, BACHELOR'S*

ENROLLMENT: 1,849 • 50% WOMEN	PRESIDENT: CAROLYN "BIDDY" MARTIN • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 27% (6 OF 22)	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

STATUS QUO

Amherst College scores points due to its female president and provost. However, they have fewer than 30% women on their board of trustees which keep them from parity.

Women comprise 50% of the most highly compensated professionals.

8
RANK

ANNA MARIA COLLEGE *PRIVATE, MASTER'S*

ENROLLMENT: 1,386 • 58% WOMEN	PRESIDENT: MARY LOU RETELLE • FEMALE	PAST WOMEN PRESIDENTS: 5
BOARD CHAIR: MALE	WOMEN ON BOARD: 52% (11 OF 21)	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 67% FEMALE	EVP: MALE

SATISFACTORY

As a former women's college Anna Maria College ranks in the top with parity across categories. Women comprise

67% of the most highly compensated professionals. *Of note, Anna Maria is a Catholic Institution.*

70
RANK

ASSUMPTION COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 2,607 • 61% WOMEN	PRESIDENT: FRANCESCO CESAREO • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 28% (8 OF 29)	PROVOST: FEMALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

UNSATISFACTORY

Assumption College ranks in the bottom group primarily because they have never had a female president and the board and leadership are heavily male. Assumption has a female enrollment of 61%, so we would expect to see more parity on their board, as well as representation

at the senior leadership level. Women comprise 30% of their most highly compensated professionals. *Of note, Assumption is a Catholic Institution and all presidents to date have been priests.*

34
RANK

BABSON COLLEGE PRIVATE, SPECIAL FOCUS

ENROLLMENT: 3,165 • 44% WOMEN	PRESIDENT: KERRY HEALEY • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 23% (9 OF 40)	PROVOST: MALE
WOMEN DEANS: 0% (0 OF 2)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

STATUS QUO

Babson College receives points for having a woman president and board chair. However, their board is predominantly male, and none of their degree-granting

deans are women. This keeps Babson from the top group of schools which have achieved parity. Women comprise 50% of the most highly compensated professionals.

5
RANK

BAY PATH UNIVERSITY PRIVATE, MASTER'S

ENROLLMENT: 3,225 • 94% WOMEN	PRESIDENT: CAROL LEARY • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 65% (22 OF 34)	PROVOST: FEMALE
WOMEN DEANS: 50% (1 OF 2)	HIGHEST SALARIED: 80% FEMALE	EVP: MALE

SATISFACTORY

Bay Path University ranks among the top five schools. Considering Bay Path's history as a women's college, and their 94% female enrollment, this level of parity is to

be expected. Women comprise 80% of the most highly compensated professionals.

41
RANK

BAY STATE COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 889 • 72% WOMEN	PRESIDENT: INTERIM MARK DEFUSCO • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 44% (4 OF 9)	PROVOST: MALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: NOT AVAILABLE	EVP: MALE

STATUS QUO

Bay State College receives points for having a female board chair along with the fact that their Dean of Nursing and Health Sciences, the only dean of a degree-granting program, is female. However, the school ranks status quo on gender leadership overall because their current president is male, all but one past president has been male,

the top academic and financial officers are both male, and the majority of board members are male. With 72% female enrollment, we would expect to see more parity in their senior leadership as well as on their board. *Of note, we could not obtain compensation data for this school.*

21
RANK

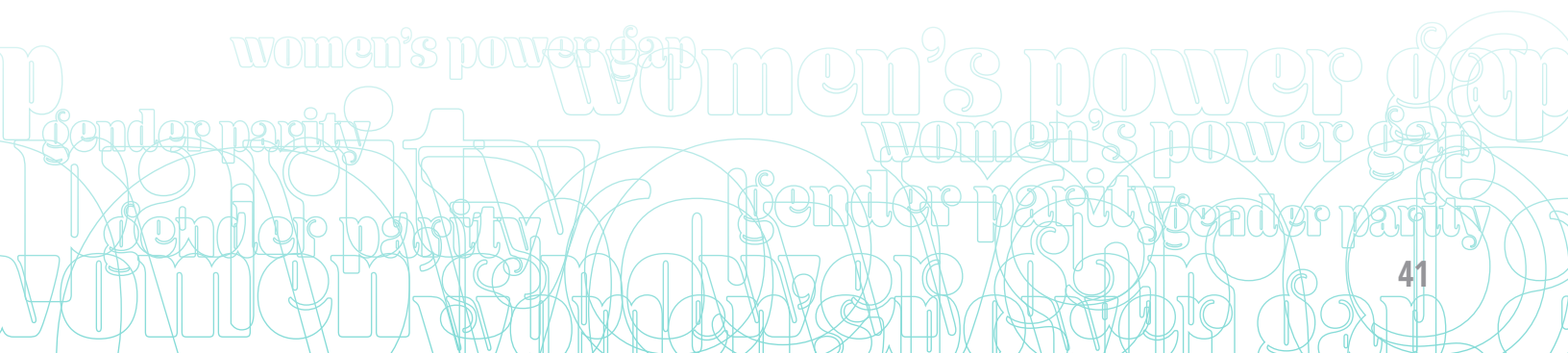
BECKER COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,189 • 61% WOMEN	PRESIDENT: NANCY CRIMMIN • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 38% (6 OF 16)	PROVOST: FEMALE
WOMEN DEANS: 75% (3 OF 4)	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

STATUS QUO

Becker College just misses the parity mark and ranks high in this category. It scores well with a woman president and high representation of women in the senior leadership

team. The board is predominantly male. Women comprise 50% of the most highly compensated professionals.



87
RANK

BENJAMIN FRANKLIN INSTITUTE OF TECHNOLOGY *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 573 • 17% WOMEN	PRESIDENT: ANTHONY BENOIT • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 24% (4 OF 17)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 25% FEMALE	EVP: FEMALE

NEEDS URGENT ATTENTION

Benjamin Franklin Institute of Technology is at the low end of the rank which is not surprising given female enrollment of 17%. However, to attract more women students, they

should pursue greater female leadership representation. Women comprise 25% of their most highly compensated professionals.

41
RANK

BENTLEY UNIVERSITY *PRIVATE, MASTER'S*

ENROLLMENT: 5,506 • 45% WOMEN	PRESIDENT: GLORIA LARSON • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 26% (6 OF 23)	PROVOST: FEMALE
WOMEN DEANS: 0% (0 OF 2)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

STATUS QUO

Bentley University receives points for a female president. However, their board is predominantly male, and none of the deans of their degree-granting programs are women. Women comprise 40% of the most highly compensated

professionals. *Of note, a second woman president assumed office on July 1, 2018 with the beginning of the new academic year. This data will be incorporated into next year's index.*

80
RANK

BERKLEE COLLEGE OF MUSIC *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 6,405 • 38% WOMEN	PRESIDENT: ROGER BROWN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 28% (11 OF 39)	PROVOST: MALE
WOMEN DEANS: 17% (1 OF 6)	HIGHEST SALARIED: 33% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Berklee College of Music ranks at the bottom though receives points for having a woman board chair.

Women comprise 33% of the most highly compensated professionals.

7
RANK

BERKSHIRE COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 1,959 • 62% WOMEN	PRESIDENT: ELLEN KENNEDY • FEMALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 0% (0 OF 3)	HIGHEST SALARIED: 40% FEMALE	EVP: MALE

SATISFACTORY

Berkshire Community College ranks in the top ten of all institutions. They are also one of the few public institutions with a female board chair. However, it is surprising

that women only comprise 40% of the most highly compensated professionals given the composition of the senior leadership team

61
RANK

BOSTON ARCHITECTURAL COLLEGE *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 737 • 48% WOMEN	PRESIDENT: GLEN LEROY • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 35% (7 OF 20)	PROVOST: FEMALE
WOMEN DEANS: 60% (3 OF 5)	HIGHEST SALARIED: 44% FEMALE	EVP: MALE

UNSATISFACTORY

Boston Architectural College receives points for their female Interim Provost and gender parity amongst the deans of their degree-granting programs. However, the

college is closer to the bottom overall because they have never had a female president. Women comprise 44% of the most highly compensated professionals.

93
RANK

BOSTON COLLEGE *PRIVATE, DOCTORAL*

ENROLLMENT: 14,466 • 54% WOMEN	PRESIDENT: WILLIAM LEAHY • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 26% (13 OF 50)	PROVOST: MALE
WOMEN DEANS: 14% (1 OF 7)	HIGHEST SALARIED: 0% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Boston College comes in at the bottom of the list along with two other schools. They have not reached critical mass or gender parity in any of the categories. With a female enrollment of 54%, they should make addressing

gender parity a priority issue for the board and president's office. *Of note, Boston College is a Catholic Institution and all presidents to date have been priests.*

82
RANK

BOSTON UNIVERSITY *PRIVATE, DOCTORAL*

ENROLLMENT: 32,695 • 59% WOMEN	PRESIDENT: ROBERT BROWN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 29% (11 OF 38)	PROVOST: FEMALE
WOMEN DEANS: 35% (6 OF 17)	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Boston University lands close to the bottom. They have never had a female president and have not hit a critical mass of women on their board. BU does score important points on the academic side of senior leadership with

a female provost and 35% female deans. With female enrollment of 59%, BU should make gender parity a high priority. Women comprise 30% of the most highly compensated professionals.

