

WOMEN'S POWER GAP STUDY SERIES

# WOMEN'S POWER GAP IN HIGHER EDUCATION

## 2019 STUDY AND RANKINGS



# WOMEN'S POWER GAP IN HIGHER EDUCATION 2019 STUDY AND RANKINGS

## Authors

Christy Mach Dubé

Evelyn Murphy

Marta Rosa

Andrea Silbert

*Published By*

© Eos Foundation

All rights reserved

October 2019

[EosFoundation.org](http://EosFoundation.org)

## About the Women's Power Gap

The [Women's Power Gap Initiative](#) at the Eos Foundation seeks to dramatically increase the number of women leaders from a diverse set of backgrounds across all sectors of the economy in Massachusetts. We conduct and commission actionable research on prominent sectors of the economy, measure the extent of the power gap, and propose solutions to reach parity. Wherever possible, we capture data on racial and ethnic diversity. In 2018, in addition to the WPG in Higher Education study, we issued a report of [Massachusetts Public Boards and Commissions](#) as well as the top [Business Advocacy Organizations](#) in the state. We will be publishing a WPG in K-12 education report in the spring of 2020 in partnership with the Rennie Center for Education. For updates on the Initiative and to learn more, visit [WomensPowerGap.org](http://WomensPowerGap.org).

## About the Wage Project

The [WAGE Project](#) (WAGE) is a grassroots nonprofit dedicated to a single goal: to eliminate the gender wage gap. After devoting more than a decade to advancing women's earning power throughout the country through the delivery of salary negotiation workshops, WAGE now focuses on transforming workplaces and employers' practices of hiring, promoting, and retaining women, especially women of color. In this regard, WAGE sees the elimination of the Women's Power Gap as essential to significantly reduce the gender wage gap.

# ACKNOWLEDGEMENTS

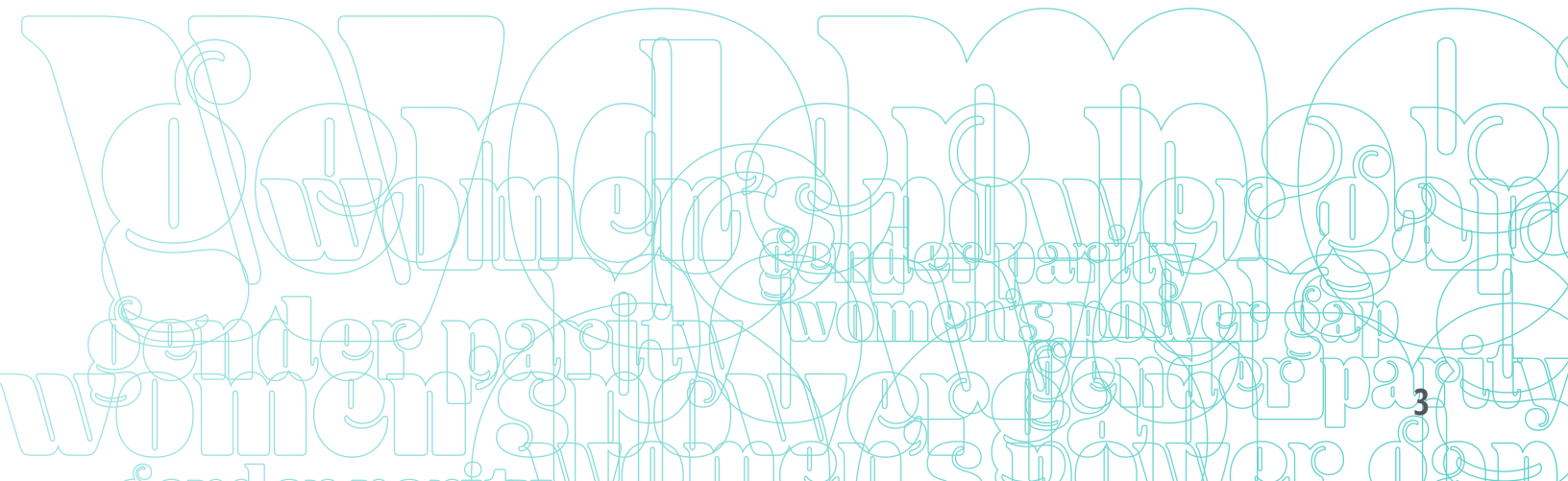
The WPG team owes deep gratitude to Lee Pelton, President of Emerson College, who spoke at our kickoff presentation in September 2018, and has since served as an important thought partner in this work. It was Lee's vision to create the first Presidents' Summit in March 2019, followed by the second one taking place in November 2019. We would not be where we are today without Lee's insight, hard work, and leadership.

We also thank the colleges and universities who responded to this year's data request, and specifically, those higher education teams who met with us to discuss innovative and effective diversity and inclusion practices. In particular, we thank the following presidents for making the time to meet with us.

- Lawrence Bacow, Harvard University
- Javier Cevallos, Framingham State University
- Frederick Clark, Bridgewater State University
- Pam Eddinger, Bunker Hill Community College
- John Keenan, Salem State University
- Marisa Kelly, Suffolk University
- Ellen Kennedy, Berkshire Community College
- Laurie Leshin, Worcester Polytechnic Institute
- Barry Maloney, Worcester State University
- Martin Meehan, University of Massachusetts
- Francis McDonald, Massachusetts Maritime Academy
- Jacqueline Moloney, UMass-Lowell
- David Nelson, Massachusetts College of Art and Design
- Katherine Newman, UMass-Boston
- Lee Pelton, Emerson College
- Valerie Roberson, Roxbury Community College

In addition, we thank partners who helped with outreach and guidance: Richard Doherty of AICUM, Vincent Pedone of the State Universities of Massachusetts, Tom Sannicandro and Gretchen Manning of the Massachusetts Association of Community Colleges, and Carlos Santiago and Constantia (Dena) Papanikolaou of the Massachusetts Department of Higher Education.

Finally, we thank the Eos Foundation team, consultants, and interns for their tireless efforts to research, verify, organize, and display this data in an accessible form: Elizabeth Ghoniem, Diane Kyle, Cindy Li, Sara Lacey Graham, Danielle McPhee, Kellie Marchant, Teaghan Murphy, Rebecca Nickerson, Magdalena Punty, Trevor Ridley, and Morgan Stemmer.



# TABLE OF CONTENTS

<b>Preface</b>	<b>5</b>
<b>Executive Summary and Findings</b>	<b>7</b>
I. INTRODUCTION AND TERMINOLOGY	10
II. MEASURING THE WOMEN'S POWER GAP IN HIGHER EDUCATION	11
III. COMPREHENSIVE GENDER LEADERSHIP RANKING	11
IV. PRESIDENTS	15
V. PROVOSTS AND SENIOR LEADERSHIP TEAMS	16
VI. COMPENSATION: A LOOK AT THE NUMBERS	18
VII. BOARDS OF TRUSTEES AND BOARD CHAIRS	22
VIII. PUBLIC INSTITUTIONS	23
IX. RECOMMENDATIONS	26
<b>Appendices</b>	<b>28</b>
APPENDIX A	28
APPENDIX B	34
APPENDIX C	35
APPENDIX D	35
APPENDIX E	37
APPENDIX F	38
APPENDIX G	41

# PREFACE

In 2018, the Women's Power Gap Initiative published our first report on women's leadership at the highest levels within Massachusetts' institutions of higher education. We chose to focus on the higher education industry because we believe the sector could and should lead the way for other sectors to achieve gender parity

*We chose to focus on the higher education industry because we believe the sector could and should lead the way for other sectors to achieve gender parity at the top.*

at the top. We found that while women had made significant inroads into the "pipeline positions" to the presidency (primarily provosts and deans), they were not proportionately represented as presidents. This finding indicates that the lack of parity among the total number of female presidents across the 92 schools cannot be explained as a "pipeline" problem, leading us to question whether implicit bias is at play. We see the same glass ceiling phenomenon at the CEO level in corporate America, so we should not be surprised to find it in academia, as well.

Our goal was to launch a positive public dialogue among leaders in higher education, state government, students, alumni, and the public at large. It has been a busy year and we have seen some real progress. Of the 14 presidential transitions for the 2018/2019 academic year, women were selected for 50% of those positions, adding a total of five net new women presidents to the field. Women now hold 34 of 92 presidencies or 37%, which is a significant gain over the 31% they held in 2018. Three of those institutions, Massasoit Community College, Williams College, and the New England Conservatory of Music, welcomed their first female presidents.

*We found that while women had made significant inroads into the "pipeline positions" to the presidency (primarily provosts and deans), they were not proportionately represented as presidents.*

Our public community colleges and private master's and bachelor's colleges have achieved gender parity among the total number of their presidents, with women leading eight of 15 community colleges and 17 of 33 private colleges. The community colleges also led in racial/ethnic representation. The gender and racial/ethnic balance community colleges have achieved is both

remarkable and essential to their mission: Remarkable given the relatively lower pay they are able to offer administrative and academic leaders which means they must cast a very wide and inclusive net in looking for talent. Essential because community colleges face a unique set of challenges since they serve many low-income students of color with the greatest risk factors for college persistence. Having leaders who reflect their student body is a key component to overcome the persistence challenge. We found that community colleges have some of the most advanced diversity practices and policies among all categories of schools, presenting an important learning opportunity for the field.

We are pleased that 63 of 92 institutions in this year's study verified gender and racial data. This racial data is perhaps the most significant addition to the report, and we thank those schools for their time, collaboration, and interest in our work. Additionally, my colleague Marta Rosa and I engaged in deep conversation with a sizeable cross-section of 20 schools to identify effective diversity and inclusion practices; a separate publication documenting those findings and case studies will soon be released.

I hope you read this report carefully and thoroughly. I welcome your feedback and your involvement as we work together to make Massachusetts institutions of higher education the gold standard for the country with respect to inclusive leadership.



Andrea Silbert  
President, Eos Foundation



# THE NUMBERS AT A GLANCE

DATA AS OF MAY 15, 2019

## Progress

- **50%** of the **14 new presidents** appointed during academic year 2019 were **women**

### OUTGOING COHORT (AY18 PRESIDENTS)



### INCOMING COHORT (AY19 PRESIDENTS)



- **Three schools** – Massasoit Community College, New England Conservatory of Music, and Williams College **added their first female presidents**
- Massachusetts' 15 community college presidents count **8 women** and **4 women of color**
- **The pipeline is full! Women are 48%** of all provosts and **55%** of all deans and senior leadership team members statewide
- State universities and community colleges have **reached gender parity** among their **board members**

## Challenges

- Number of schools that have **never had a female president: 30**
- Number of doctoral universities with a female board chair: **0**
- **Glass ceiling?** If women are **half** of provosts and deans, why are they only **37%** of all presidents?
- Women lead only **22%** of our doctoral universities and **none** are women of color
- There are **no female presidents** among our **9 state universities**
- **Of the 92 presidents** represented in this study, **only 6 are women of color**
- Percentage of female board chairs among our 25 public college/university boards: **24%**, and **0 are women of color**

# EXECUTIVE SUMMARY AND FINDINGS

## Women are Making Gains in the Number of Presidencies

There were 14 presidential transitions for the academic year, which ran from July 1, 2018 through June 30, 2019. Seven of the new presidents were women. This leaves the state with a count of 34 (37%) female presidents, of whom six (7%) are women of color, and eight (9%) are men of color. When compared to 2018, we had a net increase of five female presidents and one woman of color.

## But, Not All Presidential Positions are Equal

While women have increased in number, it is critical to consider that not all presidential positions are equal, particularly with respect to compensation. Of the ten most highly compensated presidents in our data set, we find only one woman. Women comprise 47% of presidents at associate’s institutions, but only 22% of doctoral schools. Further, average doctoral presidential compensation is more than four times that of associate’s schools (\$790,938 and \$189,555).

## Women Presidents Hire More Women Among Their Top Ten Most Highly Compensated Employees

Campuses led by women presidents averaged 52% of women among the top ten most highly compensated employees at their schools, and those women took home

53% of the earnings. Of the schools led by men, women comprised 39% of the top ten, but only brought home 30% of all the earnings.

## Parity Differs Greatly by Type of Institution — Our Public Community Colleges and Our Private Colleges Lead

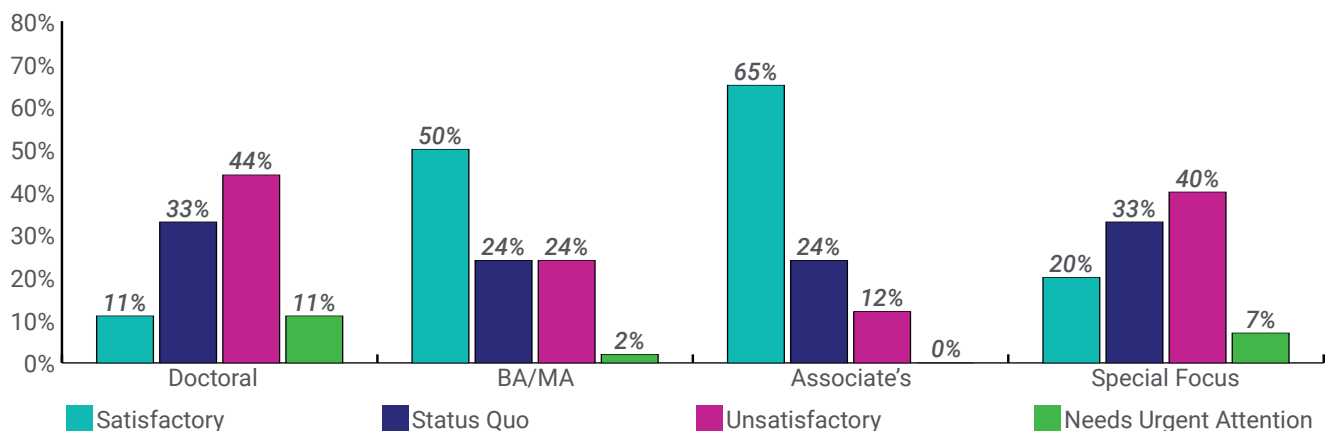
Figure 1 shows us that achieving parity varies significantly by institution type. Specifically, 73% of our community colleges have achieved gender parity (note – they constitute 15 of the 17 associate’s colleges), as have 55% of our private colleges (note – they constitute 33 of the 42 BA/MA schools).

## Parity Differs Greatly by Type of Institution — Our Doctoral Universities and Special Focus Institutions Trail

Few special focus and doctoral schools have achieved parity, with only three of 15 (20%) and two of 18 (11%), respectively, rated as satisfactory. As doctoral universities enroll nearly one-half of all students in Massachusetts and have an outsized influence on our state due to their sheer size, research capabilities, and impact on the economy, we spend a considerable amount of time examining them in this report. Among 18 institutions, doctoral universities count just four women presidents, and not a single female board chair. Further, 38% have fewer than 30% women on their boards of trustees.

FIGURE 1

### GENDER PARITY RATING BY INSTITUTION TYPE



We were curious to determine whether the lack of parity among doctoral schools was influenced by the fact that many of them are more selective than other schools. Selectivity is measured by the student acceptance rate, and ranges from 5-7% at Harvard and MIT to 100% at community colleges. A preliminary examination yielded no clear link between increased selectivity and lower gender parity.

## The Women's Power Gap Drives the Gender Wage Gap

Women comprise 44% of the top ten highest paid employees across the 92 institutions. Yet average total compensation for the women in this sample was \$257,355, as compared to \$330,712 for men, such that

*Of the 10 most highly compensated presidents in our data set, we find only one woman.*

women earned 78% of what men did, or 78 cents on the dollar. Their gender wage gap is 22 cents which is larger than the Massachusetts statewide gender wage gap of 17 cents. The primary driver of this pay gap is the power gap – the fact that women don't hold the top paying jobs. Women are far less likely to hold leadership spots at the high paying institutions, such as the doctoral universities. Further, among the top ten most highly compensated staff, women are more likely to hold spots towards the bottom. As such, when women reach parity among top leadership positions in academia across all types of institutions, we would expect this gender wage gap to be eliminated.

## Gender and Racial/Ethnic Diversity are Hard to Achieve and Harder to Sustain

Gender parity and racial/ethnic balance are highly fluid and, like a see-saw, can easily fall out of balance with personnel changes, particularly at the presidential level. We examined a few individual presidential transitions and observed the profound impact the president had on gender diversity. The singular impact of the president points to a critical need for schools to develop systems and institutionalize practices, which will stay in place after presidential transitions.

We also took a closer look at a number of schools which were formerly women's colleges and found that gender balance fell off quickly when those schools became co-educational. "Gravity" seems to take hold in many of these schools, with societal norms pulling their management back to more traditional archetypes of male-dominated leadership.

In our interviews with 20 institutions, we found a number of good diversity practices, but few written policies and systems to codify and institutionalize them.

Since the boards of trustees are the fiduciaries and in charge of hiring presidents, we asked presidents about the role their boards of trustees played, or could play, in institutionalizing practices. Most respondents did not see a role for their boards in this capacity, instead suggesting the only way to sustain diversity, equity, and inclusion would be to embed their commitment in the institutional culture, particularly within the faculty. However, we suggest schools need to both embed diversity and inclusion in their cultures, and develop formal systems and procedures to ensure fair processes and outcomes. We believe that boards of trustees do have a role to play in ensuring good practice becomes good policy.

## The Racial/Ethnic Power Gap

Women of color comprise only 7% of presidents, 7% of provosts, and 2% of board chairs. Men of color hold 9%, 8%, and 6%, respectively. As with gender parity, disparities in leadership for people of color differ by type of institution. A small number of community colleges are close to proportionate representation for racial and ethnic minorities, presenting the field with successful practices and policies. The remaining institutions, with few exceptions, are far behind. It is critical to note that the data in this study includes all racial and ethnic minorities in the category of people of color and that we are not able to further parse data for under-represented racial minorities (URM). To fully understand the extent

*The singular impact of the president points to a critical need for schools to develop systems and institutionalize practices, which will stay in place after presidential transitions.*

of the racial/ethnic power gap, the next step would be to work with institutions to disaggregate this data and look at the numbers of African Americans, Latinx, Asian Americans, and other populations independently.

## We Still Have a Long Way to Go

While Massachusetts is moving in the right direction with the recent additions of seven female presidents, far too many schools are making minimal progress toward gender parity and racial/ethnic representation at the highest leadership levels. One-third of all of Massachusetts institutions of higher education have never had a female president (30 of 92) and 28% have fewer than 30% women (critical mass) on their boards. There are six schools that have never had a female president or board chair, and who currently count fewer than 30% women on their boards: Assumption College, Boston University, College of the Holy Cross, Franklin W Olin College of Engineering, Northeastern University, and Stonehill College.

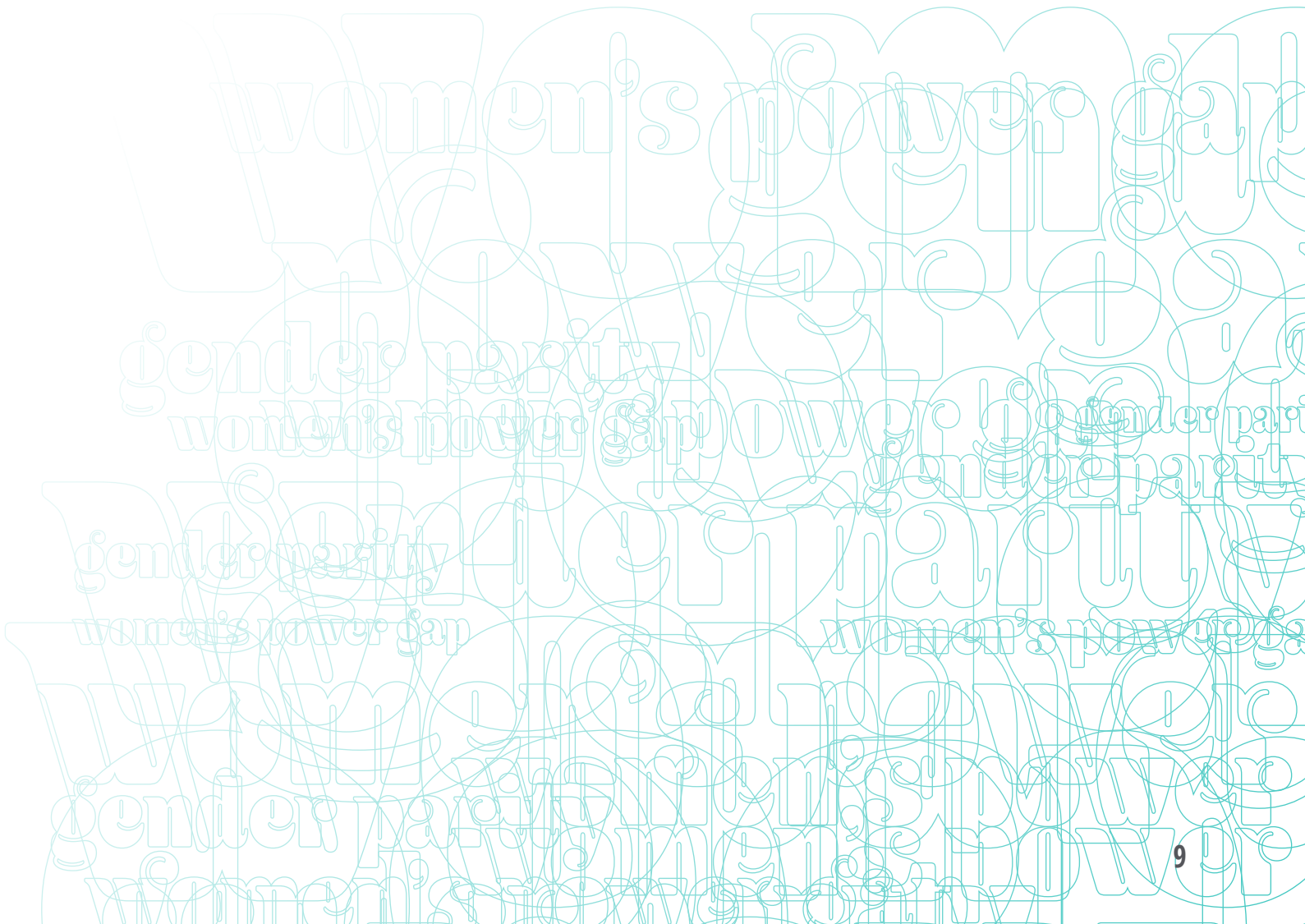


TABLE 1

**THIRTY INSTITUTIONS HAVE NEVER HAD A FEMALE PRESIDENT**

American International College	Mass Maritime Academy
Assumption College†	MCPHS University
BFIT	Merrimack College†
Berklee College of Music	Montserrat College of Art
Boston Architectural College	Mount Wachusett Community College
Boston College†	NE College of Business and Finance
Boston University	Northeastern University
Clark University	Northern Essex Community College
College of the Holy Cross†	Springfield Tech Community College
Fisher College	Stonehill College†
Fitchburg State University	Tufts University
Olin College	UMass-Amherst
Gordon College	UMass-central office
Hult Business School	UMass-Medical School
Lasell College**	William James College

\*\* Indicates formerly a women's college. † Indicates Catholic institution.



