

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

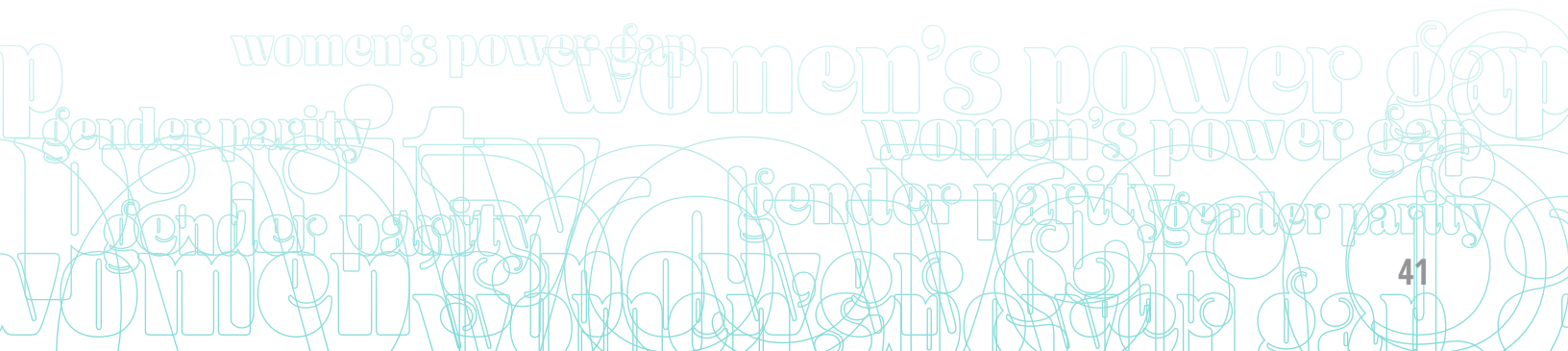
BECKER COLLEGE PRIVATE, BACHELOR'S

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

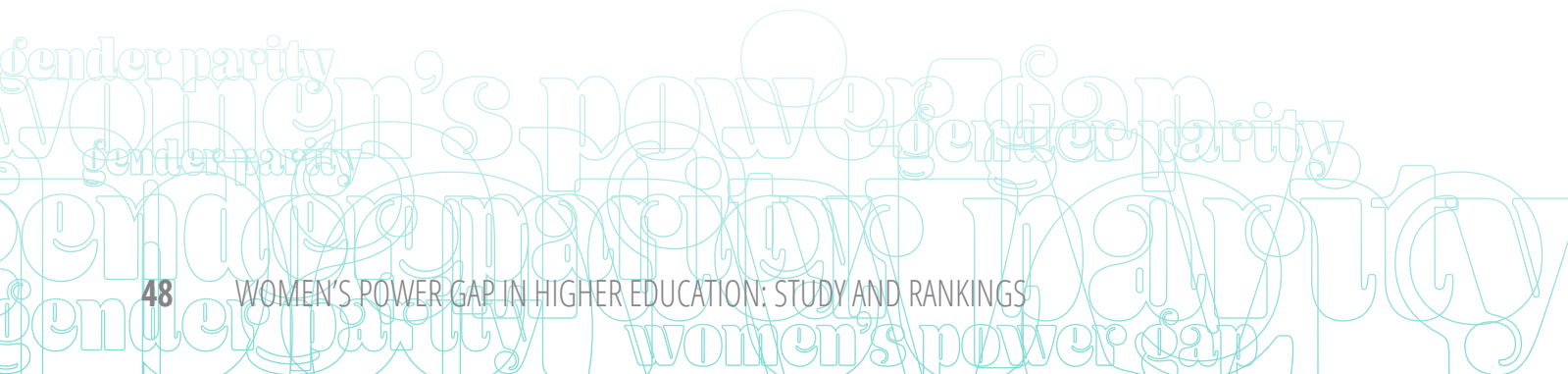
MASSASOIT COMMUNITY COLLEGE PUBLIC, ASSOCIATE

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 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 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 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 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 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 5)	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,