58
RANK

BRANDEIS UNIVERSITY *PRIVATE, DOCTORAL*

ENROLLMENT: 5,729 • 56% WOMEN	PRESIDENT: RONALD LIEBOWITZ • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 33% (10 OF 30)	PROVOST: FEMALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

UNSATISFACTORY

Brandeis University receives points for their past female president, their female provost and a critical mass of women deans. Their current president, VP for finance and administration, and board chair are men, and their board is predominantly male. A low percentage of women are represented among the institution's top

salaried professionals. Brandeis University has a female enrollment of 56%, so we would expect to see more parity in their senior leadership as well as on their board. Women comprise 30% of the most highly compensated professionals.

47
RANK

BRIDGEWATER STATE UNIVERSITY *PUBLIC, MASTER'S*

ENROLLMENT: 10,998 • 60% WOMEN	PRESIDENT: FRED CLARK • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: MALE
WOMEN DEANS: 83% (5 OF 6)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

UNSATISFACTORY

Bridgewater State University receives points for gender parity on their board and among degree-granting deans. Outside of the deans, the senior leadership team is all male. Bridgewater State University has a female enrollment

of 60%, so we would expect to see more parity in their senior leadership. Women comprise 60% of the most highly compensated professionals.

21
RANK

BRISTOL COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 8,476 • 62% WOMEN	PRESIDENT: LAURA DOUGLAS • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 56% (5 OF 9)	PROVOST: MALE
WOMEN DEANS: 67% (4 OF 6)	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

STATUS QUO

Bristol Community College ranks just 3 points shy of satisfactory and is clearly headed in the right

direction. Women comprise 30% of the most highly paid professionals.

29
RANK

BUNKER HILL COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 13,253 • 57% WOMEN	PRESIDENT: PAM EDDINGER • FEMALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 20% (2 OF 10)	PROVOST: MALE
WOMEN DEANS: 100% (3 OF 3)	HIGHEST SALARIED: 70% FEMALE	EVP: MALE

STATUS QUO

Bunker Hill Community College receives points for current and past female presidents, and for the high percentage of female deans of their degree-granting programs. Their board chair and the majority of their board members are

male. Their president is one of only five women of color among the entire group. Women comprise 70% of the most highly compensated professionals.

11
RANK

CAMBRIDGE COLLEGE *PRIVATE, MASTER'S*

ENROLLMENT: 2,430 • 74% WOMEN	PRESIDENT: DEBORAH JACKSON • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 31% (4 OF 13)	PROVOST: FEMALE
WOMEN DEANS: 75% (3 OF 4)	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

SATISFACTORY

Cambridge College ranks in the top with parity in all categories other than their board of trustees. Their president is one of only five women of color among the

entire group. Women comprise 50% of the most highly compensated professionals.

27 RANK	CAPE COD COMMUNITY COLLEGE PUBLIC, ASSOCIATE		
	ENROLLMENT: 3,319 • 59% WOMEN	PRESIDENT: JOHN COX • MALE	PAST WOMEN PRESIDENTS: 1
	BOARD CHAIR: FEMALE	WOMEN ON BOARD: 40% (4 OF 10)	PROVOST: FEMALE
	WOMEN DEANS: 33% (1 OF 3)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

STATUS QUO

Cape Cod Community College is one of the few public institutions with a female board chair. They don't quite make the top group due to lack of parity among their

deans and board. Women comprise 50% of the most highly compensated professionals.

82 RANK	CLARK UNIVERSITY PRIVATE, DOCTORAL		
	ENROLLMENT: 3,298 • 60% WOMEN	PRESIDENT: DAVID ANGEL • MALE	PAST WOMEN PRESIDENTS: 0
	BOARD CHAIR: MALE	WOMEN ON BOARD: 31% (8 OF 26)	PROVOST: MALE
	WOMEN DEANS: 33% (1 OF 3)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

NEEDS URGENT ATTENTION

Clark University ranks near the bottom across all categories. With female enrollment of 60%, we would expect to see them do better. Clark University should make

gender parity a high priority. Women comprise 50% of the most highly compensated professionals.

12 RANK	COLLEGE OF OUR LADY OF THE ELMS PRIVATE, MASTER'S		
	ENROLLMENT: 1,604 • 76% WOMEN	PRESIDENT: HARRY DUMAY • MALE	PAST WOMEN PRESIDENTS: 4
	BOARD CHAIR: FEMALE	WOMEN ON BOARD: 62% (21 OF 34)	PROVOST: MALE
	WOMEN DEANS: 100% (2 OF 2)	HIGHEST SALARIED: 71% FEMALE	EVP: FEMALE

SATISFACTORY

College of Our Lady of the Elms ranks in the top group which is not surprising given their past as a women's school. Women comprise 71% of the most highly

compensated professionals. *Of note, College of Our Lady of the Elms is a Catholic Institution.*

54 RANK	COLLEGE OF THE HOLY CROSS PRIVATE, BACHELOR'S		
	ENROLLMENT: 2,720 • 51% WOMEN	PRESIDENT: PHILIP BOROUGHS • MALE	PAST WOMEN PRESIDENTS: 0
	BOARD CHAIR: MALE	WOMEN ON BOARD: 28% (11 OF 40)	PROVOST: FEMALE
	WOMEN DEANS: N/A	HIGHEST SALARIED: 30% FEMALE	EVP: FEMALE

UNSATISFACTORY

College of the Holy Cross ranks in the bottom half due to low scores in the presidency and board categories. Women comprise 30% of the most highly compensated

professionals. *Of note, Holy Cross is a Catholic Institution and all presidents to date have been priests.*

58 RANK	CURRY COLLEGE PRIVATE, MASTER'S		
	ENROLLMENT: 2,926 • 59% WOMEN	PRESIDENT: KENNETH QUIGLEY, JR. • MALE	PAST WOMEN PRESIDENTS: 2
	BOARD CHAIR: MALE	WOMEN ON BOARD: 25% (1 OF 4)	PROVOST: MALE
	WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 25% FEMALE	EVP: MALE

UNSATISFACTORY

Curry College ranks in the bottom half of schools in this study. With two female past presidents, it is surprising they have not achieved and maintained greater parity. The

institution's one dean is a female; she leads the School of Nursing. Women comprise 25% of the most highly compensated professionals.

70 RANK	DEAN COLLEGE PRIVATE, BACHELOR'S		
	ENROLLMENT: 1,339 • 53% WOMEN	PRESIDENT: PAULA ROONEY • FEMALE	PAST WOMEN PRESIDENTS: 0
	BOARD CHAIR: MALE	WOMEN ON BOARD: 18% (4 OF 22)	PROVOST: MALE
	WOMEN DEANS: 33% (1 OF 3)	HIGHEST SALARIED: 43% FEMALE	EVP: MALE

UNSATISFACTORY

Dean College ranks near the bottom because, while they get points for their present female president, most others in senior leadership are male, and the board doesn't reach

a critical mass of women. Women comprise 43% of the most highly compensated professionals.

72
RANK

EASTERN NAZARENE COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 924 • 61% WOMEN	PRESIDENT: DAN BOONE • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 24% (10 OF 41)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 33% FEMALE	EVP: FEMALE

UNSATISFACTORY

Eastern Nazarene College receives points for their past female president and for the fact that their most senior person in charge of finances is a woman. However, the school ranks in the bottom on gender leadership overall

because the rest of the senior leadership is male, and their board is predominantly male. Women comprise 33% of the most highly compensated professionals.

30
RANK

EMERSON COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 4,442 • 62% WOMEN	PRESIDENT: LEE PELTON • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 31% (8 OF 26)	PROVOST: FEMALE
WOMEN DEANS: 50% (2 OF 4)	HIGHEST SALARIED: 60% FEMALE	EVP: FEMALE

STATUS QUO

Emerson College scores high points for having achieved gender parity in their senior leadership team. However, women have not yet reached parity on the board of

trustees, keeping Emerson out of the top category. Women comprise 60% of the most highly compensated professionals.

3
RANK

EMMANUEL COLLEGE - BOSTON PRIVATE, BACHELOR'S

ENROLLMENT: 2,190 • 75% WOMEN	PRESIDENT: SISTER JANET EISNER • FEMALE	PAST WOMEN PRESIDENTS: 11
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 64% (16 OF 25)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 80% FEMALE	EVP: FEMALE

SATISFACTORY

As a former women's college, Emmanuel College - Boston ranks in the top five with gender parity across all leadership categories. Women comprise 80% of the most

highly compensated professionals. *Of note, Emmanuel is a Catholic Institution.*

16
RANK

ENDICOTT COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 4,835 • 65% WOMEN	PRESIDENT: INTERIM KATHLEEN BARNES • FEMALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 55% (7 OF 31)	PROVOST: MALE
WOMEN DEANS: 50% (5 OF 10)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

SATISFACTORY

As a former women's college, Endicott College ranks in the top category with gender parity across all categories

of leadership. Women comprise 60% of the most highly compensated professionals.