# I. INTRODUCTION AND TERMINOLOGY

This study examined the status of women’s leadership and racial/ethnic diversity among higher education institutions in Massachusetts. The methodology was developed to best reflect the path to the presidency, which differs by institution type, specifically in the case of doctoral universities, where it is rare to move from administration to the presidency. Consequently, we have modified the weighting system for the doctoral universities to take this into account.

This year, we made several changes to the ranking system. In partnership with the [WAGE Project](#), we looked more deeply into compensation for the top ten highest paid employees at each school and added a weighting for that category. At the presidential level, we awarded points for the number of years a permanent female president held office rather than for the number of past permanent female presidents. Based on feedback from school leaders, we added the senior administrative team to the weighting.

The comprehensive data set is based on 92 institutions and focuses on academic year 2018/2019, with May 15, 2019 serving as the anchor date for recording the data. The following positions were analyzed:

- President/Chancellor (President)
- Provost/Chief Academic Officer (Provost)
- Senior Leadership:
  - For the doctoral universities, we counted two groups of leaders – senior academic leaders and senior administrative leaders. Academic leaders were primarily deans of degree-granting schools. This category of senior leaders received more points than the senior administrative team.
  - For all other institutions, we combined senior academic and senior administrative leadership in one category with equal weighting.
- Board Chair<sup>1</sup>
- Board of Trustees: The fiduciary board for the corporation. Only regular term, full-voting members are included in this study. Student trustees were not included.

In addition to gender data, this year we collected racial/ethnic data for the president, provost, and board chair at all schools. We have aggregate diversity data for the members of the senior teams for 72 schools and boards of 67 schools. We relied on each institution to share self-reported gender and racial/ethnic data and are limited

by current record-keeping practice. Consequently, we are not able to report on LGBTQ, gender non-conforming, and other diverse categories. Further, we were not able to disaggregate the data on persons of color to ascertain what percentage are under-represented minorities (URM) as some studies have done. Given study limitations, we asked if individuals in leadership positions identified as a person of color with a binary response option of yes/no. Institutions generally use the [US Census Bureau](#) definition and categorization when identifying **racial/ethnic minorities** or **persons of color**.<sup>2</sup> For the purposes of this report, we use those two terms interchangeably. We use WOC and MOC to identify women of color and men of color, respectively in figures, tables, and graphs throughout this report.

For analysis purposes, the University of Massachusetts (UMass) system is the only UMass included among the comprehensive rank because it alone has a fiduciary board of trustees. However, the five UMass campuses are discussed when we introduce charts looking at president, provost, senior academic and administrative teams, and compensation. See Appendix B for further detail regarding UMass.

Institutional data, including enrollment figures broken down by gender, acceptance rate, and other variables, were taken from the Integrated Postsecondary Education Data System (IPEDS). We adapted the [Carnegie Classification of Institutions of Higher Education](#) to group public and private schools into one of four categories (see Appendix C for a list of schools by category):

- Doctoral universities include 12 private and five public doctoral schools in the Commonwealth, plus the UMass system/central office.
- Bachelor’s colleges and master’s universities (BA/MA) include 16 private bachelor’s, 17 private, and nine public master’s universities. For analysis purposes, BA/MA schools are grouped together.
- Associate’s colleges (associate’s) include 15 public community colleges and two private associate degree-granting schools.
- Special focus institutions include 15 schools offering both undergraduate and graduate programs based on the concentration of degrees in a single field or set of related fields.

For more detail on data collection and analysis refer to Appendix D. For complete information, visit our website at [WomensPowerGap.org](#).

1. At Harvard University, we counted the senior fellow of the Harvard Corporation as the board chair.

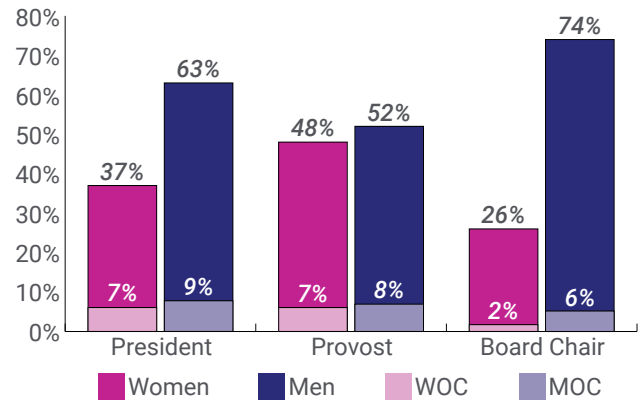
2. <https://www.census.gov/topics/population/race/about.html>

## II. MEASURING THE WOMEN'S POWER GAP IN HIGHER EDUCATION

The Women's Power Gap measures how far women have to go to reach gender parity with men. To quantify it, we measure it by calculating the difference between the percentage of men and women in leadership positions in any sector or any group such as a board of directors. As you see in Figure 2, the largest gap in the top three leadership positions is that of board chair with a 48% power gap. This is followed by a power gap of 26% for presidents and just 4% for provosts. In addition, for the first time, we include diversity data, showing the significant power gap for women and men of color. The starkest data point is that women of color chair only two (2%) of the boards of all the colleges and universities in our state.

FIGURE 2

### MEASURING THE WOMEN'S POWER GAP IN HIGHER EDUCATION



## III. COMPREHENSIVE GENDER LEADERSHIP RANKING

The comprehensive leadership ranking tells us where the institutions lie along a spectrum of progress on gender parity. We only ranked 87 of the 92 schools in the comprehensive index below because the five University of Massachusetts (UMass) schools do not have their own fiduciary boards. The UMass campuses are ranked separately, although the UMass-system appears in comprehensive rank.<sup>3</sup>

To break down the data, we assigned each school to one of four categories, based on their total weighting out of 125 points.

- **Satisfactory:** Institutions that have 80 or more total points
- **Status Quo:** Institutions that have between 60 – 79 total points
- **Unsatisfactory:** Institutions that have between 40 – 59 total points
- **Needs Urgent Attention:** Institutions that have less than 40 total points

We chose 80 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, compensation, and board. For the UMass schools which do not have fiduciary boards, the levels were decreased by 20 points. See Appendix E for details on the methodology.

It is important to note that the ranking should not be interpreted to suggest that among the schools who have reached the category of “satisfactory,” a school ranked number one has more parity than a school ranked number 21. In fact, the highest ranked institutions are primarily women’s schools and have significantly more women in leadership than men, and consequently are beyond parity. If an institution is in our satisfactory category, we believe they have achieved gender balance. Now, the challenge is to sustain it, which requires intentionality, systems, and vigilance.

The ranking for the remaining three categories — status quo, unsatisfactory, and needs urgent attention — indicates how far we believe each school must go to reach gender balance.

3. Refer to Appendix B for detail on how UMass was addressed in this study.

TABLE 2

## COMPREHENSIVE GENDER LEADERSHIP RANKING OF ALL INSTITUTIONS

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING				TOTAL POINTS	
			PRESIDENT	PROVOST	SR. TEAM	BOARD SALARY		
1	Bay Path University*	3,298 / 94%	40	15	30	20	20	125
2	Simmons University*	6,283 / 91%	32	15	30	20	20	117
3	Emmanuel College**†	2,083 / 74%	40	0	30	20	20	110
3	Wellesley College*	2,508 / 98%	40	0	30	20	20	110
5	Mount Holyoke College*	2,334 / 99%	39	0	30	20	20	109
5	Smith College*	2,918 / 98%	39	0	30	20	20	109
7	Berkshire Community College	1,847 / 62%	31	15	23	20	16	105
8	MGH Institute of Health Professions	1,215 / 84%	40	0	23	20	20	103
9	Quinsigamond Community College	7,368 / 58%	18	15	30	20	20	103
10	Roxbury Community College	1,928 / 70%	28	15	30	9	20	102
11	Becker College	1,892 / 58%	21	15	30	16	20	102
12	Bristol Community College	7,637 / 63%	23	15	30	20	12	100
12	Regis College**†	2,166 / 83%	40	0	30	10	20	100
14	Cambridge College	2,261 / 74%	32	0	30	17	20	99
15	North Shore Community College	6,087 / 62%	24	15	30	9	20	98
16	Springfield College	3,246 / 56%	25	15	30	8	20	98
17	Bentley University	5,543 / 45%	31	15	30	6	16	98
18	Massachusetts College of Liberal Arts	1,588 / 62%	12	15	30	20	20	97
19	Bunker Hill Community College	11,881 / 57%	40	0	30	7	20	97
20	Holyoke Community College	5,565 / 62%	21	15	30	10	20	96
21	Labouré College†	870 / 89%	27	15	25	8	20	95
21	Massasoit Community College	7,154 / 56%	20	15	30	10	20	95
23	Cape Cod Community College	3,221 / 61%	14	15	27	18	20	94
24	Anna Maria College**†	1,445 / 54%	23	15	30	9	16	93
25	Greenfield Community College	1,830 / 61%	20	15	30	10	16	91
26	Babson College	3,329 / 45%	25	0	30	15	20	90
27	Dean College	1,301 / 54%	40	0	28	4	17	90
28	Mass College of Art and Design	2,064 / 70%	16	15	30	20	8	89
29	Wentworth Institute of Technology	4,457 / 21%	33	0	30	4	20	87
30	Emerson College	4,459 / 62%	13	15	30	7	20	85
31	Amherst College	1,836 / 49%	27	15	16	6	20	84
32	Lesley University**	4,732 / 82%	9	15	30	10	20	84
32	Worcester State University	6,434 / 61%	9	15	30	10	20	84
34	College of Our Lady of the Elms**†	1,580 / 75%	11	0	30	20	20	81
35	Fisher College	1,923 / 73%	0	15	30	15	20	80
36	Mass Bay Community College	4,629 / 52%	7	15	30	8	20	80
37	Salem State University	8,702 / 64%	19	0	30	10	20	79
37	Wheaton College**	1,688 / 61%	6	15	30	20	8	79
39	Framingham State University	5,691 / 65%	7	15	28	9	20	79
40	Pine Manor College**	450 / 49%	14	15	30	9	10	78
41	Nichols College	1,634 / 40%	39	0	23	6	9	77
42	Williams College	2,134 / 48%	20	0	30	10	16	76
43	Endicott College**	4,795 / 66%	5	0	30	20	20	75

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
44	Hampshire College	1,268 / 63%	0	15	30	9	20	74
45	Westfield State University	6,237 / 55%	2	15	30	6	20	73
46	Middlesex Community College	8,206 / 57%	16	0	30	10	16	72
47	New England Conservatory of Music	844 / 47%	20	0	30	9	12	71
48	Springfield Tech Community College	5,343 / 59%	0	15	28	6	20	69
49	Boston Architectural College	695 / 49%	0	15	27	8	18	68
50	American International College	3,283 / 72%	0	15	30	3	20	68
51	MCPHS University	7,208 / 70%	0	15	30	6	16	67
52	College of the Holy Cross†	2,855 / 51%	0	15	30	5	16	66
53	Montserrat College of Art	368 / 74%	0	0	30	20	16	66
54	Worcester Polytechnic Institute	6,642 / 35%	24	0	26	7	8	65
55	Suffolk University	7,201 / 56%	22	0	23	9	12	65
56	Bridgewater State University	11,019 / 61%	4	0	30	10	20	64
56	Urban College of Boston	812 / 93%	9	15	30	10	0	64
58	Brandeis University	5,721 / 58%	0	15	25	8	12	60
59	Mount Wachusett Community College	3,854 / 65%	0	0	30	10	20	60
60	Tufts University	11,449 / 55%	0	15	19	8	16	58
61	Lasell College**	2,055 / 64%	0	0	30	7	20	57
62	Harvard University	31,120 / 49%	11	0	24	9	12	57
63	Assumption College†	2,481 / 61%	0	15	24	5	12	56
64	University of Mass-system***	74,571 / 51%	0	15	27	6	8	56
65	Boston University	33,355 / 59%	0	15	24	6	12	56
66	Benjamin Franklin Institute of Tech	609 / 14%	0	0	30	6	20	56
67	Western New England University	3,776 / 43%	0	15	20	5	15	55
68	NE College of Business and Finance	1,175 / 72%	0	15	30	10	0	55
69	Franklin W Olin College of Engineering	380 / 48%	0	0	30	5	20	55
70	Bay State College	717 / 71%	2	0	20	20	12	54
71	Berklee College of Music	6,762 / 39%	0	0	26	16	12	54
72	Quincy College	5,343 / 68%	5	0	28	9	12	54
73	New England College of Optometry	527 / 74%	3	0	30	8	12	53
74	Northern Essex Community College	5,726 / 61%	0	0	30	10	12	52
75	Stonehill College†	2,498 / 59%	0	0	27	5	20	51
76	William James College	748 / 78%	0	0	30	6	15	51
77	Gordon College	1,963 / 66%	0	15	17	6	12	51
78	Curry College	2,799 / 59%	0	0	30	4	15	49
79	Fitchburg State University	7,075 / 62%	0	0	30	10	8	48
80	Eastern Nazarene College	848 / 60%	12	0	20	5	10	47
81	Clark University	3,153 / 60%	0	0	23	6	16	46
82	Massachusetts Maritime Academy	1,780 / 14%	0	0	24	6	12	42
83	Northeastern University	21,489 / 48%	0	0	24	5	12	41
84	Hult International Business School	2,798 / 42%	0	0	20	5	11	37
85	Merrimack College†	4,191 / 54%	0	0	23	5	8	35
86	Mass Institute of Technology	11,466 / 39%	8	0	15	7	4	35
87	Boston College†	14,628 / 54%	0	0	10	5	0	15

Note: Enrollment sourced from IPEDS and reflects 2017 data. Schools that list the same total point value but show a difference in rank, indicate a difference in the hundredth place; total points are rounded up for display purposes. \* Indicates women's college. \*\* Indicates formerly a women's college. \*\*\* As there is only one board for the entire UMass-system, the UMass entry represents aggregated data for the five campuses and central office. † Indicates Catholic institution.

TABLE 3

## RANK OF UNIVERSITY OF MASSACHUSETTS CAMPUSES

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING				TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	SALARY	
1	UMass-Lowell	18,315 / 40%	23	0	30	20	73
2	UMass-Boston	16,415 / 56%	10	15	22	12	59
3	UMass-Dartmouth	8,406 / 50%	14	0	30	8	52
4	UMass-Medical School	1,095 / 59%	0	0	30	4	34
5	UMass-Amherst	30,340 / 50%	0	0	29	4	33

Note: Enrollment sourced from IPEDS and reflects 2017 data. All point values are rounded up for display purposes.

### Satisfactory — 37 of 92 schools (40% of total)

Ten of these schools are women’s colleges or formerly were women’s colleges, and two are special focus schools that educate students for professions that are dominated by women (i.e., nursing). UMass-Lowell and Lesley University are the only doctoral universities in this top

*Without intentionality, implicit bias acts like gravity, pulling institutions back to traditional male-dominated models of leadership.*

category. Beyond those, 11 are community colleges, ten are private colleges, and three are state universities.

It is interesting to note that a couple of former women’s schools which still count women as a significant majority of their students do not rate satisfactorily, reinforcing that without intentionality, implicit bias acts like gravity, pulling institutions back to traditional male-dominated models of leadership.

### Status Quo — 25 Schools (27% of total)

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. Small private colleges make up the majority of this group as well as four state universities and three community colleges. There are six doctoral universities in this group – American International College, Worcester Polytechnic Institute, Suffolk University, Brandeis University, UMass-Boston, and UMass-Dartmouth.

### Unsatisfactory — 26 Schools (28% of total)

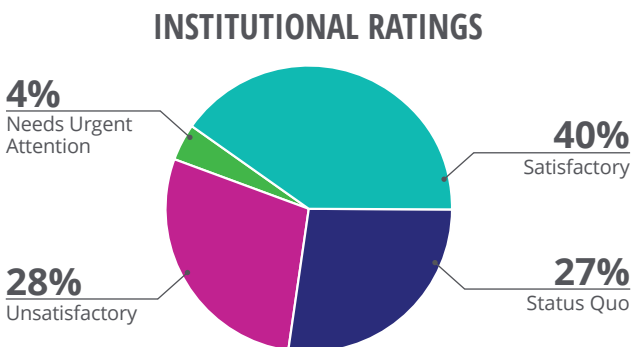
This group includes both public and private schools, large universities and small colleges. The majority of the doctorate granting universities fall in this category or the one below.

### Needs Urgent Attention — 4 Schools (4% of total)

These institutions – Boston College, Hult International, Merrimack College, and the Massachusetts Institute of Technology – should give serious consideration to immediate changes to improve women’s representation on their leadership teams, boards, and among their highest paid professionals.

For further analysis, we have included individual profiles of each school in Appendix G. In Appendix C, we have listed schools by institution type: doctoral universities, BA/MA institutions, associate’s, and special focus institutions.

FIGURE 3



# IV. PRESIDENTS

## Key Findings

### Women are Making Gains in the Number of Presidencies

There were 14 presidential transitions for the academic year, which ran from July 1, 2018 through June 30, 2019. Seven of the new presidents were women. This leaves

*Of the ten most highly compensated presidents in our compensation data set, we find only one woman.*

the state with a count of 34 (37%) female presidents, of whom six (7%) are women of color, and eight (9%) are men of color. When compared to 2018, we had a net increase of five female presidents and one woman of color.

### But, Not All Presidential Positions are Equal

While women have gained in numbers, it is critical to consider, that not all presidential positions are equal, at least with respect to compensation. Of the ten most highly compensated presidents in our compensation data set, we find only one woman. Disaggregating the data in Figure 4 below highlights the extent to which women are far better represented among the associate's colleges than the doctoral universities. Average compensation for presidents at doctoral universities is more than

*Private bachelor's colleges and master's universities count 52% female presidents.*

four times the average for those leading associate's schools (\$790,938 and \$189,555). See Section VI for the compensation analysis.

Of the associate's schools, the community colleges specifically lead the state on both gender and racial representation. They comprise 15 of 17 associate's institutions, and count 53% female presidents, 27% of whom are women of color. The other two associate's colleges, Quincy College and Urban College of Boston, do not have female presidents, bringing the aggregate for all associate's schools down to 47%.

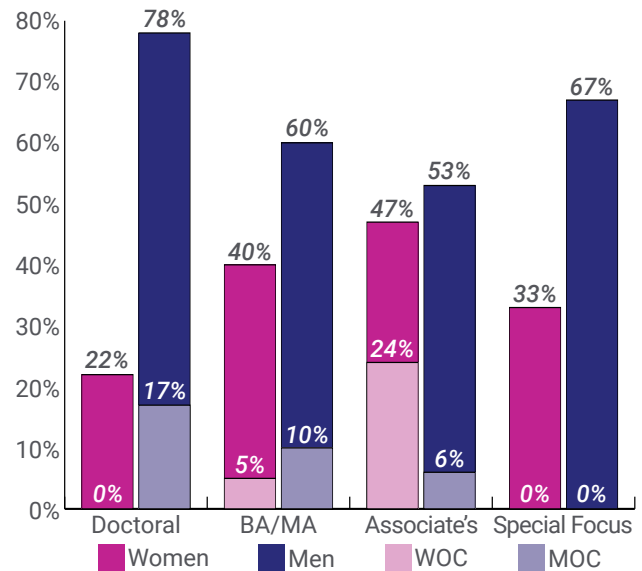
In turning to BA/MA schools, we count 40% female presidents. Separating out our nine state universities (none of which have a female president), we note that the private bachelor's colleges and master's universities count 52% female presidents, though only 6% women of color, an area which needs urgent attention.

Massachusetts' state universities count no female presidents, though with two leaders they do include 22% men of color. The lack of female leadership within this group is a major concern given women's enrollment at these schools averages 60%. Further, there were five women leaders in this cohort in 2008, so the sudden drop represents a worrisome backslide. Of the last eight presidential transitions at our state universities, women were 39% of the finalist pools (those which went to the board for a final vote), yet won none of the appointments, leading us to question whether unconscious selection bias is at play among these boards during the presidential appointment process. We should expect our taxpayer-funded institutions to lead on diversity rather than trail the private sector.

The special focus schools include several in technology, business, healthcare/nursing, and music. As a group they count only 33% women presidents (most of whom run the healthcare/nursing institutions) and no leaders of color. These institutions count 54% women enrolled and 59% students of color, calling out the urgent need for more diverse representation among their leadership.

FIGURE 4

### GENDER AND RACE OF PRESIDENTS BY INSTITUTION TYPE



Among the doctoral universities, women lead only four of 18 institutions (22%) – UMass-Boston (interim),

*Among the doctoral universities, both private and public, a full 50% have never had a female president.*

UMass-Lowell, Suffolk University, and Worcester Polytechnic Institute. None are women of color, however, three of the 18 presidents identify as men of color.

## Slow Progress for a Handful of Schools — 1/3 of All Institutions Have Never Had a Female President

As Table 4 illustrates, one-third of institutions have never had a woman president, and again the percentages vary depending upon institution type. Among the doctoral universities, both private and public, a full 50% have never had a female president, and the same is true of 60% of special focus institutions.