47
RANK

FISHER COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,030 • 73% WOMEN	PRESIDENT: ALAN RAY • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 29% (4 OF 14)	PROVOST: FEMALE
WOMEN DEANS: 50% (1 OF 2)	HIGHEST SALARIED: 44% FEMALE	EVP: MALE

UNSATISFACTORY

Fisher College has a female enrollment of 73%, we would expect to see Fisher College score much higher on gender parity. While women are well represented on the senior leadership team, they have never had a female president

and their board of trustees hasn't reached critical mass. Women comprise 44% of the most highly compensated professionals.

61
RANK

FITCHBURG STATE UNIVERSITY PUBLIC, MASTER'S

ENROLLMENT: 6,763 • 63% WOMEN	PRESIDENT: RICHARD LAPIDUS • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 70% (7 OF 10)	PROVOST: MALE
WOMEN DEANS: 50% (2 OF 4)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

UNSATISFACTORY

Fitchburg State University was expected to have much greater parity overall given the fact that the board is dominated by women and women comprise 63% of all students. However, the school ranks in the bottom half

because their senior leadership is all male, and all their past presidents have been male. Women comprise 20% of the most highly compensated professionals.

55
RANK

FRAMINGHAM STATE UNIVERSITY PUBLIC, MASTER'S

ENROLLMENT: 5,977 • 65% WOMEN	PRESIDENT: JAVIER CEVALLOS • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 30% (3 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

UNSATISFACTORY

Framingham State University receives points for their current female provost and for having one past female president. However, the school ranks in the bottom half

because their president and board chair are male, and the board has not hit parity. Women comprise 50% of the most highly compensated professionals.

93
RANK

FRANKLIN W. OLIN COLLEGE OF ENGINEERING PRIVATE, SPECIAL FOCUS

ENROLLMENT: 378 • 49% WOMEN	PRESIDENT: RICHARD MILLER • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 21% (3 OF 14)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Franklin W Olin College of Engineering ranks near the bottom having not reached gender parity across all categories. With 49% women's enrollment, they should take

immediate steps to increase women's representation in their leadership. Women comprise 50% of the most highly compensated professionals.

77
RANK

GORDON COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,004 • 65% WOMEN	PRESIDENT: MICHAEL LINDSAY • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 37% (10 OF 27)	PROVOST: FEMALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Gordon College has 65% female enrollment, we would expect this institution to rank much higher. Though they have a female provost, they come in low in all categories

and have never had a female president. Women comprise 20% of the most highly compensated professionals.

28
RANK

GREENFIELD COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 1,957 • 61% WOMEN	PRESIDENT: ROBERT PURA • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 70% (7 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 33% (1 OF 3)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

STATUS QUO

Greenfield Community College ranks in the second category. They just miss the top category because women aren't as well represented in their leadership with both a male president and board chair. Women comprise 40% of

the most highly compensated professionals. *Of note, for the new academic year beginning July 1, 2018, a woman of color was appointed the next president of GCC.*

17
RANK

HAMPSHIRE COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 1,321 • 62% WOMEN	PRESIDENT: JONATHAN LASH • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 41% (11 OF 27)	PROVOST: FEMALE
WOMEN DEANS: 80% (4 OF 5)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

SATISFACTORY

Hampshire College ranks in the top with gender parity across all categories. Women comprise 40% of the most highly compensated professionals. *Of note, a woman*

assumed office as the university's president for the new academic year beginning July 2018. This data will be incorporated into next year's index.

41
RANK

HARVARD UNIVERSITY PRIVATE, DOCTORAL

ENROLLMENT: 29,908 • 49% WOMEN	PRESIDENT: DREW GILPIN FAUST • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 54% (7 OF 13)	PROVOST: MALE
WOMEN DEANS: 21% (3 OF 14)	HIGHEST SALARIED: 20% FEMALE	EVP: FEMALE

STATUS QUO

Harvard University receives points for their female president and female EVP. Gender parity on their board also contributes to this rank. The board chair is a man and deans of degree-granting programs are predominantly

male. Women comprise 20% of the most highly compensated professionals. *Of note, a man took office as president at the beginning of the new academic year on July 1, 2018. This data will be incorporated into next year's index.*

21
RANK

HOLYOKE COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 5,890 • 62% WOMEN	PRESIDENT: CHRISTINA ROYAL • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 56% (5 OF 9)	PROVOST: FEMALE
WOMEN DEANS: 80% (4 OF 5)	HIGHEST SALARIED: 70% FEMALE	EVP: MALE

STATUS QUO

Holyoke Community College is just a few points shy of the top group, receiving points for their female president, provost, as well as for their gender parity on their board and among their deans of degree-granting programs. Of

note, the president of the college is a woman of color, one of only five in the entire group. Women comprise 70% of the most highly compensated professionals.

85
RANK

HULT INTERNATIONAL BUSINESS SCHOOL PRIVATE, SPECIAL FOCUS

ENROLLMENT: 2,843 • 43% WOMEN	PRESIDENT: STEPHEN HODGES • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 25% (3 OF 12)	PROVOST: MALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 0% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Hult International Business School ranks near the bottom with only one woman on their senior leadership team. The school's president is male, and their board

is predominantly male. Of the five highest salaried employees, none are women.

17
RANK

LABOURÉ COLLEGE PRIVATE, SPECIAL FOCUS

ENROLLMENT: 750 • 91% WOMEN	PRESIDENT: JACK CALARESO • MALE	PAST WOMEN PRESIDENTS: 4
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 38% (5 OF 13)	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 70% FEMALE	EVP: MALE

SATISFACTORY

Labouré College ranks in the top group with points in every category which is expected as Labouré is a special focus institution teaching nursing and healthcare education, traditionally female professions, and has a female

enrollment of 91%. Women comprise 70% of the most highly compensated professionals. *Of note, Labouré is a Catholic institution.*

89
RANK

LASELL COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 2,064 • 66% WOMEN	PRESIDENT: MICHAEL ALEXANDER • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 46% (11 OF 24)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Lasell College is near the bottom of the group which is surprising given that it was formerly a women's college. The senior leadership and board chair are all men and

the school has never had a permanent female president. Women comprise 50% of the most highly compensated professionals.

41
RANK

LESLEY UNIVERSITY PRIVATE, DOCTORAL

ENROLLMENT: 4,865 • 83% WOMEN	PRESIDENT: JEFF WEISS • MALE	PAST WOMEN PRESIDENTS: 3
BOARD CHAIR: MALE	WOMEN ON BOARD: 57% (13 OF 23)	PROVOST: MALE
WOMEN DEANS: 0% (0 OF 4)	HIGHEST SALARIED: 60% FEMALE	EVP: FEMALE

STATUS QUO

Lesley University scores significantly lower than we would have expected given its history as a women's college and with female enrollment of 83%. Senior leadership is

dominated by men, though the board has reached parity. Women comprise 60% of the most highly compensated professionals.

47
RANK

MASSACHUSETTS BAY COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 4,855 • 53% WOMEN	PRESIDENT: DAVID PODELL • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 40% (4 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 60% (3 OF 5)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

UNSATISFACTORY

Massachusetts Bay Community College receives points for their past female president, female provost, and for the gender parity among their deans of degree-granting programs. The institution's current president, board chair,

and VP for administration and finance are all male, and their board is predominantly men. Women comprise 60% of the most highly compensated professionals.

19
RANK

MASSACHUSETTS COLLEGE OF ART AND DESIGN PUBLIC, MASTER'S

ENROLLMENT: 1,982 • 71% WOMEN	PRESIDENT: DAVID NELSON • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 82% (9 OF 11)	PROVOST: FEMALE
WOMEN DEANS: 0% (0 OF 1)	HIGHEST SALARIED: 40% FEMALE	EVP: MALE

STATUS QUO

Massachusetts College of Art and Design receives points for their past female presidents, their female provost, board chair, and gender parity on their board. The institutions senior leadership is predominately male, including their only dean of a granting program.

Massachusetts College of Art and Design has a female enrollment of 71%, so we would expect to see greater overall gender parity among the school's leadership. Women comprise 40% of the most highly compensated professionals.

12
RANK

MASSACHUSETTS COLLEGE OF LIBERAL ARTS PUBLIC, MASTER'S

ENROLLMENT: 1,644 • 63% WOMEN	PRESIDENT: JAMES BIRGE • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 50% (1 OF 2)	HIGHEST SALARIED: 40% FEMALE	EVP: MALE

SATISFACTORY

Massachusetts College of Liberal Arts ranks in the top category and has achieved gender parity across all leadership categories. Women comprise 40% of the most

highly compensated professionals which is surprising given their positions in top leadership.

80
RANK

MASSACHUSETTS INSTITUTE OF TECHNOLOGY PRIVATE, DOCTORAL

ENROLLMENT: 11,376 • 39% WOMEN	PRESIDENT: RAFAEL REIF • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 23% (10 OF 43)	PROVOST: MALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: 10% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Massachusetts Institute of Technology is one of 19 schools in the bottom category. The institution receives points for their past female president. Their current senior leadership is all male and their board and deans

of degree-granting programs are predominantly male. Women comprise 10% of the most highly compensated professionals.