TABLE 4

### INSTITUTIONS THAT HAVE NEVER HAD A FEMALE PRESIDENT BY INSTITUTION TYPE

	TOTAL # INSTITUTIONS	#INSTITUTIONS NEVER HAD FEMALE PRESIDENT	% INSTITUTIONS NEVER HAD FEMALE PRESIDENT
<b>PUBLIC</b>	<b>30</b>	<b>8</b>	<b>27%</b>
Doctoral Universities (UMass campuses + central office)	6	3	50%
BA/MA (State Universities)	9	2	22%
Associate's (Community Colleges)	15	3	20%
<b>PRIVATE</b>	<b>62</b>	<b>22</b>	<b>35%</b>
Doctoral Universities	12	6	50%
BA/MA	33	7	21%
Associate's	2	0	0%
Special Focus	15	9	60%
<b>TOTAL</b>	<b>92</b>	<b>30</b>	<b>33%</b>
Doctoral Universities	18	9	50%
BA/MA	42	9	21%
Associate's	17	3	18%
Special Focus	15	9	60%

## V. PROVOSTS AND SENIOR LEADERSHIP TEAMS

### Key Findings

#### Women are Well Represented Among Provosts and Senior Leadership Positions

Overall, women constitute 48% of provosts and 55% of senior leadership teams, which provides the pipeline for parity among presidents. This robust pool should set the stage for our 92 Massachusetts schools to collectively reach parity among the number of presidents within the next few years as more presidential positions turn over. However, if obstacles, such as implicit bias are not addressed in the search processes, we might find ourselves waiting much longer.

#### Yet, Doctoral Universities and Special Focus Institutions Have Far Fewer Female Provosts and Academic Deans

Turning to gender and race of provosts, we see a similar story to that of presidents. Women comprise 71% of provosts at associate's colleges, with 12% women of color and 6% men of color. Women also count half of all provosts at BA/MA schools. Doctoral and special focus institutions lag with 39% and 27% of women provosts, respectively.



One bright spot in this year's report is the prominence of women on presidents' senior leadership teams also called the president's cabinet. For the BA/MA, associate's colleges, and special focus schools, the senior leadership team includes both top academic and administrative positions. Among these schools, women comprise the majority of the senior leadership team positions at an average of 60%. When looking at race, associate's colleges are the furthest along with 20% of people of color among their senior leadership teams, 14% of whom are women.

We examined senior leadership data in greater detail at doctoral universities given their size and complex organizational structures. These universities consist

of independent degree-granting schools within their organizations (medical, law, and education schools, to name a few). In this structure, each academic dean is in effect the president of that particular college, exerting considerable influence and autonomy, while at the same time, reporting in to the university president. For doctoral universities, deans and provosts are the most typical path to the presidency, rather than top administrative positions. Figures 7 and 8 offer a view of these two paths, separating deans/senior academic leaders from senior administrative leadership at doctoral institutions. Women count 44% of dean positions and 45% of senior administrative positions, indicating power gaps along both paths that are still to be overcome.

FIGURE 5

**GENDER AND RACE OF PROVOSTS BY INSTITUTION TYPE**

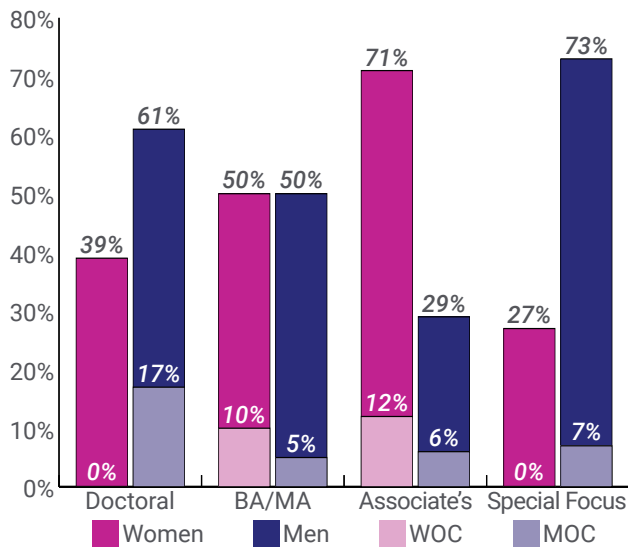


FIGURE 7

**SENIOR ACADEMIC LEADERS BY GENDER AT DOCTORAL UNIVERSITIES**

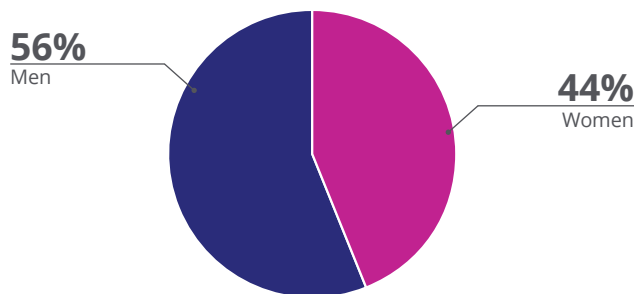


FIGURE 6

**GENDER AND RACE OF SENIOR LEADERSHIP TEAM BY INSTITUTION TYPE**

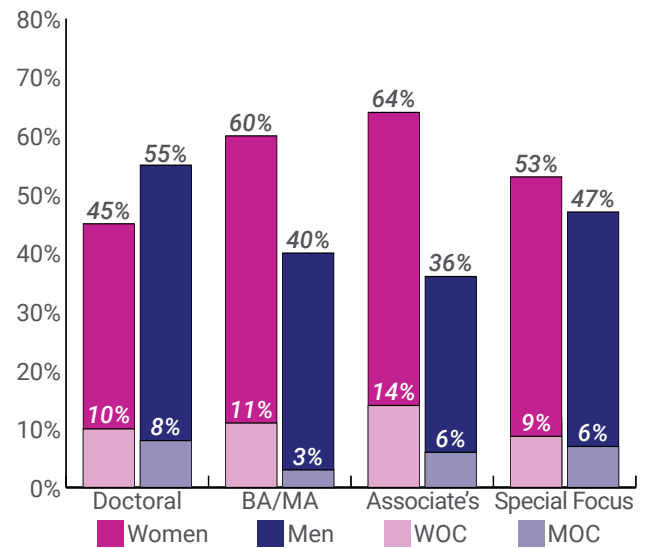
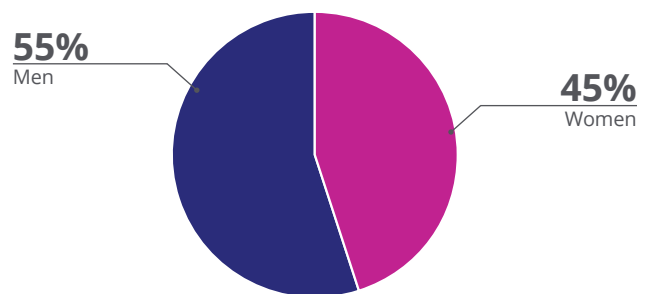


FIGURE 8

**SENIOR ADMINISTRATIVE LEADERS BY GENDER AT DOCTORAL UNIVERSITIES**



## VI. COMPENSATION: A LOOK AT THE NUMBERS

This year's report introduces an analysis of the top ten most highly compensated employees at each of the schools based upon publicly available 990's for private institutions and the Commonwealth's Financial Records Transparency Platform (CTHRU) data for the public institutions.<sup>4</sup> The most recent data available was from the fiscal year that ended June 30, 2017. The full data set may be found at [WomensPowerGap.org](http://WomensPowerGap.org). The compensation data lags the power gap data by two years, but still provides useful information which demonstrates how the women's power gap drives the wage gap.

Table 5 provides an analysis by school of both how many women are among the top ten most highly compensated employees at each institution, as well as what percentage of the total compensation women received. This second data point gives us a sense of where the women in the top ten fall in the numerical order from 1-10. For instance, if women are 70% of the top earners, but only received 50% of the total compensation for that school, it is likely that the women were on the lower rungs of the top ten pay ladder.

TABLE 5

### PERCENTAGE AND TOTAL COMPENSATION OF WOMEN AMONG THE TOP 10 MOST HIGHLY COMPENSATED EMPLOYEES BY INSTITUTION (RANKED BY PERCENTAGE OF WOMEN IN TOP 10)

INSTITUTION NAME	% WOMAN IN TOP 10	WOMAN % TOTAL (\$)	INSTITUTION NAME	% WOMAN IN TOP 10	WOMAN % TOTAL (\$)
Emmanuel College**†	86%	78%	Springfield College	50%	53%
Mount Holyoke*	80%	84%	Wentworth Institute of Tech	50%	52%
Bunker Hill CC	80%	77%	Framingham State University	50%	49%
Bay Path University*	78%	80%	UMass-Lowell	50%	49%
Regis College**†	71%	74%	Mass College of Liberal Arts	50%	48%
Elms College**†	71%	62%	Stonehill College†	50%	48%
Simmons University*	70%	72%	Cape Cod CC	50%	47%
Labouré College†	70%	68%	Massasoit CC	50%	46%
Quinsigamond Community College	70%	68%	Springfield Technical CC	50%	46%
Wellesley College*	60%	71%	Fisher College	50%	45%
North Shore CC	60%	64%	Hampshire College	50%	45%
Roxbury CC	60%	64%	Westfield State University	50%	45%
Smith College*	60%	64%	BFIT	50%	43%
Cambridge College	60%	63%	Olin College	50%	43%
Mount Wachusett CC	60%	62%	Becker College	50%	42%
Amherst College	60%	61%	Endicott College**	50%	40%
Holyoke CC	60%	60%	Lesley University**	50%	40%
Salem State University	60%	59%	American International College	50%	39%
Bridgewater State University	60%	57%	Lasell College**	50%	39%
Mass Bay CC	60%	57%	Boston Architectural College	44%	41%
MGH Institute	60%	57%	Dean College	43%	56%
Worcester State University	60%	56%	Anna Maria College**†	40%	51%
Emerson College	60%	48%	Bentley University	40%	43%
Babson College	50%	54%	Berkshire CC	40%	43%
			Williams College	40%	41%

4. For three institutions compensation data was not publicly available and several smaller schools listed fewer than ten top earners on their 990's. In those cases, we performed the analysis on the total number listed.

INSTITUTION NAME	% WOMAN IN TOP 10	WOMAN % TOTAL (\$)
Tufts University	40%	40%
Clark University	40%	39%
College of the Holy Cross†	40%	37%
Middlesex CC	40%	37%
Greenfield CC	40%	36%
Montserrat College of Art	40%	35%
MCPHS University	40%	28%
Western NE University	38%	34%
Curry College	38%	29%
William James College	38%	26%
Bay State College	30%	Not Available
Quincy College	30%	Not Available
Suffolk University	30%	40%
Boston University	30%	37%
Harvard University	30%	36%
NE College of Optometry	30%	32%
Northern Essex CC	30%	29%
University of Mass-Boston	30%	29%
Bristol CC	30%	28%
Mass Maritime Academy	30%	28%
Northeastern University	30%	28%

INSTITUTION NAME	% WOMAN IN TOP 10	WOMAN % TOTAL (\$)
Assumption College†	30%	27%
NE Conservatory of Music	30%	27%
Brandeis University	30%	26%
Berklee College of Music	30%	24%
Gordon College	30%	24%
Hult Business School	29%	31%
Eastern Nazarene College	25%	27%
Pine Manor College**	25%	20%
Nichols College	22%	33%
UMass-Dartmouth	20%	27%
Worcester Polytechnic Institute	20%	25%
Mass College of Art & Design	20%	23%
Wheaton College**	20%	20%
Fitchburg State University	20%	18%
UMass-system	20%	17%
Merrimack College†	20%	15%
UMass-Amherst	10%	11%
UMass-Medical	10%	11%
Mass Institute of Technology	10%	6%
Boston College†	0%	0%
Urban College of Boston	0%	0%

Note: \* Indicates women's college. \*\* Indicates formerly a women's college. † Indicates Catholic institution.

## Key Findings

### The Women's Power Gap Drives the Women's Wage Gap

Table 6 details average total compensation for women and men for presidents, provosts, and all others. While on average female presidents earned 94% of their male counterparts, overall, across all top ten employees, women took home 78 cents for every dollar earned by a man in this data set. Preliminary research of the gender pay gap from this sample doesn't point to significant pay differences for like positions at like institutions. For example, a female provost at a doctoral university, on average, earned about the same as a man in that same position. However, there were fewer female provosts within the doctoral universities.

Instead, we believe this gender pay gap is primarily attributable to two factors. First, while women are included as 44% of the top ten most highly compensated across all the institutions, more women ranked toward the lower rungs of their respective institutions' pay ladders. Second, the institutions with the highest pay, the doctoral universities specifically, have far fewer

women in the top ten. As such, the vast majority of the gender pay gap in these institutions is a direct result of the women's power gap. It is our hope that when women reach parity among top leadership positions in academia across all types of institutions, the gender pay gap will be eliminated. One notable exception is for those schools with outsized pay to men's athletic coaches as you see in table 8 on page 21.

TABLE 6

### AVERAGE COMPENSATION BY GENDER AND POSITION

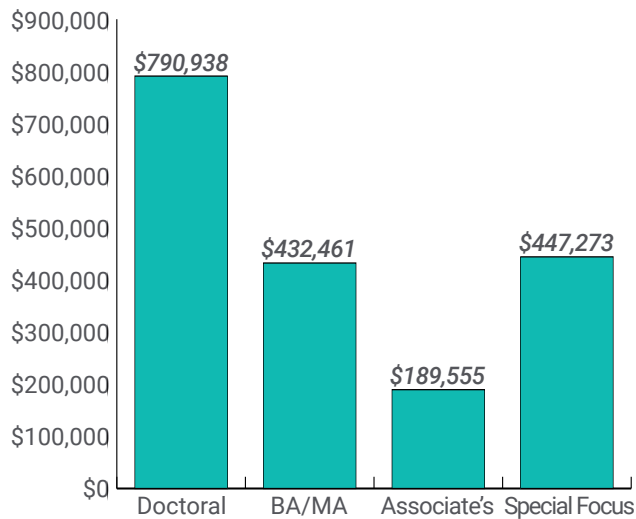
ALL SCHOOLS	MALE	FEMALE	WOMEN AS % OF MEN
President	\$474,196	\$443,811	94%
Provost	\$352,091	\$277,373	79%
All Others	\$306,582	\$234,607	77%
<b>Total</b>	<b>\$330,712</b>	<b>\$257,355</b>	<b>78%</b>

## Pay is Largely Determined by Type of Institution — Not All Presidents are Equal, Especially When it Comes to Compensation

Of the ten most highly compensated presidents, we find only one woman, which is not particularly surprising because women are significantly underrepresented among presidents of doctoral universities which pay the most. In fact, average compensation for presidents at doctoral universities is more than four times the average for those leading associate’s schools (\$790,938 and \$189,555), as per the chart below.

FIGURE 9

**AVERAGE PRESIDENTIAL COMPENSATION BY INSTITUTION TYPE**



### Community Colleges and BA/MA Institutions Have Achieved Gender Parity in Compensation

Consistent with our findings in other sections, Table 7 tells us community colleges and BA/MA institutions in aggregate have achieved gender parity in compensation, both in the percentage of women in the top ten and in the total dollars women earn. However, it is important to note that this group includes a significant number of women’s colleges which have a disproportionate share of women in leadership positions. Consequently, if we were to disaggregate the data to remove women’s schools, we might see less balance among the remaining institutions.

TABLE 7

**WOMEN’S REPRESENTATION AND EARNINGS AMONG TOP TEN COMPENSATED EMPLOYEES BY INSTITUTION TYPE**

INSTITUTION TYPE	% WOMEN AMONG TOP 10	% WOMEN EARNINGS AMONG TOP 10
Doctoral Universities (18)	30%	26%
BA/MA (41)	48%	48%
Associate’s (16)	51%	50%
Special Focus (14)	42%	38%

### Public and Private Doctoral Universities Have the Lowest Representation of Women Earners and the Highest Compensation Gap

Women comprise only 30% of the most highly compensated employees at the 18 doctoral universities and bring home just 26% of the total compensation. Among institutions with the lowest women’s representation and largest compensation gaps was Boston College which had no women among its ten highest earning employees. In fact, the most highly compensated woman at Boston College ranked 17th on their list. MIT, UMass-Amherst, and UMass-Medical had only one woman among their top ten. Only American International College, Lesley University, and UMass-Lowell counted 50% women among their highest paid.

### Correlation Between Women Presidents and Percentage of Women in the Top 10 Most Highly Compensated

While this is a small data set, it appears that there is a correlation between the gender of presidents and the number of top female earners in their institutions. Campuses led by female presidents averaged 52% of women among the top ten who took home 53% of the earnings. Of the schools led by men, women made up 39% of the top ten, but only brought home 30% of all the earnings. This is a critical area for further study.

### The Top Ten of the Top Ten

Women accounted for only two of the ten most highly compensated individuals in the entire data set of 834 individuals, and only one of the top ten most highly compensated presidents.

The top ten earners received total compensation between \$1.5 and \$2.5 million and included eight men and only two women. All of the top ten earners were employed by five doctoral institutions: Boston College (2); Boston

*Women accounted for only two of the ten most highly compensated individuals in the entire dataset of 834 individuals, and only one of the top ten most highly compensated presidents.*

University (1); Harvard University (4); Massachusetts Institute of Technology (2); Northeastern University (1).

Women in the top 10 included a university president and faculty member. The profile of the male top earners was more varied and encompassed non-academic job titles as

well. Of the eight men, two were university presidents, two athletic coaches, two investment managers, one faculty member, and one executive dean. The job titles of the top ten indicate that large, private doctoral institutions place a high value on non-academic positions, as much as traditional academic functions, such as provost and dean. The highest paid of all top earners was the football coach at Boston College.

Of note, Harvard’s endowment is managed by an independent nonprofit. The compensation of Harvard’s investment managers was, therefore, not included in this analysis. Harvard’s investment managers earned between \$1.4 and \$23.8 million.

TABLE 8

### THE TOP 10 OF THE TOP 10 MOST HIGHLY COMPENSATED POSITIONS ACROSS ALL INSTITUTIONS

INSTITUTION NAME	POSITION	GENDER	COMPENSATION
Boston College†	Football Coach	Man	\$2,514,859
Mass Institute of Technology	President MITIMCo	Man	\$2,105,475
Harvard University	Faculty, Business School	Man	\$1,865,014
Boston University	President	Man	\$1,838,015
Mass Institute of Technology	Managing Director - MITIMCo	Man	\$1,804,423
Harvard University	Faculty, Business School	Woman	\$1,796,255
Harvard University	Exec. Dean for Admin	Man	\$1,534,780
Harvard University	President	Woman	\$1,533,575
Boston College†	Men’s Basketball Coach	Man	\$1,480,826
Northeastern University	President	Man	\$1,475,272

Note: † Indicates Catholic institution.



# VII. BOARDS OF TRUSTEES AND BOARD CHAIRS

## Key Findings

### Board Chairs Represent the Category of Leadership With the Greatest Power Gap

As you see in Figure 10, not one of the 13 doctoral university boards have a female board chair. The community colleges, which have done so well on gender parity in all other areas of leadership, count only four female board chairs among the 15 schools (27%), none of whom are women of color. The Governor of Massachusetts is responsible for appointing board chairs and board members for the community colleges and the UMass-system. He also appoints the board members for the state universities, but not the chairs. Women chair only two of the nine state university boards. Private associate's and special focus institutions also have a significant board chair gender and racial power gap to address.

### Boards of Trustees are Close to Gender Parity, but Far From Racial/Ethnic Balance

Across all institutions, 41% of board members are women. Disaggregating the data by institution type, we see BA/MA schools and associate's colleges leading the others. Our public and private BA/MA and associate's schools are near (45% average) and at (51% average) parity, respectively, while the doctoral universities and special focus boards lag behind – counting 34% and 35% women among their boards, respectively. Overall,

*Not one of the 13 doctoral university boards have a female board chair.*

people of color hold 16% of board seats (9% women and 7% men). The only bright spot on race is among the associate's where 22% of seats are held by people of color (15% women and 7% men).

FIGURE 10

GENDER AND RACE OF BOARD CHAIRS BY INSTITUTION TYPE

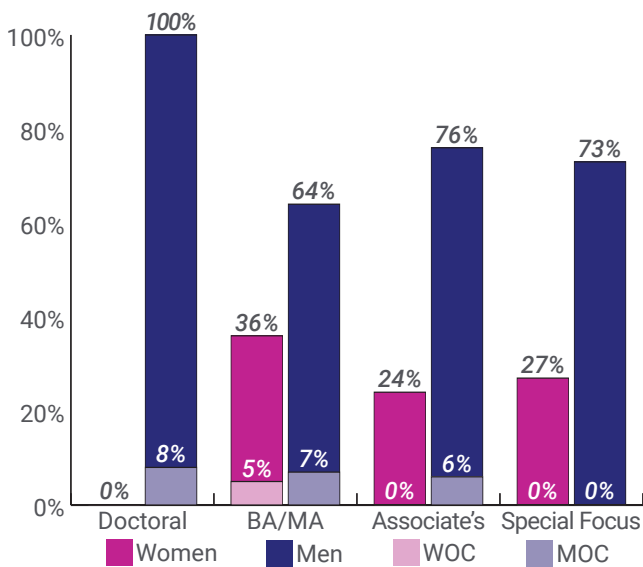
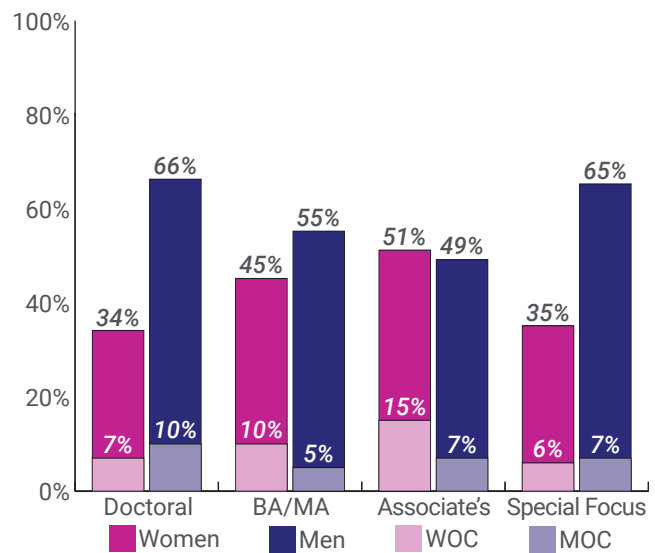


FIGURE 11

GENDER AND RACE OF BOARD MEMBERS BY INSTITUTION TYPE



## VIII. PUBLIC INSTITUTIONS

Massachusetts counts 29 public institutions of higher education, plus the UMass-central office. At the doctoral level, there are five campuses of the University of Massachusetts which report directly to the president of the UMass-system, who in turn reports to the board of

trustees.<sup>5</sup> There are nine state universities which offer both master's and bachelor's degrees, and 15 community colleges which offer associate's degrees. Table 9 provides a look at gender parity across all categories by institutional type.

TABLE 9

### GENDER AND RACE OF PRESIDENTS, PROVOSTS, AND BOARD CHAIRS AT PUBLIC INSTITUTIONS

	WOMAN PRESIDENT	WOC PRESIDENTS	WOMAN PROVOST	WOC PROVOSTS	WOMAN BOARD CHAIR	WOC BOARD CHAIRS
<b>PUBLIC (30)</b>	<b>33% (10)</b>	<b>13% (4)</b>	<b>60% (18)</b>	<b>13% (4)</b>	<b>24% (6)</b>	<b>0% (0)</b>
Doctoral Universities (6)	33% (2)	0% (0)	33% (2)	0% (0)	0% (0)	0% (0)
BA/MA (State Universities) (9)	0% (0)	0% (0)	56% (5)	22% (2)	22% (2)	0% (0)
Associate's (Community Colleges) (15)	53% (8)	27% (4)	73% (11)	13% (2)	27% (4)	0% (0)

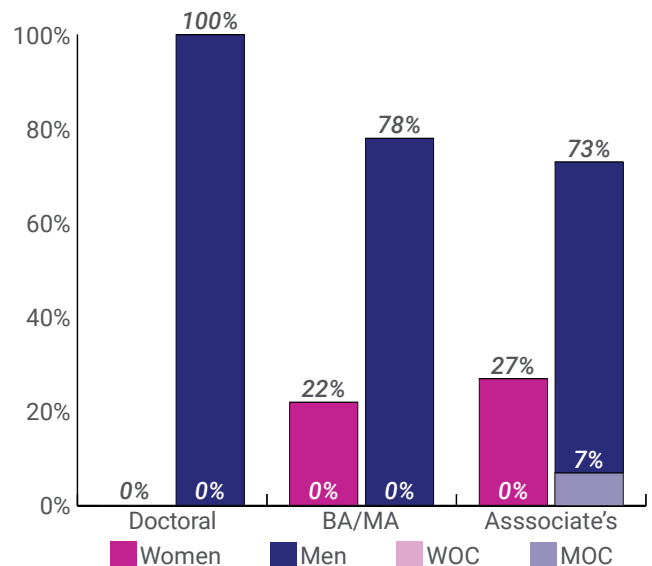
## Key Findings

### Where are the Women Board Chairs?

As mentioned previously, the largest women's power gap in our full data set is found among women board chairs, and this pattern holds true for our public institutions, which is disappointing. Women chair only 24% of the boards across all 25 public boards and none are women of color. Public institutions should be leading the way for the private sector. Given that the Governor has sole authority to appoint the chairs of the community colleges and the UMass board, we suggest he add women of color, when the next chair transitions take place.

FIGURE 12

### GENDER AND RACE OF BOARD CHAIRS AT PUBLIC INSTITUTIONS



5. For the purpose of analysis, when counting presidents, senior leadership, and top salaries, we count all five campuses plus the central office. For the comprehensive index, only UMass-system is included as it is the only institution which has its own board.

## Board Level Gender and Racial Leadership

Over the last year, the Governor has added a number of women to the boards of the community colleges and state universities - a great step forward. However, the UMass board counts only five women among its 17 non-student members. This is the same composition the UMass board has had for several years, despite four openings on the board over the past year. Three

openings were filled by white men and only one was filled by a woman of color.

We suggest the Governor set specific goals for reaching gender parity and far greater racial and ethnic representation across all public institutions. Presidents of community colleges and state universities would like to see more people of color on their boards and told us they are happy to work with the Governor on this issue.

TABLE 10

### GENDER AND RACIAL/ETHNIC LEADERSHIP AT THE BOARD LEVEL

	# BOARD MEMBERS	# WOMEN MEMBERS	% WOMEN MEMBERS	# WOC MEMBERS	% WOC MEMBERS	# MOC MEMBERS	% MOC MEMBERS
<b>PUBLIC</b>	<b>254</b>	<b>128</b>	<b>50%</b>	<b>26</b>	<b>12%</b>	<b>18</b>	<b>8%</b>
Doctoral Universities (UMass-system)	17	5	29%	1	6%	4	24%
BA/MA (State Universities)	89	46	52%	7	8%	5	6%
Associate's (Community Colleges)	148	77	52%	18	17%	9	8%

## Community Colleges are Leading in Gender Parity and Racial/Ethnic Representation

Community colleges lead the public institutions and the state on gender parity and racial/ethnic representation across four key areas: president, provost, senior team,

and salary. Eleven community colleges receive a satisfactory rating, three fall into status quo, and one - Northern Essex Community Colleges - received an unsatisfactory rank on gender. When looking at racial and ethnic minorities, our public community colleges lead across all leadership categories.

TABLE 11

### COMPREHENSIVE GENDER RANK OF 15 COMMUNITY COLLEGES

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
1	Berkshire Community College	1,847 / 62%	31	15	23	20	16	105
2	Quinsigamond Community College	7,368 / 58%	18	15	30	20	20	103
3	Roxbury Community College	1,928 / 70%	28	15	30	9	20	102
4	Bristol Community College	7,637 / 63%	23	15	30	20	12	100
5	North Shore Community College	6,087 / 62%	24	15	30	9	20	98
6	Bunker Hill Community College	11,881 / 57%	40	0	30	7	20	97
7	Holyoke Community College	5,565 / 62%	21	15	30	10	20	96
8	Massasoit Community College	7,154 / 56%	20	15	30	10	20	95
9	Cape Cod Community College	3,221 / 61%	14	15	27	18	20	94
10	Greenfield Community College	1,830 / 61%	20	15	30	10	16	91
11	Mass Bay Community College	4,629 / 52%	7	15	30	8	20	80
12	Middlesex Community College	8,206 / 57%	16	0	30	10	16	72
13	Springfield Tech Community College	5,343 / 59%	0	15	28	6	20	69
14	Mount Wachusett Community College	3,854 / 65%	0	0	30	10	20	60
15	Northern Essex Community College	5,726 / 61%	0	0	30	10	12	52



## State Universities Have Reached Parity in Some Areas, but Lack Women Presidents and Board Chairs

State universities reach parity across two areas of leadership: provost and senior team, and they are near parity with 44% of women among top earners. Three state universities receive a satisfactory rating, four fall into status quo, and two – Fitchburg State University and Mass Maritime Academy – received an unsatisfactory gender rank. The lack of women presidents within this group is a major concern given women’s enrollment at these schools averages 60%, and that there were five women leaders among this cohort in 2008. This drop represents a backslide over the past decade and signals the need for deep thought and analysis among our state university leaders and their boards.

FIGURE 13

### GENDER AND RACE/ETHNICITY OF PRESIDENTS AT PUBLIC INSTITUTIONS

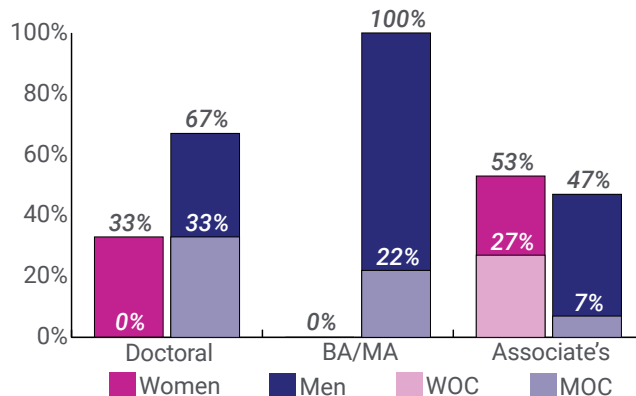


TABLE 12

### COMPREHENSIVE GENDER RANK OF 9 PUBLIC STATE UNIVERSITIES

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
1	Mass College of Liberal Arts	1,588 / 62%	12	15	30	20	20	97
2	Mass College of Art and Design	2,064 / 70%	16	15	30	20	8	89
3	Worcester State University	6,434 / 61%	9	15	30	10	20	84
4	Salem State University	8,702 / 64%	19	0	30	10	20	79
5	Framingham State University	5,691 / 65%	7	15	28	9	20	79
6	Westfield State University	6,237 / 55%	2	15	30	6	20	73
7	Bridgewater State University	11,019 / 61%	4	0	30	10	20	64
8	Fitchburg State University	7,075 / 62%	0	0	30	10	8	48
9	Mass Maritime Academy	1,780 / 14%	0	0	24	6	12	42

### UMass-Lowell is a Model of Gender Parity

At the doctoral level, the UMass-system ranked unsatisfactory among the complete index of 87 institutions and lags our public community colleges and state universities. This is a call for immediate action. Looking at the campus level, UMass-Lowell has achieved

parity across leadership categories and serves as a shining model for the other campuses. UMass-Boston and UMass-Dartmouth appear to be making gains and are close to gender parity. However, both the UMass-Medical School and UMass-Amherst have fallen behind, particularly with respect to women’s compensation.

TABLE 13

### RANK OF UNIVERSITY OF MASSACHUSETTS CAMPUSES

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING				TOTAL POINTS	
			PRESIDENT	PROVOST/CAO	SR. ACADEMIC	SR. LEADERSHIP		
1	UMass-Lowell	18,315 / 40%	23	0	20	10	20	73
2	UMass-Boston	16,415 / 56%	10	15	13	8	12	59
3	UMass-Dartmouth	8,406 / 50%	14	0	20	10	8	52
4	UMass-Medical	1,095 / 59%	0	0	20	10	4	34
5	UMass-Amherst	30,340 / 50%	0	0	20	9	4	33

# IX. RECOMMENDATIONS

## Leadership and Institutional Structure

### Presidents Must Visibly Make Gender Parity and Racial/Ethnic Balance a Priority

Presidents must exert clear, deliberate, transparent leadership to achieve gender parity and racial/ethnic balance within their institutions. Presidents should articulate to trustees, employees, and students the importance of reaching parity as essential to achieving the educational mission of the institution, being competitive in the educational marketplace, and setting an example for society, industry, and government in the America of today. Presidents should establish goals for parity and report to all their constituencies annually on progress toward achieving their goals. Without strong, visible leadership by presidents, all other efforts are diluted if not inconsequential.

### Presidents Should Establish and Empower the Office of the Chief Diversity Officer

Presidents should designate a chief diversity officer and allocate funding to staff and resource an office that focuses and leads campus diversity and inclusion work, commensurate to the employee and student population. The chief diversity officer should be a senior leadership member reporting directly to the president and engaged as a member of the president's senior leadership cabinet. The chief diversity officer should also have a direct connection to human resources and the academic leaders in order to inform recruitment and hiring efforts. Moreover, the diversity leader must be well positioned to work across campus with all senior leaders.

Each president, working with their chief diversity officer, should determine and assign organizational responsibility to other members of the senior leadership team—academic and administrative—to achieve parity goals, review performance periodically, and consider following the increasingly accepted business practice of linking performance in these matters to compensation.

### Boards Should Establish and Empower a Lead Diversity Trustee

Trustees should appoint a lead diversity trustee on the executive committee to ensure the board focuses on gender and racial/ethnic balance as a priority goal within itself and in concert with the president. Board meetings should include presentations of diversity data for faculty and senior academic and administrative leadership positions.

## Programmatic Changes

### Boards and Hiring Committees Must Recognize and Articulate the Importance of Gender and Racial/Ethnic Diversity at all Points of the Presidential Search Process

The data suggest that women are well represented in the pipeline positions leading to the presidency, so their relatively lower numbers in the top job are not due to a lack of availability of highly-qualified women. Boards of trustees need to probe deeper into the recruitment and final selection process to examine whether unconscious bias has played a role along the way, and specifically, in the ultimate decision to hire the next executive. 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 and racial/ethnic minorities? 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 ways that partiality can enter into the hiring process, such as unconscious bias. In some cases, we have heard hiring leaders and committees say all they can focus on is the applicant pool and after that, it is out of their hands. Presidents, hiring chiefs, and boards must articulate to the selection committees the critical value of diversity and the need to think about qualifications in less traditional ways.

## **Institutions Should Work to Debias All Hiring and Advancement Processes**

In addition to reworking job requirements and minimum qualifications, we recommend schools require diversity, selection bias, unconscious and implicit bias professional development in order to serve on search committees across the institution. The president and chief diversity officer should focus on equity of outcomes to measure whether implicit bias is still at play.

## **Schools Should Conduct Thorough Compensation Analyses**

We suggest each school conduct a thorough compensation analysis of all positions within the president's team/cabinet, the provost's team/cabinet, and deans, checking for trends in terms of which positions are typically held by women and what they pay. Universities should look at the number of female deans at their graduate schools and colleges, and conduct the same analysis. Are deans of the various schools (business, medicine, education, etc.) paid differently and among those deanships, which pay the most, how many have, or have ever had, women leaders?

## **The Governor Should Articulate a Clear Plan to Improve Gender Parity and Racial/Ethnic Representation Across Public Boards and Institutions of Higher Education**

The Governor should use his appointing authority to expand gender and racial diversity on state and higher education trustee boards by setting specific goals for reaching parity across institutions including community colleges, state universities, and the UMass-system. Further, when appointing trustee chairs the Governor should immediately address the lack of women and specifically, the lack of women of color.

## **Collective Bargaining Negotiations Should Always Include the Need for Gender and Racial Diversity**

Public institutions should ensure that collective bargaining negotiations take into consideration the need for gender and racial diversity within hiring, promotion, and tenure positions. Together with the unions, institutions should set specific goals for improvement.

## **Immediate Actions**

### **Immediate Board Vacancies Should be Filled with Women, Particularly Women of Color, Until Parity is Reached**

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.

### **Unconscious Bias Training Should be Routine for Presidents, Boards, and Senior Leaders**

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.



# APPENDIX A

APPENDIX TABLE 1

## GENDER PARITY RATING BY INSTITUTION TYPE

CATEGORY	DOCTORAL (18)	BA/MA (42)	ASSOCIATE'S (17)	SPECIAL FOCUS (15)
Satisfactory	2	21	11	3
Status Quo	6	10	4	5
Unsatisfactory	8	10	2	6
Needs Urgent Attention	2	1	0	1

Note: Data corresponds to Figure 1. Gender Parity Rating by Institution Type on page 7.

APPENDIX TABLE 2

## LISTING OF INSTITUTIONS - NEVER WOMAN PRESIDENT, NEVER WOMAN BOARD CHAIR, FEWER THAN 30% WOMEN ON THE BOARD OF TRUSTEES

INSTITUTION NAME	NEVER HAD A WOMAN PRESIDENT	NEVER HAD A WOMAN BOARD CHAIR	COUNTS FEWER THAN 30% WOMEN ON BOARD
American International College	X	Not Available	X
Amherst College		Not Available	X
Anna Maria College**†			
Assumption College†	X	X	X
Babson College			X
Bay Path University*			
Bay State College			
Becker College			X
Benjamin Franklin Institute of Technology	X		X
Bentley University		X	X
Berklee College of Music	X		X
Berkshire Community College			
Boston Architectural College	X		
Boston College†	X		X
Boston University	X	X	X
Brandeis University		X	
Bridgewater State University			
Bristol Community College			
Bunker Hill Community College			
Cambridge College			
Cape Cod Community College			
Clark University	X		
College of our Lady of the Elms**†			
College of the Holy Cross†	X	X	X
Curry College			X
Dean College			X

INSTITUTION NAME	NEVER HAD A WOMAN PRESIDENT	NEVER HAD A WOMAN BOARD CHAIR	COUNTS FEWER THAN 30% WOMEN ON BOARD
Eastern Nazarene College		Not Available	X
Emerson College			
Emmanuel College**†			
Endicott College**			
Fisher College	X		X
Fitchburg State University	X		
Framingham State University			
Franklin W Olin College of Engineering	X	X	X
Gordon College	X	Not Available	
Greenfield Community College			
Hampshire College			
Harvard University		Not Available	
Holyoke Community College			
Hult International Business School	X	Not Available	X
Labouré College‡			
Lasell College**	X		
Lesley University**			
Massachusetts Bay Community College			
Massachusetts College of Art and Design			
Massachusetts College of Liberal Arts			
Massachusetts Institute of Technology		X	
Massachusetts Maritime Academy	X		
Massasoit Community College			
MCPHS University	X	Not Available	X
Merrimack College‡	X	Not Available	X
MGH Institute of Health Professions			
Middlesex Community College		X	
Montserrat College of Art	X		
Mount Holyoke College*			
Mount Wachusett Community College	X		
New England College of Business and Finance	X		
New England College of Optometry		X	
New England Conservatory of Music		X	
Nichols College		X	
North Shore Community College			
Northeastern University	X	X	X
Northern Essex Community College	X		
Pine Manor College**			
Quincy College			
Quinsigamond Community College			
Regis College**†			
Roxbury Community College			
Salem State University			

INSTITUTION NAME	NEVER HAD A WOMAN PRESIDENT	NEVER HAD A WOMAN BOARD CHAIR	COUNTS FEWER THAN 30% WOMEN ON BOARD
Simmons University*			
Smith College*			
Springfield College			
Springfield Technical Community College	X		
Stonehill College†	X	X	X
Suffolk University		X	
Tufts University	X	Not Available	
University of Massachusetts-Amherst	X	N/A	N/A
University of Massachusetts-Boston		N/A	N/A
University of Massachusetts-central office	X		X
University of Massachusetts-Dartmouth		N/A	N/A
University of Massachusetts-Lowell		N/A	N/A
University of Massachusetts-Medical School	X	N/A	N/A
Urban College of Boston			
Wellesley College*			
Wentworth Institute of Technology			X
Western New England University			X
Westfield State University			
Wheaton College**			
William James College	X		
Williams College			
Worcester Polytechnic Institute		X	
Worcester State University			
<b>Grand Total</b>	<b>30</b>	<b>15</b>	<b>24</b>

Note: Data corresponds to discussion in Executive Summary and Key Findings: We Still Have a Long Way to Go. \* Indicates women's college. \*\* Indicates formerly a women's college. † Indicates Catholic institution. N/A - not applicable.

APPENDIX TABLE 3

### MEASURING POWER GAP

POSITION	WOMEN	MEN	WOC	MOC
President (92)	34	58	6	8
Provost (92)	44	48	6	7
Board Chair (87)	23	64	2	5

Note: Data corresponds to Figure 2. Measuring the Women's Power Gap in Higher Education on page 11.

APPENDIX TABLE 4

## GENDER AND RACE OF PRESIDENTS BY INSTITUTION TYPE

	PRESIDENTS						
	TOTAL #	# WOMAN	% WOMAN	# WOC	% WOC	# MOC	% MOC
<b>PUBLIC</b>	<b>30</b>	<b>10</b>	<b>33%</b>	<b>4</b>	<b>13%</b>	<b>5</b>	<b>17%</b>
Doctoral Universities (UMass campuses + central office)	6	2	33%	0	0%	2	33%
BA/MA (State Universities)	9	0	0%	0	0%	2	22%
Associate's (Community Colleges)	15	8	53%	4	27%	1	7%
<b>PRIVATE</b>	<b>62</b>	<b>24</b>	<b>39%</b>	<b>2</b>	<b>3%</b>	<b>3</b>	<b>5%</b>
Doctoral Universities	12	2	17%	0	0%	1	8%
BA/MA	33	17	52%	2	6%	2	6%
Associate's	2	0	0%	0	0%	0	0%
Special Focus	15	5	33%	0	0%	0	0%
<b>TOTAL</b>	<b>92</b>	<b>34</b>	<b>37%</b>	<b>6</b>	<b>7%</b>	<b>8</b>	<b>9%</b>
Doctoral Universities	18	4	22%	0	0%	3	17%
BA/MA	42	17	40%	2	5%	4	10%
Associate's	17	8	47%	4	24%	1	6%
Special Focus	15	5	33%	0	0%	0	0%

Note: Data Corresponds to Figure 4. Gender and Race of Presidents by Institution Type on page 15.

APPENDIX TABLE 5

## GENDER AND RACE OF PROVOST BY INSTITUTION TYPE

	PROVOST						
	TOTAL #	# WOMAN	% WOMAN	# WOC	% WOC	# MOC	% MOC
<b>PUBLIC</b>	<b>30</b>	<b>18</b>	<b>60%</b>	<b>4</b>	<b>13%</b>	<b>4</b>	<b>13%</b>
Doctoral Universities (UMass campuses + central office)	6	2	33%	0	0%	1	17%
BA/MA (State Universities)	9	5	56%	2	22%	2	22%
Associate's (Community Colleges)	15	11	73%	2	13%	1	7%
<b>PRIVATE</b>	<b>62</b>	<b>26</b>	<b>42%</b>	<b>2</b>	<b>3%</b>	<b>3</b>	<b>5%</b>
Doctoral Universities	12	5	42%	0	0%	2	17%
BA/MA	33	16	48%	2	6%	0	0%
Associate's	2	1	50%	0	0%	0	0%
Special Focus	15	4	27%	0	0%	1	7%
<b>TOTAL</b>	<b>92</b>	<b>44</b>	<b>48%</b>	<b>6</b>	<b>7%</b>	<b>7</b>	<b>8%</b>
Doctoral Universities	18	7	39%	0	0%	3	17%
BA/MA	42	21	50%	4	10%	2	5%
Associate's	17	12	71%	2	12%	1	6%
Special Focus	15	4	27%	0	0%	1	7%

Note: Data Corresponds to Figure 5. Gender and Race of Provosts by Institution Type on page 17.