82
RANK

MASSACHUSETTS MARITIME ACADEMY PUBLIC, MASTER'S

ENROLLMENT: 1,751 • 13% WOMEN	PRESIDENT: R.A. FRANCIS MCDONALD • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 30% (3 OF 10)	PROVOST: MALE
WOMEN DEANS: 0% (0 OF 2)	HIGHEST SALARIED: 20% FEMALE	EVP: FEMALE

NEEDS URGENT ATTENTION

Massachusetts Maritime Academy is far from parity although this is not surprising given the school's enrollment is predominantly men. The institution receives points for their female vice president of finance and has

a critical mass of women on the board. Beyond that, they score no points. Women comprise 20% of the most highly compensated professionals.

30
RANK

MASSASOIT COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 7,471 • 56% WOMEN	PRESIDENT: INTERIM WILLIAM MITCHELL • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 56% (5 OF 9)	PROVOST: FEMALE
WOMEN DEANS: 83% (5 OF 6)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

STATUS QUO

Massasoit Community College has good parity numbers in their senior leadership team and board. They miss the top group because they have never had a female president. Women comprise 50% of the most highly compensated

professionals. *Of note, a woman assumed the presidency as of the new academic year beginning on July 1, 2018. This data will be incorporated into next year's index.*

61
RANK

MCPHS UNIVERSITY PRIVATE, SPECIAL FOCUS

ENROLLMENT: 7,095 • 69% WOMEN	PRESIDENT: CHARLES MONAHAN JR. • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 42% (8 OF 19)	PROVOST: FEMALE
WOMEN DEANS: 63% (5 OF 8)	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

UNSATISFACTORY

The Massachusetts College of Pharmacy and Health Sciences scores much lower than we would expect given that 69% of their students are female. While they have good parity numbers in their senior leadership team, the

institution has had no female presidents and their current president and board chair are men. Women comprise 30% of the most highly compensated professionals.

85
RANK

MERRIMACK COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 4,014 • 54% WOMEN	PRESIDENT: CHRISTOPHER HOPEY • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 17% (4 OF 24)	PROVOST: MALE
WOMEN DEANS: 60% (3 OF 5)	HIGHEST SALARIED: 22% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

Merrimack College ranks near the bottom only receiving points for gender parity among their deans. They have never had a female president, the board chair, provost, and EVP roles are all men, and their board counts just 17% women. Merrimack College has a female enrollment of

54%, so we would expect to see more parity in their senior leadership and on their board. Women comprise 22% of the most highly compensated professionals. *Of note, Merrimack is a Catholic Institution, yet they do allow lay people to serve as president.*

6
RANK

MGH INSTITUTE OF HEALTH PROFESSIONALS PRIVATE, SPECIAL FOCUS

ENROLLMENT: 1,167 • 82% WOMEN	PRESIDENT: PAULA MILONE-NUZZO • FEMALE	PAST WOMEN PRESIDENTS: 3
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 58% (11 OF 19)	PROVOST: MALE
WOMEN DEANS: 100% (2 OF 2)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

SATISFACTORY

MGH Institute of Health Professions ranks near the top with parity across all leadership categories. Women

comprise 60% of the most highly compensated professionals.

47
RANK

MIDDLESEX COMMUNITY COLLEGE - BEDFORD PUBLIC, ASSOCIATE

ENROLLMENT: 8,617 • 58% WOMEN	PRESIDENT: JAMES MABRY • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 70% (7 OF 10)	PROVOST: MALE
WOMEN DEANS: 100% (5 OF 5)	HIGHEST SALARIED: 40% FEMALE	EVP: MALE

UNSATISFACTORY

Middlesex Community College receives points for their past female president, for gender parity on their board, and for the fact that all their deans of degree-granting programs are women. The institution's president, board chair, provost, and EVP are all men. With a female

enrollment of 58%, we would expect to see more parity in their senior leadership outside of the deans. Women comprise 40% of the most highly compensated professionals.

46
RANK

MONTSERRAT COLLEGE OF ART PRIVATE, SPECIAL FOCUS

ENROLLMENT: 377 • 74% WOMEN	PRESIDENT: STEPHEN IMMERMANN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: MALE
WOMEN DEANS: 0% (0 OF 1)	HIGHEST SALARIED: 25% FEMALE	EVP: FEMALE

UNSATISFACTORY

Montserrat College of Art ranks lower than we would expect from a school with 74% women students. They have parity on their board and it is chaired by a woman, but do not reach parity in other categories and

surprisingly, have never had a permanent female president. Women comprise 25% of the most highly compensated professionals.

9
RANK

MOUNT HOLYOKE COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,327 • 99% WOMEN	PRESIDENT: INTERIM SONYA STEPHENS • FEMALE	PAST WOMEN PRESIDENTS: 8
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 94% (30 OF 32)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 70% FEMALE	EVP: FEMALE

SATISFACTORY

Mount Holyoke College is among the top-ranked institutions in this study with parity in all leadership categories. Women comprise 70% of the most highly

compensated professionals. *Of note, Mount Holyoke is a women's college.*

61
RANK

MOUNT WACHUSETT COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 3,961 • 65% WOMEN	PRESIDENT: JAMES VANDER HOOVEN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 67% (6 OF 9)	PROVOST: MALE
WOMEN DEANS: 100% (3 OF 3)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

UNSATISFACTORY

Mount Wachusett Community College receives points for the gender parity on their board and among their deans of degree-granting programs. However, the school ranks in the bottom half on gender leadership overall because their senior leadership is all male, and all their past presidents

have been men. Mount Wachusett Community College has a female enrollment of 65%, so we would expect to see more parity in their senior leadership. Women comprise 60% of the most highly compensated professionals.

61
RANK

NEW ENGLAND COLLEGE OF BUSINESS AND FINANCE *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 1,131 • 74% WOMEN	PRESIDENT: HOWARD HORTON • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 42% (5 OF 12)	PROVOST: FEMALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: NOT AVAILABLE	EVP: MALE

UNSATISFACTORY

New England College of Business and Finance receives points for their female provost and that their only dean of a degree-granting program is a woman. However, the school ranks in the bottom half on gender leadership overall because their current president and all past presidents have been male, they have a male board chair and their

board is predominantly male. New England College of Business and Finance has a female enrollment of 74%, so we would expect to see more parity across all categories of leadership. *Of note, we could not obtain compensation data for this school.*

36
RANK

NEW ENGLAND COLLEGE OF OPTOMETRY *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 533 • 71% WOMEN	PRESIDENT: CLIFFORD SCOTT • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 26% (5 OF 19)	PROVOST: FEMALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

STATUS QUO

New England College of Optometry ranks in the top half on gender leadership overall due to their past female president and the high proportion of women in the senior leadership team. Their board is predominantly male, and

their current president is male. New England College of Optometry has a female enrollment of 71%, so we would expect to see more parity on their board. Women comprise 40% of the most highly compensated professionals.

36
RANK

NEW ENGLAND LAW - BOSTON *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 622 • 57% WOMEN	PRESIDENT: JOHN O'BRIEN • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: N/A	WOMEN ON BOARD: N/A	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 22% FEMALE	EVP: FEMALE

STATUS QUO

New England Law - Boston receives points for their past female president and senior leadership team. Board information was not available through public sources.

Women comprise 22% of the most highly compensated professionals.

30
RANK

NEWBURY COLLEGE *PRIVATE, BACHELOR'S*

ENROLLMENT: 751 • 58% WOMEN	PRESIDENT: JOSEPH CHILLO • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 17% (2 OF 12)	PROVOST: MALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

STATUS QUO

Newbury College receives points for their past female president, female board chair, and balanced senior leadership team. The school's board is predominantly male

which is surprising since they have a female enrollment of 58%. Women comprise 40% of the most highly compensated professionals.

51
RANK

NICHOLS COLLEGE *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 1,480 • 42% WOMEN	PRESIDENT: SUSAN WEST ENGELKEMEYER • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 28% (8 OF 29)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 30% WOMEN	EVP: MALE

UNSATISFACTORY

Nichols College receives points for their current and past female presidents. The senior leadership team is comprised of men and women do not reach a critical mass

on their board. Women comprise 30% of the most highly compensated professionals.

26
RANK

NORTH SHORE COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 6,315 • 61% WOMEN	PRESIDENT: PATRICIA GENTILE • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 45% (5 OF 11)	PROVOST: FEMALE
WOMEN DEANS: 75% (3 OF 4)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

STATUS QUO

While in the status quo category, North Shore Community College is very close to the top category and receives points for their female president and the proportion of

women on the senior leadership team. Their board is not quite at parity but very close with 45%. Women comprise 50% of the most highly compensated professionals.

72
RANK

NORTHEASTERN UNIVERSITY *PRIVATE, DOCTORAL*

ENROLLMENT: 20,381 • 49% WOMEN	PRESIDENT: JOSEPH AOUN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 31% (12 OF 39)	PROVOST: MALE
WOMEN DEANS: 63% (5 OF 8)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

UNSATISFACTORY

Northeastern receives points for having a high percentage of female deans. The institution's president, board chair, provost and EVP, as well the majority of the board are men, and Northeastern has never had a female president. With a

female enrollment of 49% we would expect to see greater gender parity across leadership roles at Northeastern. Women comprise 20% of the most highly compensated professionals.