APPENDIX TABLE 6

## GENDER OF SENIOR TEAM FOR 92 INSTITUTIONS BY INSTITUTION TYPE

	TOTAL # SR. TEAM	TOTAL # SR. TEAM WOMAN	% SR. TEAM WOMAN
<b>PUBLIC</b>	<b>454</b>	<b>267</b>	<b>59%</b>
Doctoral Universities (UMass campuses + central office)	134	69	51%
BA/MA (State Universities)	114	66	58%
Associate's (Community Colleges)	206	132	64%
<b>PRIVATE</b>	<b>885</b>	<b>472</b>	<b>53%</b>
Doctoral Universities	267	111	42%
BA/MA	414	252	61%
Associate's	18	11	61%
Special Focus	186	98	53%
<b>TOTAL</b>	<b>1,339</b>	<b>739</b>	<b>55%</b>
Doctoral Universities	401	180	45%
BA/MA	528	318	60%
Associate's	224	143	64%
Special Focus	186	98	53%

Note: Data Corresponds to Figure 6. Gender and Race of Senior Leadership by Institution Type on page 17.

APPENDIX TABLE 7

## RACE OF SENIOR LEADERSHIP TEAM AT 72 INSTITUTIONS

INSTITUTION TYPE	# SR. TEAM WOC	# SR. TEAM MOC
Doctoral Universities (401)	39	34
BA/MA (395)	43	13
Associate's (159)	23	10
Special Focus (116)	11	7

Note: Data corresponds to Figure 6. Gender and Race of Senior Leadership by Institution Type on page 17.

APPENDIX TABLE 8

## GENDER OF SENIOR ACADEMIC AND ADMINISTRATIVE LEADERS AT DOCTORAL UNIVERSITIES

	TOTAL # SR. ADMIN	TOTAL # SR. ADMIN WOMAN	% SR. TEAM ADMIN WOMAN	TOTAL # SR. ACADEMIC	TOTAL # SR. ACADEMIC WOMAN	% SR. ACADEMIC WOMAN
Doctoral Universities (UMass campuses + central office)	97	47	48%	37	22	59%
Doctoral Universities (12 private)	175	76	43%	92	35	38%
<b>Total</b>	<b>272</b>	<b>123</b>	<b>45%</b>	<b>129</b>	<b>57</b>	<b>44%</b>

Note: Data corresponds to Figures 7 and 8. Senior Academic and Administrative Leaders by Gender at Doctoral Universities on page 17.



APPENDIX TABLE 9

## GENDER AND RACE OF BOARD CHAIRS BY INSTITUTION TYPE

	TOTAL # BOARD CHAIRS	# BOARD CHAIR WOMAN	% BOARD CHAIR WOMAN	# BOARD CHAIR WOC	% BOARD CHAIR WOC	# BOARD CHAIR MOC	% BOARD CHAIR MOC
<b>PUBLIC</b>	<b>25</b>	<b>6</b>	<b>24%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>4%</b>
Doctoral Universities (UMass-system)	1	0	0%	0	0%	0	0%
BA/MA (State Universities)	9	2	22%	0	0%	0	0%
Associate's (Community Colleges)	15	4	27%	0	0%	1	7%
<b>PRIVATE</b>	<b>62</b>	<b>17</b>	<b>27%</b>	<b>2</b>	<b>3%</b>	<b>4</b>	<b>6%</b>
Doctoral Universities	12	0	0%	0	0%	1	8%
BA/MA	33	13	39%	2	6%	3	9%
Associate's	2	0	0%	0	0%	0	0%
Special Focus	15	4	27%	0	0%	0	0%
<b>TOTAL</b>	<b>87</b>	<b>23</b>	<b>26%</b>	<b>2</b>	<b>2%</b>	<b>5</b>	<b>6%</b>
Doctoral Universities	13	0	0%	0	0%	1	8%
BA/MA	42	15	36%	2	5%	3	7%
Associate's	17	4	24%	0	0%	1	6%
Special Focus	15	4	27%	0	0%	0	0%

Note: Data corresponds to Figure 10. Gender and Race of Board Chairs by Institution Type on page 22.

APPENDIX TABLE 10

## GENDER OF BOARD MEMBERS FOR 87 INSTITUTIONS

	TOTAL # BOARD MEMBERS	# BOARD MEMBERS WOMAN	% BOARD MEMBERS WOMAN
<b>PUBLIC</b>	<b>254</b>	<b>128</b>	<b>50%</b>
Doctoral Universities (UMass-system)	17	5	29%
BA/MA (State Universities)	89	46	52%
Associate's (Community Colleges)	148	77	52%
<b>PRIVATE</b>	<b>1,618</b>	<b>646</b>	<b>40%</b>
Doctoral Universities	412	142	34%
BA/MA	870	383	44%
Associate's	25	12	48%
Special Focus	311	109	35%
<b>TOTAL</b>	<b>1,872</b>	<b>774</b>	<b>41%</b>
Doctoral Universities	429	147	34%
BA/MA	959	429	45%
Associate's	173	89	51%
Special Focus	311	109	35%

Note: Data corresponds to Figure 11. Gender and Race of Board Members by Institution Type on page 22.

## RACE OF BOARD MEMBERS ACROSS 67 INSTITUTIONS

POSITION	# BOARD WOC	# BOARD MOC
Doctoral Universities (429)	29	42
BA/MA (655)	63	30
Associate's (134)	20	10
Special Focus (207)	13	15

Note: Data corresponds to Figure 11. Gender and Race of Board Members by Institution Type on page 22.

## APPENDIX B

The University of Massachusetts (UMass) system, comprised of five campuses and one central office, counts one board chair and one governing board. As such, we rank the UMass-system and not the individual campuses in the comprehensive list of 87 institutions. However, leadership positions among the five UMass campuses are discussed when we look in depth at key roles including: president, provost, senior academic and administrative teams, and compensation. An analysis of gender and racial/ethnic parity among the five campuses is also addressed in the discussion of public institutions.

In addition, we include the five campuses among a count of 92 schools to identify the category each campus falls into, e.g., satisfactory, status quo, unsatisfactory, and needs urgent attention. With no board, the maximum point allocation for the five campuses is 105 points, compared to the other 87 institutions who have a maximum point allocation of 125. See table below and Appendix E for more detail on this year's point allocation and weighting.

### 87 SCHOOLS WITH A FIDUCIARY BOARD

**Satisfactory:** Receive 80+ total points

**Status Quo:** Receive 60-79 total points

**Unsatisfactory:** Receive 40-59 total points

**Needs Urgent Attention:** Receive less than 40 total points

### 5 UMASS CAMPUSES

**Satisfactory:** Receive 60+ total points

**Status Quo:** Receive 40-59 total points

**Unsatisfactory:** Receive 20-39 total points

**Needs Urgent Attention:** Receive less than 20 total points

## APPENDIX C

### Doctoral Universities

The 12 private and 5 public doctoral schools in the Commonwealth include: American International College, Boston College, Boston University, Brandeis University, Clark University, Harvard University, Lesley University, Massachusetts Institute of Technology, Northeastern University, Suffolk University, Tufts University, Worcester Polytechnic Institute, and UMass-Amherst, UMass-Boston, UMass-Dartmouth, UMass-Lowell, and UMass-Medical School.

### Bachelor's Colleges and Master's Universities

For analysis purposes, BA/MA schools are grouped together. The 16 private bachelor's colleges, 17 private, and nine public master's universities in the state include: Amherst College, Bay State College, Becker College, College of the Holy Cross, Dean College, Emmanuel College, Fisher College, Gordon College, Hampshire College, Mount Holyoke College, Pine Manor College, Smith College, Stonehill College, Wellesley College, Wheaton College, Williams College, Anna Maria College, Assumption College, Bay Path University, Bentley University, Cambridge College, College of our Lady of the Elms, Curry College, Eastern Nazarene College, Emerson College, Endicott College, Lasell College, Merrimack College, Regis College, Simmons University, Springfield College, Wentworth Institute of Technology, Western New England University, Bridgewater State University, Fitchburg State University, Framingham State University, Massachusetts

College of Art and Design, Massachusetts College of Liberal Arts, Massachusetts Maritime Academy, Salem State University, Westfield State University, and Worcester State University.

### Associate's/Community Colleges

The two private associate-degree granting schools are Quincy College and Urban College of Boston, and 15 public community colleges include: Berkshire Community College, Bristol Community College, Bunker Hill Community College, Cape Cod Community College, Greenfield Community College, Holyoke Community College, Massachusetts Bay Community College, Massasoit Community College, Middlesex Community College, Mount Wachusett Community College, North Shore Community College, Northern Essex Community College, Quinsigamond Community College, Roxbury Community College, and Springfield Technical Community College.

### Special Focus Institutions

These 15 institutions include: Babson College, Benjamin Franklin Institute of Technology, Berklee College of Music, Boston Architectural College, Franklin W Olin College of Engineering, Hult International Business School, Labouré College, MCPHS University, MGH Institute of Health Professions, Montserrat College of Art, New England College of Business and Finance, New England College of Optometry, New England Conservatory of Music, Nichols College, and William James College.

## APPENDIX D

### Higher Education Institutions in Massachusetts — Data Collection

The data set for the Women's Power Gap in Higher Education: Study and Rankings, first published in September 2018, included 94 institutions, which included the University of Massachusetts (UMass-system) during discussion of president and board data. This year, the institutional count is down to 92 due to the closing of Newbury College and the determination to eliminate New England Law, which has no provost, no board, and no board chair – positions critical to the categorial ranking. As discussed earlier, one UMass-system was included in the comprehensive rank of

87 schools with the five UMass campuses included in analysis of the president, provost, senior academic and administrative teams, compensation, and public institution discussions.

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 college and university websites. Institutional data, including enrollment figures broken down by gender, acceptance rate, among other variables, were taken from the Integrated Postsecondary Education Data System (IPEDS) and the Carnegie Classification. To compare institutions similar to one another, a total of six schools,

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

## Research Methodology

All data collected through public sources was used to populate an institutional leadership profile of each school, which was then emailed to the president (or chancellor) of each institution, with a copy to her/his assistant and the institutional research head, human resource director, or diversity and inclusion administration of the institution. The correspondence explained the study and requested that each school validate and/or edit their leadership profile, adding gender as well as racial/ethnic background for the incumbent in each position held on May 15, 2019, the anchor date for this academic year 2018/2019 study. Researchers then attempted, through several rounds of written and telephone follow-up requests, 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.

## Gender and Racial/Ethnic Data

A total of 63 institutions validated gender and racial/ethnic data for all leadership positions captured in this study. An additional 4, for a total of 67 schools, validated all gender and racial/ethnic data for president, provost, and board chair. For the remaining 25 institutions, researchers conducted a comprehensive public search and detailed quality assurance process to identify gender and diversity data for provost, president, and board chair resulting in complete gender and racial/ethnic data for these three positions. Researchers also identified diversity data for the seven institutions that submitted partial data and two doctoral universities who did not respond to the data request. Racial/ethnic information is therefore a complete sample of 72 institutions. While great effort was taken to ensure precision of this data, we recognize that inaccuracies may have occurred and take responsibility for any errors.

As noted earlier, we relied on each institution to share self-reported gender and racial/ethnic data and are limited by current record-keeping practice. Consequently, we are not able to report on LGBTQ, gender non-conforming, and other diverse categories. Further, we were not able to disaggregate the data on persons of color to ascertain what percentage are under-represented minorities (URM) as some studies have done. Given study limitations, we asked if individuals in leadership positions identified as a person of color with a binary response option of yes/no. Institutions generally

6. <https://census.gov/topics/populations/race/about.html>

use the US Census Bureau definition and categorization when identifying **racial/ethnic minorities** or **persons of color**.<sup>6</sup> For the purposes of this report, we use those two terms interchangeably.

*Institutions that validated data (N=63):* American International College, Anna Maria College, Assumption College, Bay Path University, Bay State College, Becker College, Benjamin Franklin Institute of Technology, Berklee College of Music, Berkshire Community College, Boston Architectural 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, Emanuel College, Fisher College, Fitchburg State University, Framingham State University, Gordon College, Holyoke Community College, Lesley University, Massachusetts Bay Community College, Massachusetts College of Art and Design, Massachusetts College of Liberal Arts, Massachusetts Institute of Technology, Massachusetts Maritime Academy, Massasoit Community College, MGH Institute of Health Professions, Mount Holyoke College, Mount Wachusett Community College, New England College of Business and Finance, New England College of Optometry, New England Conservatory of Music, North Shore Community College, Northern Essex Community College, Pine Manor College, Quincy College, Quinsigamond Community College, Regis College, Salem State University, Simmons University, Smith College, Springfield College, Stonehill Community College, Tufts University, University of Massachusetts-Amherst, University of Massachusetts-Boston, University of Massachusetts-central office, University of Massachusetts-Dartmouth, University of Massachusetts-Lowell, University of Massachusetts-Medical School, Urban College of Boston, Wellesley College, Westfield State University, Wheaton College, William James College, Worcester Polytechnic Institute, and Worcester State University.

*Institutions that validated partial data (N=7):* Cape Cod Community College, Endicott College, Franklin W Olin College of Engineering, Greenfield Community College, Harvard University, Montserrat College of Art, and Suffolk University.

*Institutions that did not respond (N=14):* Babson College, Bentley University, Boston College, College of the Holy Cross, Eastern Nazarene College, Hult International Business School, Lasell College, MCPHS University, Merrimack College, Middlesex Community College, Nichols College, Northeastern University, Roxbury Community College, and Wentworth Institute of Technology.

*Institutions that declined to participate in the study (N=8):* Amherst College, Bristol Community College,

Curry College, Hampshire College, Labouré College, Springfield Technical Community College, Western New England University, and Williams College.

## Catholic Schools

There are ten Catholic institutions in our sample. Among these, Stonehill College’s 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 Labouré, which is a nursing school.

# APPENDIX E

This year, we made several changes to the ranking system. Overall, a total of 125 maximum points were allocated; 105 for campus leadership, where operationally hiring and compensation decisions that impact gender and racial parity are made, and 20 points at the board level. In addition, a larger group of senior academic and administrative leadership was considered. At the presidential level, we awarded points for the

number of years a permanent female president held office rather than for the number of past permanent female presidents. The compensation weighting category is new this year, and an important metric to consider on the path to parity in leadership.

Salary data can be found on our website at:

[WomensPowerGap.org](http://WomensPowerGap.org).

APPENDIX TABLE 12

## POINT ALLOCATION/WEIGHTING USED TO DEVELOP THE COMPREHENSIVE INDEX

INDICATOR	VARIABLE(S)	POINT ALLOCATION DOCTORAL UNIVERSITIES	POINT ALLOCATION ALL OTHER INSTITUTIONS
<b>PRESIDENT - UP TO 40 POINTS</b>			
<b>PRESIDENT</b>	Current year woman - permanent	20	20
	Current year woman - interim	5	5
	Permanent woman between 1998-2018 (corresponds to 1 point/year)	20	20
<b>SENIOR LEADERSHIP - UP TO 45 POINTS</b>			
<b>CAO/PROVOST</b>	Current year woman - permanent or interim	15	15
<b>SR. ACADEMIC LEADERSHIP</b>	50% Woman receives max point allocation	20	15
<b>SR. ADMINISTRATIVE LEADERSHIP</b>	50% Woman receives max point allocation	10	15
<b>COMPENSATION - UP TO 20 POINTS</b>			
<b>COMPENSATION</b>	% Women among top highest paid - 50% receives max point allocation	20	20
<b>BOARD - UP TO 20 POINTS</b>			
<b>BOARD CHAIR</b>	Current year woman - permanent or interim	10	10
<b>BOARD MEMBERS</b>	50% Woman receives max point allocation	10	10

# APPENDIX F

The following tables provide a ranking of each institution compared to their peers by classification type.

APPENDIX TABLE 13

## RANK OF 13 DOCTORAL UNIVERSITIES

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING				TOTAL POINTS	
			PRESIDENT	PROVOST	SR. TEAM	BOARD SALARY		
1	Lesley University**	4,732 / 82%	9	15	30	10	20	84
2	American International College	3,283 / 72%	0	15	30	3	20	68
3	Worcester Polytechnic Institute	6,642 / 35%	24	0	26	7	8	65
4	Suffolk University	7,201 / 56%	22	0	23	9	12	65
5	Brandeis University	5,721 / 58%	0	15	25	8	12	60
6	Tufts University	11,449 / 55%	0	15	19	8	16	58
7	Harvard University	31,120 / 49%	11	0	24	9	12	57
8	UMass-system	74,571 / 51%	0	15	27	6	8	56
9	Boston University	33,355 / 59%	0	15	24	6	12	56
10	Clark University	3,153 / 60%	0	0	23	6	16	46
11	Northeastern University	21,489 / 48%	0	0	24	5	12	41
12	Mass Institute of Technology	11,466 / 39%	8	0	15	7	4	35
13	Boston College†	14,628 / 54%	0	0	10	5	0	15

Note: The rating category for doctoral universities is based on a maximum of 125 points. Refer to Appendix E for more detail. \*\* Indicates formerly a women's college. † Indicates Catholic institution.

## RANK OF 42 BACHELOR'S COLLEGES AND MASTER'S UNIVERSITIES

RANK	INSTITUTION NAME	ENROLLMENT/ % WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
1	Bay Path University*	3,298 / 94%	40	15	30	20	20	125
2	Simmons University*	6,283 / 91%	32	15	30	20	20	117
3	Emmanuel College**†	2,083 / 74%	40	0	30	20	20	110
3	Wellesley College*	2,508 / 98%	40	0	30	20	20	110
5	Mount Holyoke College*	2,334 / 99%	39	0	30	20	20	109
5	Smith College*	2,918 / 98%	39	0	30	20	20	109
7	Becker College	1,892 / 58%	21	15	30	16	20	102
8	Regis College**†	2,166 / 83%	40	0	30	10	20	100
9	Cambridge College	2,261 / 74%	32	0	30	17	20	99
10	Springfield College	3,246 / 56%	25	15	30	8	20	98
11	Bentley University	5,543 / 45%	31	15	30	6	16	98
12	Mass College of Liberal Arts	1,588 / 62%	12	15	30	20	20	97
13	Anna Maria College**†	1,445 / 54%	23	15	30	9	16	93
14	Dean College	1,301 / 54%	40	0	28	4	17	90
15	Mass College of Art and Design	2,064 / 70%	16	15	30	20	8	89
16	Wentworth Institute of Tech	4,457 / 21%	33	0	30	4	20	87
17	Emerson College	4,459 / 62%	13	15	30	7	20	85
18	Amherst College	1,836 / 49%	27	15	16	6	20	84
19	Worcester State University	6,434 / 61%	9	15	30	10	20	84
20	Elms College**†	1,580 / 75%	11	0	30	20	20	81
21	Fisher College	1,923 / 73%	0	15	30	15	20	80
22	Salem State University	8,702 / 64%	19	0	30	10	20	79
23	Wheaton College**	1,688 / 61%	6	15	30	20	8	79
24	Framingham State University	5,691 / 65%	7	15	28	9	20	79
25	Pine Manor College**	450 / 49%	14	15	30	9	10	78
26	Williams College	2,134 / 48%	20	0	30	10	16	76
27	Endicott College**	4,795 / 66%	5	0	30	20	20	75
28	Hampshire College	1,268 / 63%	0	15	30	9	20	74
29	Westfield State University	6,237 / 55%	2	15	30	6	20	73
30	College of the Holy Cross†	2,855 / 51%	0	15	30	5	16	66
31	Bridgewater State University	11,019 / 61%	4	0	30	10	20	64
32	Lasell College**	2,055 / 64%	0	0	30	7	20	57
33	Assumption College†	2,481 / 61%	0	15	24	5	12	56
34	Western NE University	3,776 / 43%	0	15	20	5	15	55
35	Bay State College	717 / 71%	2	0	20	20	12	54
36	Stonehill College†	2,498 / 59%	0	0	27	5	20	51
37	Gordon College	1,963 / 66%	0	15	17	6	12	51
38	Curry College	2,799 / 59%	0	0	30	4	15	49
39	Fitchburg State University	7,075 / 62%	0	0	30	10	8	48
40	Eastern Nazarene College	848 / 60%	12	0	20	5	10	47
41	Mass Maritime Academy	1,780 / 14%	0	0	24	6	12	42
42	Merrimack College†	4,191 / 54%	0	0	23	5	8	35

Note: The rating category for BA/MA institutions is based on a maximum of 125 points. Refer to Appendix E for more detail. \* Indicates women's college. \*\* Indicates formerly a women's college. † Indicates Catholic institution.

APPENDIX TABLE 15

## RANK OF 17 ASSOCIATE'S DEGREE-GRANTING INSTITUTIONS

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
1	Berkshire Community College	1,847 / 62%	31	15	23	20	16	105
2	Quinsigamond Community College	7,368 / 58%	18	15	30	20	20	103
3	Roxbury Community College	1,928 / 70%	28	15	30	9	20	102
4	Bristol Community College	7,637 / 63%	23	15	30	20	12	100
5	North Shore Community College	6,087 / 62%	24	15	30	9	20	98
6	Bunker Hill Community College	11,881 / 57%	40	0	30	7	20	97
7	Holyoke Community College	5,565 / 62%	21	15	30	10	20	96
8	Massasoit Community College	7,154 / 56%	20	15	30	10	20	95
9	Cape Cod Community College	3,221 / 61%	14	15	27	18	20	94
10	Greenfield Community College	1,830 / 61%	20	15	30	10	16	91
11	Mass Bay Community College	4,629 / 52%	7	15	30	8	20	80
12	Middlesex Community College	8,206 / 57%	16	0	30	10	16	72
13	Springfield Tech Community College	5,343 / 59%	0	15	28	6	20	69
14	Urban College of Boston	812 / 93%	9	15	30	10	0	64
15	Mount Wachusett Community College	3,854 / 65%	0	0	30	10	20	60
16	Quincy College	5,343 / 68%	5	0	28	9	12	54
17	Northern Essex Community College	5,726 / 61%	0	0	30	10	12	52

Note: The rating category for associate's colleges is based on a maximum of 125 points. Refer to Appendix E for more detail.