61
RANK

NORTHERN ESSEX COMMUNITY COLLEGE *PUBLIC, ASSOCIATE*

ENROLLMENT: 5,976 • 60% WOMEN	PRESIDENT: LANE GLENN • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: MALE
WOMEN DEANS: 100% (3 OF 3)	HIGHEST SALARIED: 40% WOMEN	EVP: MALE

UNSATISFACTORY

Northern Essex Community College receives points for having a gender balanced board, and for their three academic deans who are all women. The institution has never had a female president and their board chair, and the remaining members of the senior leadership team

are all men. Northern Essex Community College has a female enrollment of 60% so we would expect to see greater gender parity among all leadership positions. Women comprise 40% of the most highly compensated professionals.

21
RANK

PINE MANOR COLLEGE *PRIVATE, BACHELOR'S*

ENROLLMENT: 490 • 53% WOMEN	PRESIDENT: THOMAS O'REILLY • MALE	PAST WOMEN PRESIDENTS: 4
BOARD CHAIR: MALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: N/A	EVP: MALE

STATUS QUO

Pine Manor College receives points for having multiple past women presidents, as well as for their female provost and gender balanced board. The sole academic dean is

also female. The institution's president and board chair, the two most powerful positions are both men. *Of note, we could not obtain compensation data for this school.*



53
RANK

QUINCY COLLEGE PRIVATE, ASSOCIATE

ENROLLMENT: 5,009 • 67% WOMEN	PRESIDENT: INTERIM THOMAS KOCH • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 33% (3 OF 9)	PROVOST: FEMALE
WOMEN DEANS: 25% (1 OF 4)	HIGHEST SALARIED: NOT AVAILABLE	EVP: MALE

UNSATISFACTORY

Quincy College receives points for having a female provost, as well as multiple past women presidents. The institution's Interim president, EVP and board chair are all men, as are the majority of deans and

members of the board. Quincy College has a female enrollment of 67% so we would expect to see greater gender parity among their leadership. *Of note, we could not obtain compensation data for this school.*

19
RANK

QUINSIGAMOND COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 7,696 • 57% WOMEN	PRESIDENT: LUIS PEDRAJA • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 67% (6 OF 9)	PROVOST: FEMALE
WOMEN DEANS: 25% (1 OF 4)	HIGHEST SALARIED: 80% WOMEN	EVP: MALE

STATUS QUO

Quinsigamond Community College ranks very close to the cutoff for the top category and is one of the few public institutions with a female board

chair. They are just about there with parity. Women comprise 80% of the most highly compensated professionals.

15
RANK

REGIS COLLEGE PRIVATE, MASTER'S

ENROLLMENT: 1,847 • 82% WOMEN	PRESIDENT: ANTOINETTE HAYS • FEMALE	PAST WOMEN PRESIDENTS: 9
BOARD CHAIR: MALE	WOMEN ON BOARD: 60% (18 OF 30)	PROVOST: MALE
WOMEN DEANS: 75% (3 OF 4)	HIGHEST SALARIED: 57% FEMALE	EVP: MALE

SATISFACTORY

Regis College receives points for having a female president, as well as a strong history of women presidents. Both the board and academic deans are majority female. The institution's board chair, provost and EVP are men. With 82% women enrolled and

the school's history as women's college, we would expect them to have this level of parity among senior leadership. Women comprise 57% of the most highly compensated professionals. *Of note, Regis is a Catholic Institution.*

9
RANK

ROXBURY COMMUNITY COLLEGE PUBLIC, ASSOCIATE

ENROLLMENT: 2,106 • 69% WOMEN	PRESIDENT: VALERIE ROBERSON • FEMALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 50% (5 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 50% (1 OF 2)	HIGHEST SALARIED: 60% WOMEN	EVP: MALE

SATISFACTORY

Roxbury Community College scores near the top with gender parity across all leadership categories. Their president is one of only five women of color among

the entire group. Women comprise 60% of the most highly compensated professionals.

40
RANK

SALEM STATE UNIVERSITY PUBLIC, MASTER'S

ENROLLMENT: 9,001 • 64% WOMEN	PRESIDENT: JOHN KEENAN • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 70% (7 OF 10)	PROVOST: MALE
WOMEN DEANS: 60% (3 OF 5)	HIGHEST SALARIED: 40% FEMALE	EVP: MALE

STATUS QUO

Salem State receives points for its past female presidents and high percentage of female representation on the board and among their academic deans. The institution's president, board

chair, provost, and VP of finance and facilities are men. Women comprise 40% of the most highly compensated professionals.

1
RANK**SIMMONS COLLEGE** PRIVATE, MASTER'S

ENROLLMENT: 6,111 • 91% WOMEN	PRESIDENT: HELEN DRINAN • FEMALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 78% (18 OF 23)	PROVOST: FEMALE
WOMEN DEANS: 75% (3 OF 4)	HIGHEST SALARIED: 80% FEMALE	EVP: FEMALE

SATISFACTORY

Simmons College received points across all categories in this study and holds the top spot in this year's ranking. As a women's college, we expect to see

strong representation of women in leadership roles, and at Simmons, this is the case. Women comprise 80% of the most highly compensated professionals.

2
RANK**SMITH COLLEGE** PRIVATE, BACHELOR'S

ENROLLMENT: 2,896 • 98% WOMEN	PRESIDENT: KATHLEEN MCCARTNEY • FEMALE	PAST WOMEN PRESIDENTS: 4
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 93% (27 OF 29)	PROVOST: FEMALE
WOMEN DEANS: 100% (2 OF 2)	HIGHEST SALARIED: 60% FEMALE	EVP: MALE

SATISFACTORY

Smith College receives the number two rank in this year's study, receiving points for strong representation of women throughout their leadership team. As a women's college, we expect

to see this level of female leadership across the institution. Women comprise 60% of the most highly compensated professionals.

30
RANK**SPRINGFIELD COLLEGE** PRIVATE, MASTER'S

ENROLLMENT: 3,144 • 57% WOMEN	PRESIDENT: MARY BETH COOPER • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 41% (13 OF 32)	PROVOST: FEMALE
WOMEN DEANS: 80% (4 OF 5)	HIGHEST SALARIED: 40% WOMEN	EVP: MALE

STATUS QUO

Springfield College receives points for their female president, female provost, and high percentage of women deans. The institution's board chair is

male as is the EVP and majority of the school's board. Women comprise 40% of the most highly compensated professionals.

77
RANK**SPRINGFIELD TECHNICAL COMMUNITY COLLEGE** PUBLIC, ASSOCIATE

ENROLLMENT: 5,622 • 57% WOMEN	PRESIDENT: JOHN COOK • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 36% (4 OF 11)	PROVOST: FEMALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: NOT AVAILABLE	EVP: MALE

NEEDS URGENT ATTENTION

Springfield Technical Community College is in the bottom category. The institution does receive points for having a female provost and for having a critical mass of women deans and board members. However, the college has never had a female president, their president and board chair are men,

and the of majority of board members are male. Springfield Technical Community College has a female enrollment of 57%, and we would expect greater gender parity among the school's leadership. *Of note, we could not obtain compensation data for this school.*

76
RANK**STONEHILL COLLEGE** PRIVATE, BACHELOR'S

ENROLLMENT: 2,481 • 60% WOMEN	PRESIDENT: REV. JOHN DENNING • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 24% (8 OF 33)	PROVOST: MALE
WOMEN DEANS: 50% (1 OF 2)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

NEEDS URGENT ATTENTION

Stonehill College is in the bottom category. The institution's EVP is a woman and it does have balanced representation among its two deans. The president and board chair are both men as is the provost and the majority of the board. Women

comprise 40% of the most highly compensated professionals. *Of note, Stonehill College is a Catholic Institution and their by-laws dictate that a priest must serve as president and that 50% of their board members must be priests.*



34
RANK

SUFFOLK UNIVERSITY PRIVATE, DOCTORAL

ENROLLMENT: 7,461 • 56% WOMEN	PRESIDENT: MARISA KELLY • FEMALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 48% (11 OF 23)	PROVOST: MALE
WOMEN DEANS: 33% (1 OF 3)	HIGHEST SALARIED: 50% FEMALE	EVP: FEMALE

STATUS QUO

Suffolk University receives the majority of its points for having a current and past female president. The institution is just under 50% women for board representation. The board chair is a man as is the

provost and the majority of the institution's academic deans. Women comprise 50% of the most highly compensated professionals.

89
RANK

THE NEW ENGLAND CONSERVATORY OF MUSIC PRIVATE SPECIAL, FOCUS

ENROLLMENT: 819 • 46% WOMEN	PRESIDENT: INTERIM THOMAS NOVAK • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 35% (8 OF 23)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 22% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

The New England Conservatory of Music is very close to the bottom with only three points from the critical mass of women on its board. The institution has a female enrollment of 46%, so we would expect more gender parity overall. Women comprise 22%

of the most highly compensated professionals. *Of note: A woman will take office as the university's first female president in January 2019. This data will be incorporated into next year's index.*

87
RANK

TUFTS UNIVERSITY PRIVATE, DOCTORAL

ENROLLMENT: 11,489 • 55% WOMEN	PRESIDENT: ANTHONY MONACO • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 38% (15 OF 39)	PROVOST: MALE
WOMEN DEANS: 27% (3 OF 11)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

NEEDS URGENT ATTENTION

Tufts University is in the bottom category. The institution has never had a female president, their board chair is a man, and their board and deans of

degree-granting programs are predominantly male. The institution's EVP is a woman. Women comprise 40% of the most highly compensated professionals.