APPENDIX TABLE 16

## RANK OF 15 SPECIAL FOCUS INSTITUTIONS

RANK	INSTITUTION NAME	ENROLLMENT/ %WOMEN	WEIGHTING					TOTAL POINTS
			PRESIDENT	PROVOST	SR. TEAM	BOARD	SALARY	
1	MGH Institute	1,215 / 84%	40	0	23	20	20	103
2	Labouré Colleget	870 / 89%	27	15	25	8	20	95
3	Babson College	3,329 / 45%	25	0	30	15	20	90
4	Nichols College	1,634 / 40%	39	0	23	6	9	77
5	NE Conservatory of Music	844 / 47%	20	0	30	9	12	71
6	Boston Architectural College	695 / 49%	0	15	27	8	18	68
7	MCPHS University	7,208 / 70%	0	15	30	6	16	67
8	Montserrat College of Art	368 / 74%	0	0	30	20	16	66
9	BFIT	609 / 14%	0	0	30	6	20	56
10	NE College of Business and Finance	1,175 / 72%	0	15	30	10	0	55
11	Olin College	380 / 48%	0	0	30	5	20	55
12	Berklee College of Music	6,762 / 39%	0	0	26	16	12	54
13	NE College of Optometry	527 / 74%	3	0	30	8	12	52
14	William James College	748 / 78%	0	0	30	6	15	51
15	Hult Business School	2,798 / 42%	0	0	20	5	11	37

Note: The rating category for special focus institutions is based on a maximum of 125 points. Refer to Appendix E for more detail. † Indicates Catholic institution.



# APPENDIX G — INSTITUTIONAL PROFILES

The profiles to follow present a summary of each school for academic year 2018/2019 with May 15, 2019 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, 2019 are noted; these will be captured in next year's comprehensive rank for academic year 2019/2020. As noted in the methodology:

- For doctoral universities, we weighted academic leadership (mainly academic deans) and administrative leadership separately, granting more points to the academic leadership given their portfolios running their individual schools.
- For all other institutions, we combined both academic and administrative into one group – senior leadership.
- For past female president weighting, only permanent past female presidents received points.
- For current presidents, both interim and permanent female presidents are included,

but interim receive fewer points than current permanent presidents.

- Board members do not include students with limited terms.

## Profile Key

- W - Woman/Women
- M - Man/Men
- MOC - Man of color
- WOC - Woman of color
- N/A - Not applicable
- \* Indicates women's college
- \*\* Indicates formerly a women's college
- † Indicates Catholic institution
- “–” Connotes that either the data was not submitted or not available.
- † Data reflects publicly available information that researchers made every attempt to validate.

**50** **AMERICAN INTERNATIONAL COLLEGE** PRIVATE, DOCTORAL • 3,283 ENROLLED, 72% W  
**RANK** **PRESIDENT:** VINCENT MANIACI • MAN **EVER WOMAN PRESIDENT:** NO  
**BOARD CHAIR:** FRANK COLACCINO • MAN **EVER WOMAN BOARD CHAIR:** –  
**PROVOST:** MELISSA NASH • WOMAN **% WOMEN TOP SALARIED:** 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
<b>BOARD</b>	22	14% (3)	0% (0)	27% (6)
<b>SR ACADEMIC</b>	3	100% (3)	0% (0)	0% (0)
<b>SR ADMINISTRATIVE</b>	10	50% (5)	10% (1)	0% (0)

### STATUS QUO

AIC reached parity among senior academic and administrative teams and in terms of the number of women in the top ten most highly compensated. They have far too few women on their board of trustees,

and need both women and men of color in leadership. AIC is one of 30 schools that have never had a female president. *AIC validated all data.*

**31** **AMHERST COLLEGE** PRIVATE, BACHELOR'S • 1,836 ENROLLED, 49% W  
**RANK** **PRESIDENT:** BIDDY MARTIN • WOMAN **EVER WOMAN PRESIDENT:** YES  
**BOARD CHAIR:** ANDREW NUSSBAUM • MAN **EVER WOMAN BOARD CHAIR:** –  
**PROVOST:** CATHERINE EPSTEIN • WOMAN **% WOMEN TOP SALARIED:** 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
<b>BOARD</b>	24	29% (7)	–	–
<b>SR LEADERSHIP</b>	11	27% (3)	–	–

### SATISFACTORY

Amherst scored well with a female president, provost, and with 60% women in the top ten highest compensated employees. However, we would expect

more women on the board and among the senior leadership team. *Amherst declined to validate this data.†*

**24**  
RANK

**ANNA MARIA COLLEGE\*\*†** PRIVATE, MASTER'S • 1,445 ENROLLED, 54% W

PRESIDENT: MARY LOU RETELLE • WOMAN      EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: JOHN SPILLANE • MAN      EVER WOMAN BOARD CHAIR: YES  
 PROVOST: CHRISTINE HOLMES • WOMAN      % WOMEN TOP SALARIED: 40% (2 OF 5)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	24	46% (11)	4% (1)	0% (0)
SR LEADERSHIP	9	56% (5)	11% (1)	0% (0)

**SATISFACTORY**

Anna Maria scored well with a female president, provost, and with 56% women among the senior leadership team. We would expect parity among

the most highly compensated employees and at the board level. Anna Maria counts few women and men of color in leadership. *Anna Maria validated this data.*

**63**  
RANK

**ASSUMPTION COLLEGE†** PRIVATE, MASTER'S • 2,481 ENROLLED, 61% W

PRESIDENT: FRANCESCO CESAREO • MAN      EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: FRANCIS BEDARD • MAN      EVER WOMAN BOARD CHAIR: NO  
 PROVOST: LOUISE CARROLL KEELEY • WOMAN      % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	27	26% (7)	0% (0)	0% (0)
SR LEADERSHIP	10	40% (4)	0% (0)	0% (0)

**UNSATISFACTORY**

Assumption benefits from a female provost and is almost at parity with the leadership team, but falls behind in all other categories. With 61% female enrollment, we would expect to see greater parity in leadership. There are no people of color in any

leadership positions. Assumption is one of only six schools that have never had a female president, never had a female board chair, and counts fewer than 30% women on their board. *Assumption validated all data.*

**26**  
RANK

**BABSON COLLEGE** PRIVATE, SPECIAL FOCUS • 3,329 ENROLLED, 45% W

PRESIDENT: KERRY HEALEY • WOMAN      EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: MARLA CAPOZZI • WOMAN      EVER WOMAN BOARD CHAIR: YES  
 PROVOST: MARK RICE • MAN      % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	37	24% (9)	–	–
SR LEADERSHIP	19	53% (10)	–	–

**SATISFACTORY**

Babson scored well across all categories of gender parity. The only area in which they fall short is on the percentage of women on their board. Kerry Healey

was replaced by a male, Stephen Spinelli, after July 1, 2019. *Babson did not respond to the request to validate this data.*

**1**  
RANK

**BAY PATH UNIVERSITY\*** PRIVATE, MASTER'S • 3,298 ENROLLED, 94% W

PRESIDENT: CAROL LEARY • WOMAN      EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: PATRICIA PIERCE • WOMAN      EVER WOMAN BOARD CHAIR: YES  
 PROVOST: MELISSA MORRISS-OLSON • WOMAN      % WOMEN TOP SALARIED: 78% (7 OF 9)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	33	61% (20)	6% (2)	9% (3)
SR LEADERSHIP	10	80% (8)	0% (0)	0% (0)

**SATISFACTORY**

Bay Path received points across all categories in this study. As a women's college, we expect to see strong representation of women in leadership roles, and

at Bay Path, this is the case. However, the institution counts few women and men of color in leadership. *Bay Path validated all data.*

**70**  
RANK

**BAY STATE COLLEGE** PRIVATE, BACHELOR'S • 717 ENROLLED, 71% W

PRESIDENT: MARK DEFUSCO • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: ALTHEA BLACKFORD • WOC	EVER WOMAN BOARD CHAIR: YES
PROVOST: WILLIAM CARROLL • MAN	% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	7	71% (5)	57% (4)	0% (0)
SR LEADERSHIP	6	33% (2)	0% (0)	0% (0)

**UNSATISFACTORY**

Bay State counts a woman of color as board chair and has strong female representation on their board, but falls behind in other categories. With women's enrollment of 71%, we would expect to see greater

parity in leadership and among top compensated employees. The institution counts few women and men of color in leadership. *Bay State validated all but salary data.*

**11**  
RANK

**BECKER COLLEGE** PRIVATE, BACHELOR'S • 1,892 ENROLLED, 58% W

PRESIDENT: NANCY CRIMMIN • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: CHRISTINE CASSIDY • WOMAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: AMBER VAILL • WOMAN	% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	17	29% (5)	0% (0)	6% (1)
SR LEADERSHIP	12	67% (8)	8% (1)	0% (0)

**SATISFACTORY**

Becker scored well with a female president, provost, 67% women among senior leadership, and 50% women among the top most highly compensated

employees. They do not have gender parity at the board level and count few women and men of color in leadership. *Becker validated all data.*

**66**  
RANK

**BENJAMIN FRANKLIN INSTITUTE OF TECH** PRIVATE, SPECIAL FOCUS • 609 ENROLLED, 14% W

PRESIDENT: ANTHONY BENOIT • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: JED NOSAL • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: JEFF VAN DREASON • MAN	% WOMEN TOP SALARIED: 50% (3 OF 6)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	18	28% (5)	6% (1)	17% (3)
SR LEADERSHIP	9	67% (6)	33% (3)	11% (1)

**UNSATISFACTORY**

Benjamin Franklin reached parity among the senior leadership team and the most highly compensated employees, but falls behind in all other categories. The institution is one of 30 schools that have never

had a female president. At top levels of leadership, they count few women and men of color. *Benjamin Franklin validated all data.*

**17**  
RANK

**BENTLEY UNIVERSITY** PRIVATE, MASTER'S • 5,543 ENROLLED, 45% W

PRESIDENT: ALISON DAVIS-BLAKE • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: ROBERT BADAVAS • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: DONNA MARIA BLANCERO • WOC	% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	24	29% (7)	–	–
SR LEADERSHIP	16	63% (10)	–	–

**SATISFACTORY**

Bentley scored well with a female president, provost, and with 63% women among senior leadership. However, they have not reached parity among top compensated employees, have never had a female

board chair, and are far from gender parity on their board. *Bentley did not respond to the request to validate this data.*

**71**  
RANK

**BERKLEE COLLEGE OF MUSIC** PRIVATE, SPECIAL FOCUS • 6,762 ENROLLED, 39% W

PRESIDENT: ROGER BROWN • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: SUSAN WHITEHEAD • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: LARRY SIMPSON • MOC % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	39	28% (11)	13% (5)	8% (3)
SR LEADERSHIP	32	44% (14)	3% (1)	6% (2)

**UNSATISFACTORY**

Berklee benefits from a female board chair and near parity on the senior leadership team, but falls behind in other categories. Women comprise fewer than 30% of board members and only 30% of the most

highly compensated employees. Berklee is one of 30 schools that have never had a female president. Berklee validated all data.

**7**  
RANK

**BERKSHIRE COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 1,847 ENROLLED, 62% W

PRESIDENT: ELLEN KENNEDY • WOMAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: DARLENE RODOWICZ • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: JENNIFER BERNE • WOMAN % WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	64% (7)	9% (1)	0% (0)
SR LEADERSHIP	8	38% (3)	0% (0)	0% (0)

**SATISFACTORY**

Berkshire receives points across almost all categories, and at rank #7, leads all 29 of our Massachusetts public institutions. Berkshire needs

to increase the representation of women and men of color on the board and senior leadership team. Berkshire validated all data.

**49**  
RANK

**BOSTON ARCHITECTURAL COLLEGE** PRIVATE, SPECIAL FOCUS • 695 ENROLLED, 49% W

PRESIDENT: GLEN LEROY • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: RICHARD MARTINI • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: SUSAN DUNTON • WOMAN % WOMEN TOP SALARIED: 44% (4 OF 9)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	20	40% (8)	0% (0)	5% (1)
SR LEADERSHIP	11	45% (5)	18% (2)	0% (0)

**STATUS QUO**

BAC benefits from a female provost and is approaching gender parity on their senior leadership team as well as for the top compensated positions. However, the institution is one of 30 schools that

have never had a female president. BAC needs more women and men of color on their board and senior leadership team. Glen LeRoy was replaced by Mahesh Daas (male) after July 1, 2019. BAC validated all data.

**87**  
RANK

**BOSTON COLLEGE†** PRIVATE, DOCTORAL • 14,628 ENROLLED, 54% W

PRESIDENT: WILLIAM LEAHY • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: PETER MARKELL • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: DAVID QUIGLEY • MAN % WOMEN TOP SALARIED: 0% (0 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	52	27% (14)	8% (4)	2% (1)
SR ACADEMIC	8	13% (1)	0% (0)	25% (2)
SR ADMINISTRATIVE	16	25% (4)	13% (2)	6% (1)

**NEEDS URGENT ATTENTION**

BC comes in last in this year's ranking due to a lack of parity across all categories. BC is the only university with no women among the ten most highly compensated employees and our data shows that the most highly compensated woman at BC is number

17. The institution is one of 30 schools which have never had a female president. With 54% women's enrollment, BC should make addressing gender parity a matter of urgency. BC did not respond to the request to validate this data.†

**65**  
RANK

**BOSTON UNIVERSITY** PRIVATE, DOCTORAL • 33,355 ENROLLED, 59% W

PRESIDENT: ROBERT BROWN • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: KENNETH FELD • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: JEAN MORRISON • WOMAN	% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	40	28% (11)	10% (4)	15% (6)
SR ACADEMIC	17	35% (6)	6% (1)	18% (3)
SR ADMINISTRATIVE	19	47% (9)	5% (1)	11% (2)

**UNSATISFACTORY**

BU receives points for parity on their senior leadership team, particularly the critical role of provost. However, there is room for growth for women among the academic deans. Compared to other doctoral universities, BU does relatively well with

representation of women and men of color in senior leadership. BU is one of only six schools which have never had either a female president or board chair, and count fewer than 30% women on their board. *BU validated all data.*

**58**  
RANK

**BRANDEIS UNIVERSITY** PRIVATE, DOCTORAL • 5,721 ENROLLED, 58% W

PRESIDENT: RONALD LIEBOWITZ • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: MEYER KOPLOW • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: LISA LYNCH • WOMAN	% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	39	41% (16)	3% (1)	3% (1)
SR ACADEMIC	5	60% (3)	0% (0)	0% (0)
SR ADMINISTRATIVE	20	25% (5)	5% (1)	5% (1)

**STATUS QUO**

Brandeis has strong representation of women among its five academic deans as well as a female provost. However, with women counting 58% of their student body, we would expect to see greater parity in senior administrative team and among most highly

compensated employees. Brandeis has never had a female board chair, and counts few women and men of color in senior leadership and on the board. *Brandeis validated all data except historical board information.*

**56**  
RANK

**BRIDGEWATER STATE UNIVERSITY** PUBLIC, MASTER'S • 11,019 ENROLLED, 61% W

PRESIDENT: FREDERICK CLARK • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: EUGENE DURGIN, JR. • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: KARIM ISMAILI • MOC	% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	50% (5)	0% (0)	10% (1)
SR LEADERSHIP	17	65% (11)	12% (2)	0% (0)

**STATUS QUO**

Bridgewater reached gender parity both on their board and among senior leadership; women also count 60% of the most highly compensated employees. However, all three individual leadership

positions – president, provost, and board chair – are held by men. They have no women of color on their board and count few people of color on their senior leadership team. *Bridgewater validated all data.*



**12**  
RANK

**BRISTOL COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 7,637 ENROLLED, 63% W

PRESIDENT: LAURA DOUGLAS • WOMAN  
 BOARD CHAIR: JOAN MEDEIROS • WOMAN  
 PROVOST: SUZANNE BUGLIONE • WOMAN

EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	50% (5)	–	–
SR LEADERSHIP	23	57% (13)	–	–

**SATISFACTORY**

Bristol benefits from a female president, a female board chair, and a female provost. The institution achieved gender parity on their board and senior

leadership team. However, women are only 30% of the most highly compensated employees. *Bristol declined to validate this data.*

**19**  
RANK

**BUNKER HILL COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 11,881 ENROLLED, 57% W

PRESIDENT: PAM EDDINGER • WOC  
 BOARD CHAIR: WILLIAM WALCZAK • MAN  
 PROVOST: JAMES CANNIFF • MAN

EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 80% (8 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	9	33% (3)	22% (2)	44% (4)
SR LEADERSHIP	9	78% (7)	22% (2)	0% (0)

**SATISFACTORY**

Bunker Hill is one of only six schools led by a woman of color and scores points across the board. Women make up 80% of their ten most highly compensated employees. Bunker Hill has also done well with

women and men of color on the board, and women of color in senior leadership. *Bunker Hill validated all data.*

**14**  
RANK

**CAMBRIDGE COLLEGE** PRIVATE: MASTER'S • 2,261 ENROLLED, 74% W

PRESIDENT: DEBORAH JACKSON • WOC  
 BOARD CHAIR: SUSAN IFILL • WOC  
 PROVOST: JERRY ICE • MAN

EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	14	36% (5)	29% (4)	21% (3)
SR LEADERSHIP	13	62% (8)	31% (4)	8% (1)

**SATISFACTORY**

Cambridge College is one of only six schools led by a woman of color. Their board chair is also a woman of color. They score well for both gender and

racial/ethnic diversity across all categories, except the board which could use a few more women. *Cambridge College validated all data.*

**23**  
RANK

**CAPE COD COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 3,221 ENROLLED, 61% W

PRESIDENT: JOHN COX • MAN  
 BOARD CHAIR: TAMMY GLIVINSKI-SABEN • WOMAN  
 PROVOST: ARLENE RODRIGUEZ • WOC

EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	40% (4)	0% (0)	0% (0)
SR LEADERSHIP	9	44% (4)	11% (1)	11% (1)

**SATISFACTORY**

CCCC scored well with a female board chair, provost, and with 50% women among the most highly compensated employees. However, neither the board

nor the senior leadership team have reached gender parity. *CCCC validated all data with the exception of the board composition.*

**81**  
RANK

**CLARK UNIVERSITY** PRIVATE, DOCTORAL • 3,153 ENROLLED, 60% W

PRESIDENT: DAVID ANGEL • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: STEVEN SWAIN • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: DAVIS BAIRD • MAN	% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	28	32% (9)	0% (0)	7% (2)
SR ACADEMIC	3	33% (1)	0% (0)	0% (0)
SR ADMINISTRATIVE	10	70% (7)	30% (3)	0% (0)

**UNSATISFACTORY**

Clark has reached parity on its senior administrative team, including three women of color. However, all three individual leadership positions – president, provost, and board chair – are held by men, and

they are one of 30 schools which have never had a female president. Women and men of color are poorly represented on their board and among the academic deans. *Clark University validated all data.*

**34**  
RANK

**COLLEGE OF OUR LADY OF THE ELMS\*\*†** PRIVATE: MASTER'S • 1,580 ENROLLED, 75% W

PRESIDENT: HARRY DUMAY • MOC	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: CYNTHIA LYONS • WOMAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: WALTER BREAU • MAN	% WOMEN TOP SALARIED: 71% (5 OF 7)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	33	58% (19)	3% (1)	6% (2)
SR LEADERSHIP	8	88% (7)	0% (0)	0% (0)

**SATISFACTORY**

Elms College is one of only 14 institutions led by a president who is a person of color. They reached gender parity on their board and have a strong representation of women on senior leadership team.

In addition, women comprise 71% of the most highly compensated employees. However, their senior leadership team lacks both women and men of color. *Elms College validated all data.*

**52**  
RANK

**COLLEGE OF THE HOLY CROSS†** PRIVATE, BACHELOR'S • 2,855 ENROLLED, 51% W

PRESIDENT: PHILIP BOROUGHS • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: RICHARD PATTERSON • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: MARGARET FREIJE • WOMAN	% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	43	26% (11)	–	–
SR LEADERSHIP	11	55% (6)	–	–

**STATUS QUO**

Holy Cross benefits from a female provost and has reached gender parity on the senior leadership team, but falls behind in all other categories. Holy Cross is one of 30 schools that have never had a female

president. In addition, their board counts fewer than 30% women. *Holy Cross did not respond to the request to validate data.*

**78**  
RANK

**CURRY COLLEGE** PRIVATE, MASTER'S • 2,799 ENROLLED, 59% W

PRESIDENT: KENNETH QUIGLEY, JR. • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: W. PATRICK HUGHES • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: DAVID SZCZERBACKI • MAN	% WOMEN TOP SALARIED: 38% (3 OF 8)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	18	22% (4)	–	–
SR LEADERSHIP	12	67% (8)	–	–

**UNSATISFACTORY**

Curry College has achieved gender parity on their senior leadership team but falls behind in all other categories. All 3 individual leadership positions – president, provost, and board chair – are held by

men. Their board counts fewer than 30% women, and there are only 38% women among their most highly compensated employees. *Curry College declined to validate this data.*

**27**  
RANK

**DEAN COLLEGE** PRIVATE, BACHELOR'S • 1,301 ENROLLED, 54% W

PRESIDENT: PAULA ROONEY • WOMAN  
 BOARD CHAIR: MARK BOYCE • MAN  
 PROVOST: MICHAEL FISHBEIN • MAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 43% (3 OF 7)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	25	20% (5)	0% (0)	0% (0)
SR LEADERSHIP	19	47% (9)	0% (0)	0% (0)

**SATISFACTORY**

Dean College benefits from a woman president and near parity on their senior leadership team. However, the board counts fewer than 30% women, and there

are no people of color on the board nor among their senior leadership team. *Dean College validated all data.*

**80**  
RANK

**EASTERN NAZARENE COLLEGE** PRIVATE, MASTER'S • 848 ENROLLED, 60% W

PRESIDENT: JACK CONNELL • MAN  
 BOARD CHAIR: RUSSELL LONG • MAN  
 PROVOST: TIMOTHY WOOSTER • MAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: –  
 % WOMEN TOP SALARIED: 25% (2 OF 8)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	44	23% (10)	–	–
SR LEADERSHIP	6	33% (2)	–	–

**UNSATISFACTORY**

Eastern Nazarene College receives points for their past female president, but ranks near the bottom in all other categories. All three individual leadership positions – president, provost, and board chair – are

held by men. Women are poorly represented on the board and among the most highly compensated employees. *Eastern Nazarene College did not respond to the request to validate data.*

**30**  
RANK

**EMERSON COLLEGE** PRIVATE, MASTER'S • 4,459 ENROLLED, 62% W

PRESIDENT: M. LEE PELTON • MOC  
 BOARD CHAIR: JEFFREY GREENHAWT • MAN  
 PROVOST: MICHAEL WHELAN • WOMAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	30	37% (11)	7% (2)	10% (3)
SR LEADERSHIP	20	60% (12)	10% (2)	0% (0)

**SATISFACTORY**

Emerson College is one of only 14 institutions led by a president who is a person of color. The institution scored well with a female provost and gender parity among the senior leadership team. In addition, 60% of their ten most highly compensated employees

are women. However, Emerson's board has yet to reach gender parity, and needs greater racial/ethnic diversity among the senior leadership team. *Emerson College validated all data.*

**3**  
RANK

**EMMANUEL COLLEGE\*\*†** PRIVATE, BACHELOR'S • 2,083 ENROLLED, 74% W

PRESIDENT: JANET EISNER • WOMAN  
 BOARD CHAIR: MARGARET MCKENNA • WOMAN  
 PROVOST: JOSEF KURTZ • MAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 86% (6 OF 7)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	27	63% (17)	7% (2)	0% (0)
SR LEADERSHIP	18	78% (14)	0% (0)	0% (0)

**SATISFACTORY**

Women are represented well at Emmanuel College with a woman president who is the longest-serving female college president in the country. They have a female board chair as well as gender parity on both their board and senior leadership team. In addition,

86% of their most highly compensated employees are women. However, people of color are not well represented on the senior leadership team or the board. *Emmanuel College validated all data.*



**43**  
RANK

**ENDICOTT COLLEGE\*\*** PRIVATE, MASTER'S • 4,795 ENROLLED, 66% W

PRESIDENT: KATHLEEN BARNES (INTERIM) • WOMAN  
 BOARD CHAIR: CYNTHIA MERKLE • WOMAN  
 PROVOST: JOHN CARON • MAN

EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	30	53% (16)	0% (0)	0% (0)
SR LEADERSHIP	24	58% (14)	8% (2)	4% (1)

**STATUS QUO**

Endicott College benefits from gender parity on their board, senior leadership team, and among the most highly compensated employees. However, the current president is an interim and they have not had a permanent female president since 1987,

so they get few points in the presidential category. Endicott College appointed a man, Steven DiSalvo, as president effective as of July 1, 2019. *Endicott College validated partial data.*

**35**  
RANK

**FISHER COLLEGE** PRIVATE, BACHELOR'S • 1,923 ENROLLED, 73% W

PRESIDENT: ALAN RAY • MAN  
 BOARD CHAIR: ALEXANDRA BARTSCH • WOMAN  
 PROVOST: JANET KUSER • WOMAN

EVER WOMAN PRESIDENT: NO  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	15	27% (4)	0% (0)	13% (2)
SR LEADERSHIP	7	71% (5)	14% (1)	0% (0)

**SATISFACTORY**

Fisher College receives points for a female provost, board chair, and gender parity on their senior leadership team. 50% of their ten most highly compensated employees are women. Yet, Fisher is one of 30 schools that have never had a female

president. With fewer than 30% women on their board and lack of racial/ethnic diversity on all levels of leadership, Fisher has further work to do. *Fisher College validated all data.*

**79**  
RANK

**FITCHBURG STATE UNIVERSITY** PUBLIC, MASTER'S • 7,075 ENROLLED, 62% W

PRESIDENT: RICHARD LAPIDUS • MAN  
 BOARD CHAIR: DONALD IRVING • MAN  
 PROVOST: ALBERTO CARDELLE • MOC

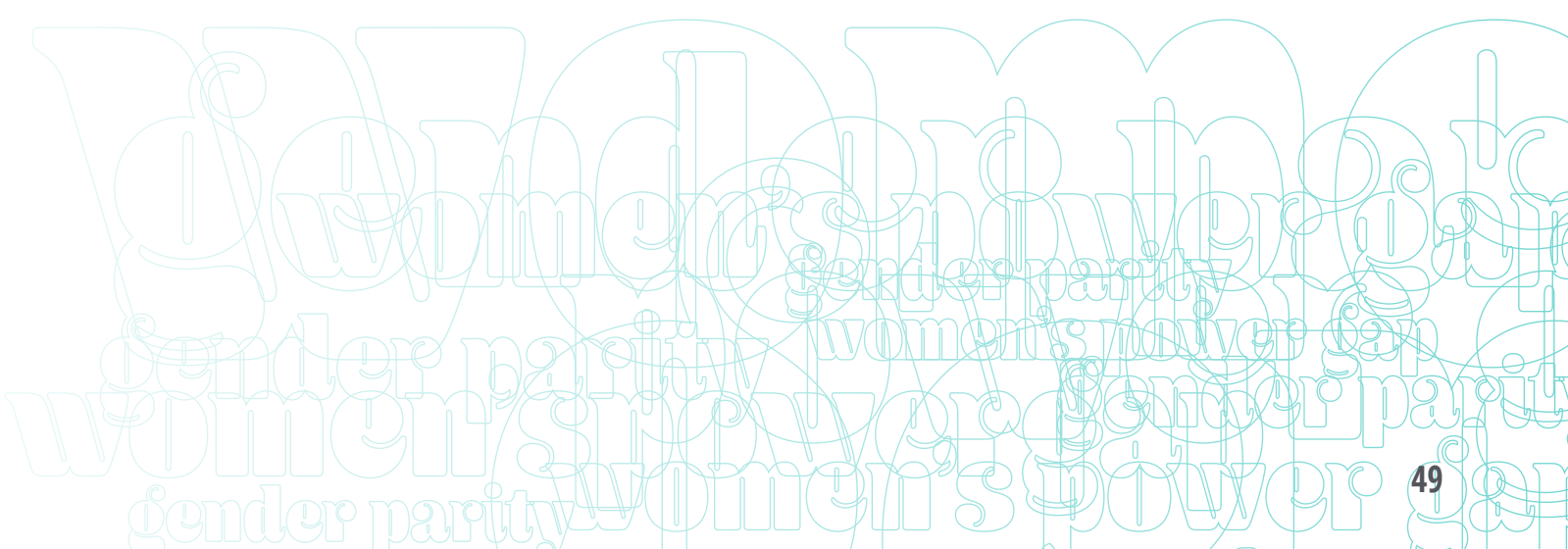
EVER WOMAN PRESIDENT: NO  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	60% (6)	10% (1)	0% (0)
SR LEADERSHIP	13	54% (7)	0% (0)	8% (1)

**UNSATISFACTORY**

Fitchburg reached parity on their board and senior leadership team but falls behind in other categories. They are one of 30 schools that have never had a female president, and only two of the most highly

compensated employees are women. In addition, Fitchburg lacks people of color on their board and among senior leaders. *Fitchburg validated all data.*



**39**  
RANK

**FRAMINGHAM STATE UNIVERSITY**

PUBLIC, MASTER'S • 5,691 ENROLLED, 65% W

PRESIDENT: F. JAVIER CEVALLOS • MOC  
BOARD CHAIR: KEVIN FOLEY • MAN  
PROVOST: LINDA VADEN-GOAD • WOMAN

EVER WOMAN PRESIDENT: YES  
EVER WOMAN BOARD CHAIR: YES  
% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	9	44% (4)	0% (0)	11% (1)
SR LEADERSHIP	15	47% (7)	13% (2)	7% (1)

**STATUS QUO**

Framingham is one of only 14 institutions led by a president who is a person of color. The institution benefits from a female provost and parity achieved among the top most highly compensated employees.

While the senior leadership team and board are approaching parity, both groups count few people of color. *Framingham validated all data.*

**69**  
RANK

**FRANKLIN W OLIN COLLEGE OF ENGINEERING**

PRIVATE, SPECIAL FOCUS • 380 ENROLLED, 48% W

PRESIDENT: RICHARD MILLER • MAN  
BOARD CHAIR: KENNETH STOKES • MAN  
PROVOST: VINCENT MANNO • MAN

EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: NO  
% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	17	24% (4)	0% (0)	6% (1)
SR LEADERSHIP	10	70% (7)	0% (0)	0% (0)

**UNSATISFACTORY**

Olin College has achieved gender parity on their senior leadership team and 50% of their ten most highly compensated employees are women. However, Olin College is one of 30 schools that have never had a female president. Their board counts fewer

than 30% women and the institution lacks people of color at all levels of leadership. *Olin College validated all data with the exception of the board's racial composition.*

**77**  
RANK

**GORDON COLLEGE**

PRIVATE, BACHELOR'S • 1,963 ENROLLED, 66% W

PRESIDENT: MICHAEL LINDSAY • MAN  
BOARD CHAIR: HERMAN SMITH, JR. • MOC  
PROVOST: JANEL CURRY • WOMAN

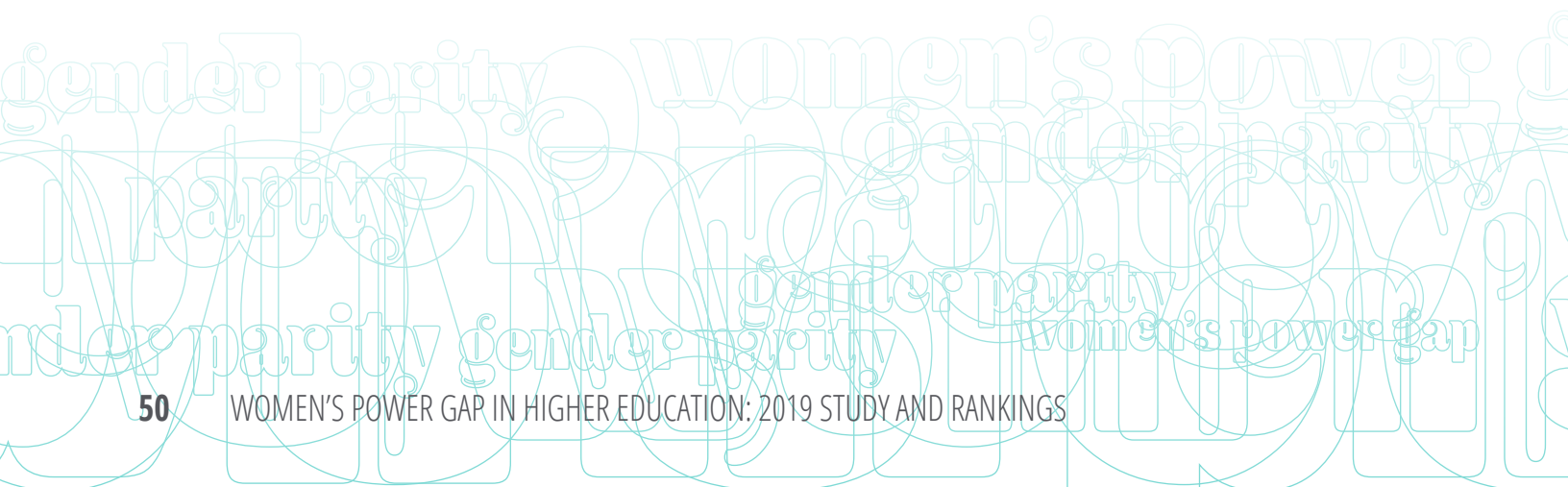
EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: –  
% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	28	32% (9)	4% (1)	11% (3)
SR LEADERSHIP	7	29% (2)	0% (0)	0% (0)

**UNSATISFACTORY**

Gordon College benefits from a female provost, but falls behind in all other categories. While women count 66% of all students, Gordon is one of 30 schools that have never had a female president. In addition, both their board and senior leadership team

are far from gender parity, and their senior leadership team is lacking in people of color. *Gordon College validated all data with the exception of board historical information.*



**25**  
RANK

**GREENFIELD COMMUNITY COLLEGE**

PUBLIC, ASSOCIATE'S • 1,830 ENROLLED, 61% W

PRESIDENT: YVES SALOMON-FERNÁNDEZ • WOC

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: ROBERT COHN • MAN

EVER WOMAN BOARD CHAIR: YES

PROVOST: MARY ELLEN FYDENKEVEZ • WOMAN

% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	70% (7)	0% (0)	0% (0)
SR LEADERSHIP	10	70% (7)	0% (0)	10% (1)

**SATISFACTORY**

Greenfield is one of only six schools that have presidents who are women of color. The institution scored points for a female provost, as well. In addition, both their board and senior leadership team have reached gender parity. However, with no people

of color on the board and only one man of color among senior leadership team, Greenfield has further work to do on racial/ethnic diversity. *Greenfield validated all data with the exception of the board's racial composition.*

**44**  
RANK

**HAMPSHIRE COLLEGE** PRIVATE, BACHELOR'S • 1,268 ENROLLED, 63% W

PRESIDENT: KENNETH ROSENTHAL (INTERIM) • MAN

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: LUIS HERNANDEZ • MOC

EVER WOMAN BOARD CHAIR: YES

PROVOST: EVA RUESCHMANN • WOMAN

% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	19	47% (9)	–	–
SR LEADERSHIP	14	86% (12)	–	–

**STATUS QUO**

Hampshire College benefits from a female provost. In addition, women are well represented among the senior leadership, and the institution reached parity among the ten most highly compensated employees.

However, their board has not yet reached gender parity. Kenneth Rosenthal was replaced by Edward Wingenbach after July 1, 2019. *Hampshire College declined to validate this data.*

**62**  
RANK

**HARVARD UNIVERSITY** PRIVATE, DOCTORAL • 31,120 ENROLLED, 49% W

PRESIDENT: LAWRENCE BACOW • MAN

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: WILLIAM LEE • MOC

EVER WOMAN BOARD CHAIR: –

PROVOST: ALAN GARBER • MAN

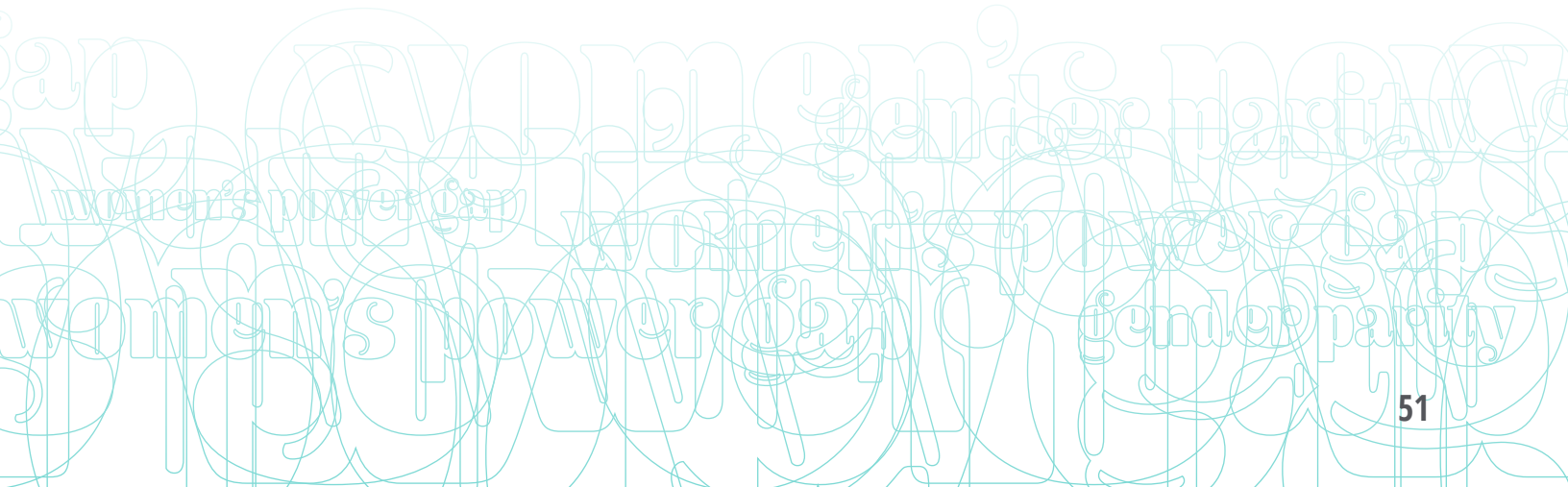
% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	13	46% (6)	0% (0)	15% (2)
SR ACADEMIC	14	36% (5)	29% (4)	14% (2)
SR ADMINISTRATIVE	20	55% (11)	5% (1)	0% (0)

**UNSATISFACTORY**

Harvard is one of few doctoral universities with significant representation of women of color among their academic deans (senior academic leadership). They have reached parity among the senior administrative leadership team, and their board is close to parity, but they fall behind in all

other categories. Of the three individual leadership positions – president, provost, and board chair, all are men. Only 30% among the most highly compensated employees are women. *Harvard validated partial data and historical board information was not available.*



**20**  
RANK

**HOLYOKE COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 5,565 ENROLLED, 62% W

PRESIDENT: CHRISTINA ROYAL • WOC  
 BOARD CHAIR: ROBERT GILBERT, JR. • MAN  
 PROVOST: MONICA PEREZ • WOC  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	50% (5)	30% (3)	10% (1)
SR LEADERSHIP	12	67% (8)	17% (2)	17% (2)

**SATISFACTORY**

Holyoke is one of only six schools that have a female president of color. The institution received points for a female provost, as well. Additionally, 60% of their

ten most highly compensated employees are women, and both their board and senior leadership team have achieved gender parity. *Holyoke validated all data.*

**84**  
RANK

**HULT INTERNATIONAL BUSINESS SCHOOL** PRIVATE, SPECIAL FOCUS • 2,798 ENROLLED, 42% W

PRESIDENT: STEPHEN HODGES • MAN  
 BOARD CHAIR: CHRISTOPHER AHLBERG • MAN  
 PROVOST: JOHAN ROOS • MAN  
 EVER WOMAN PRESIDENT: NO  
 EVER WOMAN BOARD CHAIR: –  
 % WOMEN TOP SALARIED: 29% (2 OF 7)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	27% (3)	–	–
SR LEADERSHIP	3	33% (1)	–	–

**NEEDS URGENT ATTENTION**

Hult is one of four schools in the Needs Urgent Attention category. The institution has never had a female president and only 29% of their most highly compensated employees are women. In addition,

neither their board nor their senior leadership team have achieved gender parity. *Hult did not respond to the request to validate this data.*

**21**  
RANK

**LABOURÉ COLLEGE†** PRIVATE, SPECIAL FOCUS • 870 ENROLLED, 89% W

PRESIDENT: DEBRA TOWNSLEY • WOMAN  
 BOARD CHAIR: DAMIEN DEVASTO • MAN  
 PROVOST: MARILYN GARDNER • WOMAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 70% (7 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	40% (4)	–	–
SR LEADERSHIP	12	42% (5)	–	–

**SATISFACTORY**

Labouré College benefits from a female president and provost, and 70% of their ten most highly compensated employees are women. Their board and senior leadership team have not yet reached gender

parity, though they are close. Debra Townsley was replaced by a woman of color, Lily Hsu, after July 1, 2019. *Labouré College declined to validate this data.*

**61**  
RANK

**LASELL UNIVERSITY\*\*** PRIVATE, MASTER'S • 2,055 ENROLLED, 64% W

PRESIDENT: MICHAEL ALEXANDER • MAN  
 BOARD CHAIR: KEON HOLMES • MOC  
 PROVOST: JAMES OSTROW • MAN  
 EVER WOMAN PRESIDENT: NO  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (4 OF 8)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	21	33% (7)	–	–
SR LEADERSHIP	14	57% (8)	–	–

**UNSATISFACTORY**

Lasell has reached gender parity on their senior leadership team, and 50% of their most highly compensated employees are women. However, as a former women's school, and with 64% female enrollment, it is of great concern that they score as unsatisfactory. Lasell is one of 30 schools that

have never had a female president, their board has not reached gender parity, and all three individual leadership positions – president, provost, and board chair – are held by men. *Lasell did not respond to the request to validate data.*

**32**  
RANK

**LESLEY UNIVERSITY\*\*** PRIVATE, DOCTORAL • 4,732 ENROLLED, 82% W

PRESIDENT: RICHARD HANSEN (INTERIM) • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: HANS STRAUCH • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: MARGARET EVERETT • WOMAN	% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	23	57% (13)	13% (3)	0% (0)
SR ACADEMIC	4	50% (2)	25% (1)	0% (0)
SR ADMINISTRATIVE	10	60% (6)	10% (1)	20% (2)

**SATISFACTORY**

Lesley benefits from a female provost and gender parity among the senior leadership team, academic deans, and on the board. In addition, 50% of the most highly compensated employees are women. However,

at the top levels of leadership, they count few women and men of color. Richard Hansen was replaced by a female president, Janet Steinmayer, after July 1, 2019. *Lesley validated all data.*

**36**  
RANK

**MASSACHUSETTS BAY COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 4,629 ENROLLED, 52% W

PRESIDENT: DAVID PODELL • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: THOMAS PEISCH • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: LYNN HUNTER • WOMAN	% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	40% (4)	10% (1)	0% (0)
SR LEADERSHIP	20	60% (12)	20% (4)	10% (2)