77
RANK

UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL PUBLIC, DOCTORAL

ENROLLMENT: 1,108 • 59% WOMEN	CHANCELLOR: MICHAEL COLLINS • MALE	PAST WOMEN CHANCELLORS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 24%	PROVOST: MALE
WOMEN DEANS: 100% (2 OF 2)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

The University of Massachusetts Medical school is in the bottom category. They only receive points for their deans, both of whom are women. Beyond that, the institution doesn't achieve parity in any category which is surprising as women comprise 59% of their students. UMass Medical has never had a female chancellor and is the lowest ranking institution in

the University of Massachusetts System. Women comprise 20% of the most highly compensated professionals. *Of note, as part of the UMass System, UMass Medical does not have an individual board or board chair and assumes the UMass System's board and chair.*

55
RANK

UNIVERSITY OF MASSACHUSETTS - AMHERST PUBLIC, DOCTORAL

ENROLLMENT: 30,037 • 49% WOMEN	CHANCELLOR: KUMBLE SUBBASWAMY • MALE	PAST WOMEN CHANCELLORS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 24%	PROVOST: MALE
WOMEN DEANS: 56% (5 OF 9)	HIGHEST SALARIED: 10% FEMALE	EVP: MALE

UNSATISFACTORY

UMass Amherst receives points for its past female chancellor and parity among its degree-granting deans. Other leadership categories are dominated by men. Women comprise 10% of the most highly

compensated professionals. *Of note, as part of the UMass System, UMass Amherst does not have an individual board or board chair and assumes the UMass System's board and chair.*

51
RANK

UNIVERSITY OF MASSACHUSETTS - BOSTON PUBLIC, DOCTORAL

ENROLLMENT: 16,847 • 57% WOMEN	CHANCELLOR: BARRY MILLS • MALE	PAST WOMEN CHANCELLORS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 24%	PROVOST: FEMALE
WOMEN DEANS: 30% (3 OF 10)	HIGHEST SALARIED: 20% FEMALE	EVP: FEMALE

UNSATISFACTORY

UMass Boston receives points for its past female chancellors, provost and vice chancellor for administration and finance. The institution's deans are predominantly male. Women comprise 20% of the most highly compensated professionals. *Of note, Katherine Newman took office as the university's*

interim chancellor for the new academic year in July 2018. This data will be incorporated into next year's index and likely improve UMass Boston's overall rank. Also, as part of the UMass System, UMass Boston does not have an individual board or board chair and assumes the UMass System's board and chair.

75
RANK

UNIVERSITY OF MASSACHUSETTS - DARTMOUTH PUBLIC, DOCTORAL

ENROLLMENT: 8,647 • 50% WOMEN	CHANCELLOR: ROBERT JOHNSON • MALE	PAST WOMEN CHANCELLORS: 2
BOARD CHAIR: MALE	WOMEN ON BOARD: 24%	PROVOST: MALE
WOMEN DEANS: 43% (3 OF 7)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

UMass Dartmouth receives points for its past female chancellors, as well as the number of female deans. The other leadership categories are male dominated. Women comprise 20% of the most highly

compensated professionals. *Of note, as part of the UMass System, UMass Dartmouth does not have an individual board or board chair and assumes the UMass System's board and chair.*

36
RANK

UNIVERSITY OF MASSACHUSETTS - LOWELL PUBLIC, DOCTORAL

ENROLLMENT: 17,849 • 40% WOMEN	CHANCELLOR: JACQUIE MALONEY • FEMALE	PAST WOMEN CHANCELLORS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 24%	PROVOST: MALE
WOMEN DEANS: 57% (4 OF 7)	HIGHEST SALARIED: 40% FEMALE	EVP: FEMALE

STATUS QUO

UMass Lowell ranks the highest among the UMass campuses even though it has the smallest percentage of women enrolled among the system's campuses. It receives points for its current female chancellor, senior vice president for finance, and the

percentage of women deans. Women comprise 40% of the most highly compensated professionals. *Of note, as part of the UMass System, UMass Lowell does not have an individual board or board chair and assumes the UMass System's board and chair.*

45
RANK

URBAN COLLEGE OF BOSTON PRIVATE, ASSOCIATE

ENROLLMENT: 860 • 95% WOMEN	PRESIDENT: MICHAEL TAYLOR • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 64% (9 OF 14)	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 0% FEMALE	EVP: N/A

UNSATISFACTORY

Urban College of Boston receives points for their one past female president, high percentage of women on the board, and female Vice President of Academic Affairs. The institution's two most powerful positions of president and board chair are both men. Urban College of Boston has a female enrollment of 95% so

we would expect to see more representation among the institution's most influential leadership positions. Women are not represented among the two highest salaried positions publicly available. *Of note, this school does not have an EVP or deans.*

3
RANK

WELLESLEY COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,482 • 98% WOMEN	PRESIDENT: PAULA JOHNSON • FEMALE	PAST WOMEN PRESIDENTS: 13
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 76% (22 OF 29)	PROVOST: MALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 60% FEMALE	EVP: FEMALE

SATISFACTORY

As a women's school, Wellesley College ranks among the top three institutions with parity across all categories. Their president is one of only five women

of color among the entire group. Women comprise 60% of the most highly compensated professionals.

72
RANK

WENTWORTH INSTITUTE OF TECHNOLOGY *PRIVATE, MASTER'S*

ENROLLMENT: 4,526 • 21% WOMEN	PRESIDENT: ZORICA PANTIC • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 15% (4 OF 26)	PROVOST: MALE
WOMEN DEANS: 0% (0 OF 3)	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

UNSATISFACTORY

Wentworth receives points for having a female president, however still scores in the bottom group given that all the other categories are male dominated. Wentworth is an engineering school, and currently has only 21% women enrolled, but with the efforts to improve representation of women in

STEM, it is likely the percentage will increase. As such, we would expect the institution to have move towards having more women in leadership and board positions in the future. Women comprise 50% of the most highly compensated professionals.

57
RANK

WESTERN NEW ENGLAND UNIVERSITY *PRIVATE, MASTER'S*

ENROLLMENT: 3,810 • 44% WOMEN	PRESIDENT: ANTHONY CAPRIO • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 34% (12 OF 35)	PROVOST: FEMALE
WOMEN DEANS: 0% (0 OF 3)	HIGHEST SALARIED: 13% FEMALE	EVP: MALE

UNSATISFACTORY

Western New England University receives points for having one past woman president and a female provost. The remaining members of the leadership

team are male. Women comprise 13% of the most highly compensated professionals.

61
RANK

WESTFIELD STATE UNIVERSITY *PUBLIC, MASTER'S*

ENROLLMENT: 6,335 • 55% WOMEN	PRESIDENT: RAMON TORRECILHA • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 30% (3 OF 10)	PROVOST: MALE
WOMEN DEANS: 100% (6 OF 6)	HIGHEST SALARIED: 50% FEMALE	EVP: MALE

UNSATISFACTORY

Westfield State receives points for having one past woman president, 30% women on their board, and all women academic deans. Their president, board chair, provost and VP of administration and finance are all

men. With 55% women enrolled we would expect to see greater gender parity among senior leadership and on the board. Women comprise 50% of the most highly compensated professionals.

12
RANK

WHEATON COLLEGE *PRIVATE, BACHELOR'S*

ENROLLMENT: 1,651 • 62% WOMEN	PRESIDENT: DENNIS HANNO • MALE	PAST WOMEN PRESIDENTS: 2
BOARD CHAIR: FEMALE	WOMEN ON BOARD: 58% (18 OF 31)	PROVOST: FEMALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 30% FEMALE	EVP: MALE

SATISFACTORY

Wheaton College receives points for their history of women presidents, female board chair, provost, and for having a majority of women on their board. The institution's president and Executive Vice President for Finance and Administration are men. Wheaton

was a women's college until 1987 and with 62% women enrolled we would expect to see this level of representation of women in leadership. It is surprising that women only comprise 30% of the most highly compensated professionals.

93
RANK

WILLIAM JAMES COLLEGE *PRIVATE, SPECIAL FOCUS*

ENROLLMENT: 703 • 76% WOMEN	PRESIDENT: NICHOLAS COVINO • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 19% (3 OF 16)	PROVOST: MALE
WOMEN DEANS: N/A	HIGHEST SALARIED: 38% FEMALE	EVP: MALE

NEEDS URGENT ATTENTION

William James College comes in at the bottom with two other schools. The institution has never had a woman president, their current president is a man, as are all senior leadership positions and the majority of

board members. With 76% women enrolled we would expect to see far greater gender parity across all categories. Women comprise 38% of the most highly compensated professionals.

61
RANK

WILLIAMS COLLEGE PRIVATE, BACHELOR'S

ENROLLMENT: 2,150 • 49% WOMEN	PRESIDENT: INTERIM PROTIK (TIKU) MAJUMDER • MALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 50% (11 OF 22)	PROVOST: MALE
WOMEN DEANS: 100% (1 OF 1)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

UNSATISFACTORY

Williams College receives points for their female dean and parity of women on their board. The institution's president is a man as are the board chair, provost, and Vice President for Finance & Administration and Treasurer. With 49% women enrolled, we would expect to see greater gender

diversity among senior leadership. Women comprise 20% of the most highly compensated professionals. *Of note, as of the new academic year starting July 1, 2018, a woman became the new president. This data will be incorporated into next year's index.*

58
RANK

WORCESTER POLYTECHNIC INSTITUTE PRIVATE, DOCTORAL

ENROLLMENT: 6,642 • 33% WOMEN	PRESIDENT: LAURIE LESHIN • FEMALE	PAST WOMEN PRESIDENTS: 0
BOARD CHAIR: MALE	WOMEN ON BOARD: 33% (10 OF 30)	PROVOST: MALE
WOMEN DEANS: 40% (2 OF 5)	HIGHEST SALARIED: 20% FEMALE	EVP: MALE

UNSATISFACTORY

Worcester Polytechnic Institute receives points for having a current female president and for counting a critical mass of women deans. The board chair is male as are the provost and EVP, as well as the majority of members of the board. WPI is an engineering school and has made efforts to

increase the number of women students in the last few years. As such, we would expect WPI to move towards having more women in leadership and board positions in the future. Women comprise 20% of the most highly compensated professionals.

21
RANK

WORCESTER STATE UNIVERSITY PUBLIC, MASTER'S

ENROLLMENT: 6,471 • 63% WOMEN	PRESIDENT: BARRY MALONEY • MALE	PAST WOMEN PRESIDENTS: 1
BOARD CHAIR: MALE	WOMEN ON BOARD: 70% (7 OF 10)	PROVOST: FEMALE
WOMEN DEANS: 67% (2 OF 3)	HIGHEST SALARIED: 60% FEMALE	EVP: FEMALE

STATUS QUO

Worcester State scores at the top of this category receiving points for their past female president and a significant proportion of their senior leadership team and board are women. The president and board chair,

the two most influential positions, are both held by men. Women comprise 60% of their most highly compensated professionals.

APPENDIX B

Higher Education Institutions in Massachusetts

We began with 114 institutions in Massachusetts based on the Carnegie Classification Institutions of Higher Education, and 20 institutions were eliminated from the initial list: institutions without a board of trustees and/or president/chancellor, schools whose board and/or president were located outside of Massachusetts, seminaries, institutions that were closed or merged during the 2017/2018 academic year, and small institutions with limited senior leadership teams and/or missing data across multiple leadership categories. The resulting final data set

comprises 94 institutions (with the UMass System factored into tables representing president and board data).

After a thorough process of determining which leadership categories and selected positions should be included, researchers constructed a database based on publicly available information about such positions from university and college websites. In addition, institutional data, including enrollment figures broken down by gender, acceptance rate, and institutional accreditation, among other variables, were taken from the Integrated Postsecondary Education Data System (IPEDS), the National Center for Education Statistics, and the Carnegie Classification. To compare institutions similar to one another, a total of six schools including Regis College,

Quincy College, Urban College, Massachusetts College of Art and Design, Massachusetts College of Liberal Arts, and University of Massachusetts Medical School were moved from one Carnegie category to another for analysis.

Given that racial/ethnic data were not made available to researchers by most institutions in the study, the report offers only a preliminary analysis of this vital aspect of women in leadership. It is hoped that further research on women's leadership in higher education will include data needed for a full study of equity and a multi-factored definition of diversity.

Leadership Data

Leadership data were collected for the 2017/2018 Academic Year, with the top institutional leader – president/chancellor – reported as the individual who was in office on June, 30 2018. The following definitions were used for the positions included in this study.

President/Chancellor: The person holding the top leadership role, overseeing all academic programs, and ultimately responsible for the institution's finances, and operations; reports directly to the board of trustees.

Provost/Chief Academic Officer: The person holding the top academic position and reporting directly to the president.

Deans: Academic deans overseeing degree-granting programs are included in this study (i.e., deans of schools, colleges, divisions or deans of academic affairs, deans of the faculty). Those excluded here are those whose portfolios do not include any direct oversight of degree programs (i.e., deans of students, admissions, workforce development, continuing education, etc.). "Moderators" are considered the equivalent of an academic division head and are included for any institutions using that term in place of dean. In cases of combined positions of deans (i.e., dean of graduate studies and continuing education), such incumbents are included due to the oversight of graduate studies entailing degree-granting programs. When an individual holds the position of dean and president or dean and top academic official (CAO), the incumbent is counted as president (or CAO) for the purposes of aggregate data analysis. In cases when only an interim dean is listed with no permanent dean name provided, the interim is included. If a permanent dean is on leave and interim in place but the permanent dean name is provided, the permanent dean is counted and included in the study; the interim is not.

Executive Vice-President (EVP) of Administration and Finance: This is the most senior-level position reporting to the president or chancellor with the highest level of responsibility for the administration, operations, and finances of the institution and is the only non-academic position included in the study. Varied leadership structures

due to institutional size and type did not allow for the identification of additional positions beyond the highest financial position at a college or university, however, nearly all institutions had such a senior level finance position identified. While EVP of administration and finance is the term used in this report to denote the top financial position at an institution, it is important to note that some of the other common titles that are used for this position include: vice president for administration and finance, vice president of finance, treasurer, and chief financial officer.

Board of Trustees: Only regular term, full-voting members of boards of trustees are included in this study. Ex-officio, faculty trustees, alumni trustees, and student trustees were not included.

Research Methodology

All data collected through public sources was used to populate an institutional leadership profile of each school and was then emailed to the president (or chancellor) of each institution, and copied to the institutional research head, human resources director, or diversity and inclusion administrator of the institution. It included a leadership profile of the institution including the gaps for missing data. The letter explained the study and requested that each school validate and if necessary, complete their leadership profile, adding gender as well as racial/ethnic background for the incumbent of each position. Researchers then attempted to work with the designated official(s) at each institution to ensure completion of the data request. In some cases, however, institutions determined that they could not complete the data request. Several institutions requested that researchers submit an Institutional Review Board (IRB) application to the institution citing sensitivity of data. In other cases, institutions requested a modified data form to provide some data in the aggregate (without using the names of individuals), such as for the categories of deans and boards of trustees. Some institutions never responded to any of the requests made for data for the study. Several rounds of written and telephone follow-up requests took place to address the outstanding/missing data.

In July 2018, staff of the Eos Foundation conducted another and final outreach to collect historical data from the institutions, an element of research beyond what was initially planned. Extensive data were collected to identify female presidents and chancellors over the course of an institution's history and, in most cases, data were available back to the founding of each institution. Every attempt was made to confirm the gender of presidents to ensure accuracy in terms of interim or acting status. For those institutions that had "principals" and not presidents decades ago, "principals" were not counted as past presidents. Past

acting or interim female presidents were not counted in the past presidential total.

A comprehensive quality assurance process was instituted to ensure that the data were as accurate and complete as possible. Each and every leadership category and incumbent were checked and data confirmed before the dataset was finalized. In advance of the report's release, researchers emailed institutional profiles to each institution providing a summary of the data points they received in the study. While great effort was taken to ensure precision of the data, researchers recognize that inaccuracies may have occurred and take responsibility for any errors made through the data collection, verification, and quality assurance processes.

Institutional Review Board and Institutional Responses

The study protocol utilized in this project was reviewed by UMass Boston's Institutional Review Board (IRB), and it was determined that the project "does not meet the definition of human subject research under the Code of Federal Regulations Title 45 Part 46.102(d)."

More than half (60% or N=57) of the 94 institutions (including the UMass System) responded to the data request; many of these institutions (N=32) returned partially completed or aggregate data forms. Most of the partial completed forms entailed limited or no racial/ethnic data. A substantial number of colleges and universities (N=29) did not complete the data request. A small number of schools declined to verify their data (N=8).

Institutions that validated data: American International College, Assumption College, Babson College, Bay State College, Becker College, Bentley University, Berklee College of Music, Berkshire Community College, Boston University, Brandeis University, Bridgewater State University, Bunker Hill Community College, Cambridge College, Clark University, College of Our Lady of the Elms, Dean College, Emerson College, Emmanuel College, Fitchburg State University, Framingham State University,

Franklin W. Olin College of Engineering, Greenfield Community College, Harvard University, Holyoke Community College, Hult International Business College, Lesley University, Massachusetts Bay Community College, Massachusetts College of Art and Design, Massachusetts College of Liberal Arts, Massachusetts Maritime Academy, MGH Institute of Health Professions, Middlesex Community College, Mount Holyoke College, Mount Wachusett Community College, Newbury College, Nichols College, Northern Essex Community College, Quincy College, Regis College, Salem State University, Simmons College, Smith College, Springfield College, Springfield Technical Community College, Suffolk University, Tufts University, University of Massachusetts Medical School, University of Massachusetts - Amherst, University of Massachusetts - Boston, University of Massachusetts - Dartmouth, University of Massachusetts - Lowell, Wellesley College, Wentworth Institute of Technology, Westfield State University, William James College, Worcester State University

Institutions that did not validate data: Amherst College, Benjamin Franklin Institution of Technology, Boston Architectural College, Boston College, Bristol Community College, College of the Holy Cross, Curry College, Eastern Nazarene College, Endicott College, Fisher College, Gordon College, Hampshire College, Labouré College, Lasell College, Massachusetts Institute of Technology, Massasoit Community College, MCPHS University, Merrimack College, Montserrat College of Art, New England College of Business and Finance, New England College of Optometry, New England Law-Boston, Northeastern University, Pine Manor College, Quinsigamond Community College, Stonehill Community College, Western New England University, Wheaton College

Institutions that declined to validate data: Anna Maria College, Bay Path University, Cape Cod Community College, North Shore Community College, Roxbury Community College, The New England Conservatory of Music, Williams College, Worcester Polytechnic Institute

APPENDIX C

TABLE 14

POINT ALLOCATION OR WEIGHTING USED TO DEVELOP THE COMPREHENSIVE INDEX OF WOMEN IN THESE LEADERSHIP ROLES ON JUNE 30, 2018

INDICATOR	VARIABLE(S)	POINT ALLOCATION DOCTORATE-GRANTING INSTITUTIONS	POINT ALLOCATION ALL OTHER INSTITUTIONS
PRESIDENT – UP TO 40 POINTS			
Highest Position	1 Permanent President Using: 6.30.2018 data	20	20
	Interim President Using: 6.30.2018 data	5	5
	1 Past Permanent President (prior to 6.30.2018)	12	12
	2 Past Permanent Presidents 3+ Past Permanent Presidents	16 20	16 20
SENIOR LEADERSHIP – UP TO 30 POINTS (USING ACADEMIC YEAR 2017/2018 DATA)			
Top Academic Leadership	CAO/Provost	8	12
Top Financial Office	EVP/Equivalent	5	8
Deans Parity	Deans (50%)+	17	10
Deans Critical Mass	Deans (30%)+	3 (not additive with parity)	2 (not additive with parity)
BOARD – UP TO 30 POINTS (USING ACADEMIC YEAR 2017/2018 DATA)			
Most Influential Board Position	Board Chair	15	15
Board Parity	Board (50%)	15	15
Board Critical Mass	Board (30%)	3 (not additive with parity)	3 (not additive with parity)

The president/chancellor category was weighted most heavily in the study; up to a total of 40 points. Current permanent female presidents receive more points than those serving in an interim capacity. Additional points were given for up to three past permanent female presidents.^{17, 18}

The senior leadership team included those with the highest levels of authority for academic programs (provosts and deans) and the executive vice president or most senior person responsible for the administrative and fiscal well-being of the institution.¹⁹ Corresponding to level of responsibility, power, and influence, this category is weighted slightly less than the top position of president, up to a total of 30 points.

The dean category typically includes more than one person, therefore, the concepts of “critical mass” and “parity” are used in the point system for this role. Literature defines “critical mass” as 30% and “parity” as 50%. In this report, we used 50% as the parity cutoff for deans and boards of trustees, however, we recognize the challenge to reach

parity when the numbers of each group are small or odd (i.e., a board of 11 with 5 women and 6 men could be considered a balanced board). In the future, we will likely consider a slightly lower threshold for “parity.”

Of note, the point allocation and weighting for deans of large doctorate-granting institutions is treated differently than for other higher education institutions to reflect the greater power and influence deans in doctorate-granting institutions have. These schools often have deans of graduate schools of medicine, health, law, business, etc., who oversee large campuses.

Finally, institutional governing boards receive up to 30 points. They have significant fiduciary responsibility for the institutions and the power to hire and fire the president, as well as to approve budgets, and provide strategic direction and long-term planning. The board chair often has the most authority and has been assigned the highest number of points in this leadership category. Again, the concepts of “critical mass” and “parity” apply for this group.

APPENDIX D

Analysis Notes

Data for all the positions defined and listed above were entered into Airtable, a collaborative software tool, and extracted to Microsoft Excel for analysis. The final number of institutions analyzed is 94; this includes the UMass System. However, in most analyses, the UMass System is not treated as an individual higher education institution and has been excluded from the data. The UMass System is included and clearly denoted only when relevant to that particular data analysis.

Center for Women in Politics and Public Policy researchers prepared a description and analysis of all the data collected and presented a full draft report to the Eos Foundation at the end of August 2018. The final analyses of data and report editing was completed by the Eos Foundation team.

Comprehensive Rank Categories

To identify where these institutions lie along a spectrum of progress on gender parity, each institution was assigned to one of four categories, based on their total weighting.

- Satisfactory: institutions that have 60 or more total points
- Status Quo: institutions that have between 40 – 59 total points

- Unsatisfactory: institutions that have 20 – 39 total points
- Needs Urgent Attention: institutions that have less than 20 total points

We chose 60 points as the minimum for a satisfactory level of gender parity based on our analysis of points for each sub-area that would add up to a balanced leadership structure across presidents, senior teams, and boards as follows:

- In the president category, a school would have had at least one woman who served as past or current president totaling 12 points.
- Of the four current individual leadership positions – president, provost, EVP, and board chair – there would be at least two women totaling between an average of 24 and 28 points.
- Deans and boards at parity would give a school another 25 – 32 points.

Adding up all the point ranges, a school with gender parity in all categories would receive between 61 and 72 points. For the remaining categories, we divided by 20-point increments.

APPENDIX E

Compensation Data

Researchers collected compensation data for both public and private institutions. Data were obtained primarily from the tax reporting form 990 for private institutions and the Commonwealth's Financial Records Transparency Platform (CTHRU) website for public institutions.

Compensation data for the top ten most highly paid employees were collected based on the employees' "pay

base actual," such that the employee with the highest pay base actual was considered the highest paid employee of the institution. In addition, to the employees' pay base actual, data were collected on pay total actual, which, in most cases, included pay base actual and any additional unspecified compensation. Gender was assigned primarily based on the assumed gender of names, information available from institutional websites, and/or an internet search for references to gender/gender identity.

EOS FOUNDATION

The Eos Foundation is a private philanthropic foundation supporting organizations and systemic solutions aimed at nourishing children's bodies, nurturing their minds, building family economic security, and achieving gender equity and diversity in leadership positions across all sectors of society. In 2018, we introduced the Women's Power Gap Initiative, which aims to dramatically increase the number of women from diverse backgrounds in leadership positions across all sectors in Massachusetts. The Women's

Power Gap Initiative will spotlight prominent sectors of the Commonwealth's economy through targeted research, measuring the extent of the power gap, and offering solutions for women to reach parity. This "Women's Power Gap in Education: Study and Rankings" is the first in the series of sectors Eos will explore. For more information about the Eos Foundation and the Women's Power Gap Initiative, please visit EosFoundation.org and WomensPowerGap.org.

THE CENTER FOR WOMEN IN POLITICS AND PUBLIC POLICY

Celebrating twenty years of contributions to advancing women's leadership and participation in public life, UMass Boston's Center for Women in Politics and Public Policy at the John W. McCormack Graduate School of Policy and Global Studies promotes and strengthens diverse forms of women's public leadership. Through its innovative educational programs, action-oriented research, and public forums, it works to ensure that the voices, talents, and experiences of all women are valued and included in policy

and political processes. In partnership with nonprofit organizations, private companies, and government at all levels, the center works to strengthen democratic values in public life and build a prosperous economy that increases access and opportunity for all. All center initiatives and research explore the impact of gender, race/ethnicity, and class on policy making and politics.

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10. Johnson, Heather L., "Pipelines, Pathways, and Institutional Leadership: An Update on the Status of Women in Higher Education." 2017, Washington, DC: ACE.
11. To present a clear picture of Massachusetts public institutions of higher education in this study, Quincy College was re-classified as a private institution. Quincy College operates under the auspices of the City of Quincy. The college is unusual in this respect, as it is the only one of Massachusetts' 16 community colleges to be run by a city, rather than the Commonwealth of Massachusetts. https://en.wikipedia.org/wiki/Quincy_College#cite_note-11.
12. In this report, permanent and interim appointments are treated differently. While interim or acting presidents have authority during their tenure, given that the appointment is not permanent, is typically much shorter than a permanent post, does not result from a multi-stakeholder selection process, and does not carry with it the full and long-term responsibilities and authority, interim incumbents are treated differently. Interim female presidents are not included in the count of past permanent presidents and they receive fewer points in the AY2017/2018 point distribution system.
13. Gagliardi et al. "American College President Study (2017)." Washington, DC: ACE.
14. The Ohio State University's Kirwan Institute for the Study of Race and Ethnicity, "State of the Science: Implicit Bias Review 2015." kirwaninstitute.osu.edu/research/understanding-implicit-bias.
15. Helitzer, Deborah L., Sharon L. Newbill, Gina Cardinali, Page S. Morahan, Shine Chang, and Diane Magrane, "Changing the Culture of Academic Medicine: Critical Mass or Critical Actors?" Journal of Women's Health, Volume 26, Number 5, 2017.
16. Lewis, Greg, "The Powerful Influence of Business on University Boards," The Century Foundation, June 11, 2013, <https://tcf.org/content/commentary/the-powerful-influence-of-business-on-university-boards/?session=1>.
17. See end note 12 above.
18. A combination of institutional response and primary research identified the total number of women presidents in each institution's history.
19. The term executive vice president is used in this report as an inclusive one for the top financial position defined in Appendix B.

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