**SATISFACTORY**

Mass Bay scored well with a female provost and gender parity on their senior leadership team. In addition, 60% of their most highly compensated

employees are women. However, their board has not reached gender parity and lacks racial/ethnic diversity. *Mass Bay validated all data.*

**28**  
RANK

**MASSACHUSETTS COLLEGE OF ART AND DESIGN** PUBLIC, MASTER'S • 2,064 ENROLLED, 70% W

PRESIDENT: DAVID NELSON • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: PAMELA PARISI • WOMAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: KYMBERLY PINDER • WOC	% WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	9	67% (6)	11% (1)	11% (1)
SR LEADERSHIP	11	55% (6)	9% (1)	9% (1)

**SATISFACTORY**

MassArt scored well with a female board chair and a female provost, as well as gender parity on both their board and senior leadership team. However, only 20%

of their ten most highly compensated employees are women. *MassArt validated all data.*

**18**  
RANK

**MASSACHUSETTS COLLEGE OF LIBERAL ARTS** PUBLIC, MASTER'S • 1,588 ENROLLED, 62% W

PRESIDENT: JAMES BIRGE • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: DENISE MARSHALL • WOMAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: EMILY WILLIAMS • WOC	% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	50% (5)	0% (0)	10% (1)
SR LEADERSHIP	8	63% (5)	13% (1)	13% (1)

**SATISFACTORY**

MCLA benefits from a female board chair and a female provost. In addition, 50% of their most highly compensated employees are women. They have also

reached gender parity on both their board and senior leadership team, but their board is lacking women of color. *MCLA validated all data.*

**86**  
RANK

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY** PRIVATE, DOCTORAL • 11,466 ENROLLED, 39% W

PRESIDENT: L. RAFAEL REIF • MOC  
 BOARD CHAIR: ROBERT MILLARD • MAN  
 PROVOST: MARTIN SCHMIDT • MAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: NO  
 % WOMEN TOP SALARIED: 10% (1 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	66	36% (24)	11% (7)	12% (8)
SR ACADEMIC	6	17% (1)	17% (1)	17% (1)
SR ADMINISTRATIVE	14	43% (6)	7% (1)	21% (3)

**NEEDS URGENT ATTENTION**

MIT is one of only 14 institutions led by a president who is a person of color. MIT is close to gender parity on their senior administrative team, but falls behind in all other categories and consequently, ranks close to the bottom. All three of the top leadership positions

— president, provost, and board chair — are held by men; women are only 17% of their senior academic leadership and only 1 woman appears in the top 10 most highly compensated employees. *MIT validated all data.*

**82**  
RANK

**MASSACHUSETTS MARITIME ACADEMY** PUBLIC, MASTER'S • 1,780 ENROLLED, 14% W

PRESIDENT: FRANCIS MCDONALD • MAN  
 BOARD CHAIR: DANIEL SHORES • MAN  
 PROVOST: BRAD LIMA • MAN  
 EVER WOMAN PRESIDENT: NO  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	30% (3)	10% (1)	0% (0)
SR LEADERSHIP	10	40% (4)	0% (0)	0% (0)

**UNSATISFACTORY**

Mass Maritime's senior leadership team is near parity, but the school falls short in all other categories, counting only 30% women on their board and among their ten most highly compensated employees. All three individual leadership positions — president, provost, and board chair — are held by men, although

recently they have welcomed a new female provost. Racial and ethnic representation is minimal. Mass Maritime is one of only 30 schools which have never had a female president. *Mass Maritime validated all data.*

**21**  
RANK

**MASSASOIT COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 7,154 ENROLLED, 56% W

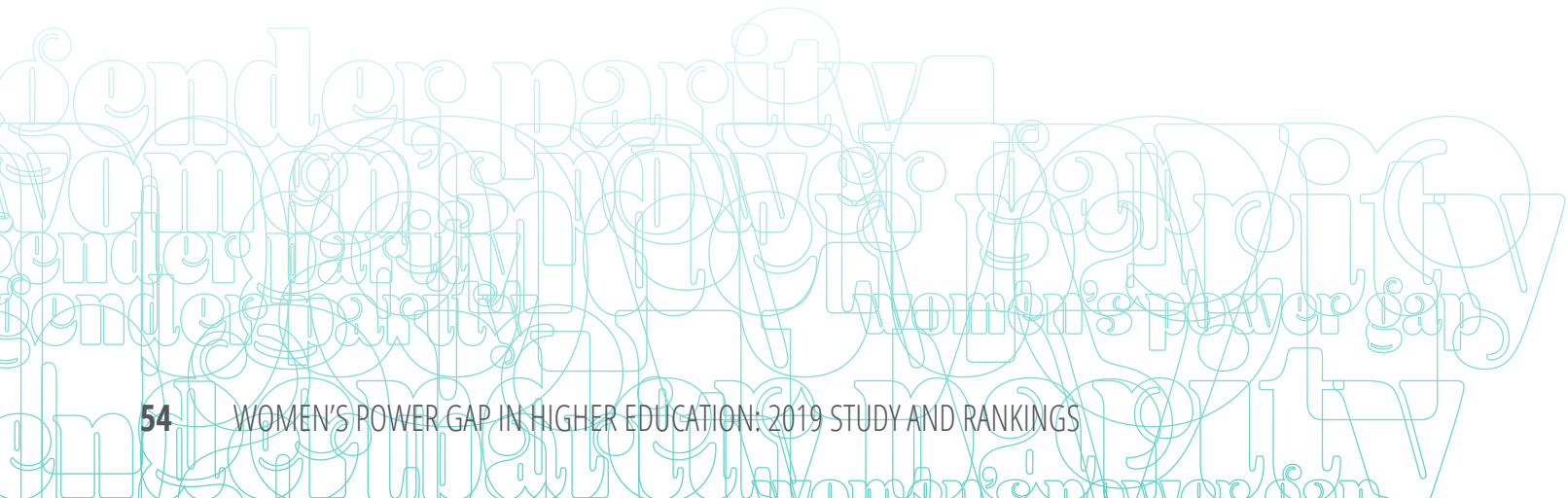
PRESIDENT: GENA GLICKMAN • WOMAN  
 BOARD CHAIR: ROBERT HARNAIS • MOC  
 PROVOST: BARBARA MCCARTHY • WOMAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	64% (7)	18% (2)	27% (3)
SR LEADERSHIP	17	71% (12)	24% (4)	0% (0)

**SATISFACTORY**

Massasoit scored well across all categories with a female president (their first), a female provost, high representation on their senior leadership team, and 50% women among the most highly compensated

employees. They also score well on racial/ethnic diversity other than a lack of men of color on their leadership team. *Massasoit validated all data.*



**51**  
RANK

**MASSACHUSETTS COLLEGE OF PHARMACY AND HEALTH SCIENCES**

PRIVATE, SPECIAL FOCUS • 7,208 ENROLLED, 70% W

PRESIDENT: CHARLES MONAHAN, JR. • MAN  
BOARD CHAIR: RICHARD GRIFFIN • MAN  
PROVOST: CAROLINE ZEIND • WOMAN

EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: –  
% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	14	29% (4)	–	–
SR LEADERSHIP	23	57% (13)	–	–

**STATUS QUO**

MCPHS has a female provost and parity on their senior leadership team. However, with 70% female enrollment, we would expect MCPHS to have reached gender parity across all categories. Their board

has fewer than 30% women and they are one of 30 schools that have never had a female president. *MCPHS did not respond to the request to validate data.*

**85**  
RANK

**MERRIMACK COLLEGE**

PRIVATE, MASTER'S • 4,191 ENROLLED, 54% W

PRESIDENT: CHRISTOPHER HOPEY • MAN  
BOARD CHAIR: ALFRED ARCIDI • MAN  
PROVOST: ALLAN WEATHERWAX • MAN

EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: –  
% WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	26	23% (6)	–	–
SR LEADERSHIP	16	38% (6)	–	–

**NEEDS URGENT ATTENTION**

Merrimack College ranks near the bottom. All three top leadership positions – president, provost, and board chair - are held by men, women are only 38% of senior academic leadership, the board has fewer than 30% women, and only two women are in the top

ten most highly compensated employees. Merrimack is one of 30 schools that have never had a female president. *Merrimack College did not respond to the request to validate data.*

**8**  
RANK

**MGH INSTITUTE OF HEALTH PROFESSIONS**

PRIVATE, SPECIAL FOCUS • 1,215 ENROLLED, 84% W

PRESIDENT: PAULA MILONE-NUZZO • WOMAN  
BOARD CHAIR: JEANETTE IVES ERICKSON • WOMAN  
PROVOST: ALEX JOHNSON • MAN

EVER WOMAN PRESIDENT: YES  
EVER WOMAN BOARD CHAIR: YES  
% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	17	59% (10)	12% (2)	18% (3)
SR LEADERSHIP	13	38% (5)	8% (1)	15% (2)

**SATISFACTORY**

MGH Institute is a leader in gender parity, scoring well across nearly all categories. They would benefit from

a few more women of color on their board and senior leadership team. *MGH Institute validated all data.*

**46**  
RANK

**MIDDLESEX COMMUNITY COLLEGE**

PUBLIC, ASSOCIATE'S • 8,206 ENROLLED, 57% W

PRESIDENT: JAMES MABRY • MAN  
BOARD CHAIR: JAMES CAMPBELL • MAN  
PROVOST: PHILIP SISSON • MAN

EVER WOMAN PRESIDENT: YES  
EVER WOMAN BOARD CHAIR: NO  
% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	60% (6)	–	–
SR LEADERSHIP	18	72% (13)	–	–

**STATUS QUO**

Middlesex has achieved gender parity on both their board and senior leadership team. However, all three individual leadership positions – president, provost,

and board chair – are held by men. They have never had a female board chair. *Middlesex did not respond to the request to validate data.*

**53**  
RANK

**MONTSERRAT COLLEGE OF ART** PRIVATE: SPECIAL FOCUS • 368 ENROLLED, 74% W

PRESIDENT: KURT STEINBERG • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: HENRIETTA GATES • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: BRIAN PELLINEN • MAN % WOMEN TOP SALARIED: 40% (2 OF 5)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	22	50% (11)	5% (1)	5% (1)
SR LEADERSHIP	4	100% (4)	0% (0)	0% (0)

**STATUS QUO**

Montserrat's senior leadership team is 100% women, and they have achieved gender parity on their board, which also has a female board chair. They would benefit from adding more women and men of color

to their board and leadership team. Montserrat is one of 30 schools that have never had a female president. *Montserrat validated partial data and did not provide historical board information.*

**5**  
RANK

**MOUNT HOLYOKE COLLEGE\*** PRIVATE: BACHELOR'S • 2,334 ENROLLED, 99% W

PRESIDENT: SONYA STEPHENS • WOMAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: BARBARA BAUMANN • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: JON WESTERN • MAN % WOMEN TOP SALARIED: 80% (8 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	31	90% (28)	26% (8)	0% (0)
SR LEADERSHIP	14	79% (11)	29% (4)	7% (1)

**SATISFACTORY**

Mount Holyoke College scored well across all categories in this study and serves as a leader for the representation of women of color among senior

leadership and their board. *Mount Holyoke College validated all data.*

**59**  
RANK

**MOUNT WACHUSETT COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 3,854 ENROLLED, 65% W

PRESIDENT: JAMES VANDER HOOVEN • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: ROBERT ANTONIONI • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: PAUL HERNANDEZ • MOC % WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	8	63% (5)	25% (2)	0% (0)
SR LEADERSHIP	13	69% (9)	0% (0)	8% (1)

**STATUS QUO**

Mount Wachusett has achieved gender parity on their board, senior leadership, and among their ten most highly compensated employees. However, all three top leadership positions — president, provost, and board chair — are held by men. They would benefit

from more women of color on the senior leadership team. Mount Wachusett is one of 30 colleges that have never had a female president. *Mount Wachusett validated all data.*

**68**  
RANK

**NEW ENGLAND COLLEGE OF BUSINESS AND FINANCE** PRIVATE, SPECIAL FOCUS • 1,175 ENROLLED, 72% W

PRESIDENT: HOWARD HORTON • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: L. SCOTT HARSHBARGER • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: DEBRA LEAHY • WOMAN % WOMEN TOP SALARIED: –

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	12	50% (6)	17% (2)	8% (1)
SR LEADERSHIP	10	70% (7)	0% (0)	0% (0)

**UNSATISFACTORY**

NECB benefits from a female provost and gender parity on their board and senior leadership team. However, they are one of 30 schools that have never had a female president, which is of concern

considering women make up 72% of their student body. Their senior leadership team lacks people of color. *NECB validated all data.*



**73**  
RANK

**NEW ENGLAND COLLEGE OF OPTOMETRY** PRIVATE, SPECIAL FOCUS • 527 ENROLLED, 74% W

PRESIDENT: HOWARD PURCELL • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: PANO YERACARIS • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: ERIK WEISSBERG • MAN	% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	20	40% (8)	5% (1)	5% (1)
SR LEADERSHIP	8	63% (5)	13% (1)	13% (1)

**UNSATISFACTORY**

NECO has achieved gender parity on their senior leadership team. However, all three of their individual leadership positions – president, provost, and board chair – are held by men, and only 30% of their most

highly compensated employees are women. NECO has never had a female board chair. *NECO validated all data.*

**47**  
RANK

**NEW ENGLAND CONSERVATORY OF MUSIC** PRIVATE, SPECIAL FOCUS • 844 ENROLLED, 47% W

PRESIDENT: ANDREA KALYN • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: KENNETT BURNES • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: THOMAS NOVAK • MAN	% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	22	45% (10)	0% (0)	0% (0)
SR LEADERSHIP	9	67% (6)	0% (0)	11% (1)

**STATUS QUO**

NEC benefits from a female president (their first) and gender parity on their senior leadership team. However, their senior leadership team and board lack

people of color. They have never had a female board chair. *NEC validated all data.*

**41**  
RANK

**NICHOLS COLLEGE** PRIVATE, SPECIAL FOCUS • 1,634 ENROLLED, 40% W

PRESIDENT: SUSAN WEST ENGELKEMEYER • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: JOHN DAVIS • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: MAURI PELTO • MAN	% WOMEN TOP SALARIED: 22% (2 OF 9)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	32	31% (10)	–	–
SR LEADERSHIP	13	38% (5)	–	–

**STATUS QUO**

Nichols College benefits from a female president. However, neither their board nor their senior leadership team has reached gender parity. Additionally, only 22% of their most highly

compensated employees are women, and they have never had a female board chair. *Nichols College did not respond to the request to validate data.*

**15**  
RANK

**NORTH SHORE COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 6,087 ENROLLED, 62% W

PRESIDENT: PATRICIA GENTILE • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: J.D. LAROCK • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: KAREN HYNICK • WOMAN	% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	9	44% (4)	44% (4)	0% (0)
SR LEADERSHIP	14	79% (11)	14% (2)	7% (1)

**SATISFACTORY**

North Shore scored well across all categories and serves as a leader for other institutions. *North Shore validated all data.*

**83**  
RANK

**NORTHEASTERN UNIVERSITY** PRIVATE, DOCTORAL • 21,489 ENROLLED, 48% W

PRESIDENT: JOSEPH AOUN • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: RICHARD D'AMORE • MAN EVER WOMAN BOARD CHAIR: NO  
 PROVOST: JAMES BEAN • MAN % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	37	27% (10)	3% (1)	8% (3)
SR ACADEMIC	9	67% (6)	0% (0)	22% (2)
SR ADMINISTRATIVE	15	20% (3)	0% (0)	13% (2)

**UNSATISFACTORY**

Northeastern scores well with their academic deans (senior academic leadership). However, their board and senior administrative leadership lack enough women, and men hold all three of the top individual leadership positions – president, provost, and board

chair. They are one of only six schools that have never had a female president, never had a female board chair, and count fewer than 30% of women on their board. *Northeastern did not respond to the request to validate data.*

**74**  
RANK

**NORTHERN ESSEX COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 5,762 ENROLLED, 61% W

PRESIDENT: LANE GLENN • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: JEFFREY LINEHAN • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: WILLIAM HEINEMAN • MAN % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	55% (6)	18% (2)	0% (0)
SR LEADERSHIP	12	75% (9)	8% (1)	0% (0)

**UNSATISFACTORY**

Northern Essex has achieved gender parity on their board and senior leadership team. However, all three individual leadership positions – president, provost, and board chair – are held by men. They are one of 30 schools that have never had a female president,

and only 30% of their most highly compensated employees are women. In addition, they need greater representation of people of color on their board and senior leadership team. *Northern Essex validated all data.*

**40**  
RANK

**PINE MANOR COLLEGE\*\*** PRIVATE, BACHELOR'S • 450 ENROLLED, 49% W

PRESIDENT: THOMAS O'REILLY • MAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: ROBERT UTZSCHNEIDER • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: DIANE MELLO-GOLDNER • WOMAN % WOMEN TOP SALARIED: 25% (1 OF 4)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	13	46% (6)	31% (4)	0% (0)
SR LEADERSHIP	9	67% (6)	22% (2)	0% (0)

**STATUS QUO**

Pine Manor has the benefit of a female provost and gender parity on their senior leadership team.

However, only 25% of their most highly compensated employees are women. *Pine Manor validated all data.*

**72**  
RANK

**QUINCY COLLEGE** PRIVATE, ASSOCIATE'S • 5,343 ENROLLED, 68% W

PRESIDENT: MICHAEL BELLOTTI (INTERIM) • MAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: PAUL BARBADORO • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: GERALD KOOCHER • MAN % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	45% (5)	0% (0)	0% (0)
SR LEADERSHIP	13	46% (6)	8% (1)	15% (2)

**UNSATISFACTORY**

Quincy College is near parity on the board and senior leadership team. However, all three of their individual leadership positions – president, provost, and board chair – are held by men, and just 30% of their most highly compensated employees are women. Given a

women's enrollment of 68%, we would expect to see better representation of women across all categories. Quincy College has no people of color on its board. *Quincy College validated all data.*

**9**  
RANK

**QUINSIGAMOND COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 7,368 ENROLLED, 58% W

PRESIDENT: LUIS PEDRAJA • MOC

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: SUSAN MAILMAN • WOMAN

EVER WOMAN BOARD CHAIR: YES

PROVOST: NANCY SCHOENFELD • WOMAN

% WOMEN TOP SALARIED: 70% (7 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	70% (7)	10% (1)	10% (1)
SR LEADERSHIP	17	71% (12)	18% (3)	0% (0)

**SATISFACTORY**

Quinsigamond is one of only 14 institutions led by a president who is a person of color. The institution scores well across all categories, benefitting from a female provost and board chair. They have achieved

gender parity on both their board and their senior leadership team, and 70% of their most highly compensated employees are women. *Quinsigamond validated all data.*

**12**  
RANK

**REGIS COLLEGE\*\*†** PRIVATE, MASTER'S • 2,166 ENROLLED, 83% W

PRESIDENT: ANTOINETTE HAYS • WOMAN

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: JOHN TEGAN, JR. • MAN

EVER WOMAN BOARD CHAIR: YES

PROVOST: MALCOLM ASADOORIAN • MAN

% WOMEN TOP SALARIED: 71% (5 OF 7)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	33	61% (20)	3% (1)	3% (1)
SR LEADERSHIP	16	75% (12)	13% (2)	0% (0)

**SATISFACTORY**

Regis received points across all categories, serving as a model for other institutions. Regis lacks sufficient

numbers of people of color on their board and senior leadership team. *Regis validated all data.*

**10**  
RANK

**ROXBURY COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 1,928 ENROLLED, 70% W

PRESIDENT: VALERIE ROBERSON • WOC

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: GERALD CHERTAVIAN • MAN

EVER WOMAN BOARD CHAIR: YES

PROVOST: CECILE REGNER • WOMAN

% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	9	44% (4)	–	–
SR LEADERSHIP	9	56% (5)	–	–

**SATISFACTORY**

Roxbury is one of only six schools led by a woman of color. This institution scores well with gender parity

across all other categories. *Roxbury did not respond to the request to validate data.*

**37**  
RANK

**SALEM STATE UNIVERSITY** PUBLIC, MASTER'S • 8,702 ENROLLED, 64% W

PRESIDENT: JOHN KEENAN • MAN

EVER WOMAN PRESIDENT: YES

BOARD CHAIR: PAUL MATTERA • MAN

EVER WOMAN BOARD CHAIR: YES

PROVOST: DAVID SILVA • MAN

% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	70% (7)	20% (2)	0% (0)
SR LEADERSHIP	13	62% (8)	15% (2)	0% (0)

**STATUS QUO**

Salem State has achieved gender parity on both their board and senior leadership team. In addition, 60% of their most highly compensated employees are

women. However, their three top individual leadership positions – president, provost, and board chair – are all held by men. *Salem State validated all data.*

**2 RANK** **SIMMONS UNIVERSITY\*** PRIVATE, MASTER'S • 6,283 ENROLLED, 91% W  
 PRESIDENT: HELEN DRINAN • WOMAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: REGINA PISA • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: KATIE CONBOY • WOMAN % WOMEN TOP SALARIED: 70% (7 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	21	86% (18)	19% (4)	0% (0)
SR LEADERSHIP	14	71% (10)	14% (2)	0% (0)

**SATISFACTORY**  
 Simmons scores well across all categories, serving as a model for other institutions. *Simmons validated all data.*

**5 RANK** **SMITH COLLEGE\*** PRIVATE, BACHELOR'S • 2,918 ENROLLED, 98% W  
 PRESIDENT: KATHLEEN MCCARTNEY • WOMAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: DEBORAH DUNCAN • WOMAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: JOSEPH O'ROURKE • MAN % WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	28	93% (26)	32% (9)	4% (1)
SR LEADERSHIP	16	88% (14)	19% (3)	6% (1)

**SATISFACTORY**  
 Smith scores well across all categories, including for women of color, serving as a model for other institutions. *Smith validated all data.*

**16 RANK** **SPRINGFIELD COLLEGE** PRIVATE, MASTER'S • 3,246 ENROLLED, 56% W  
 PRESIDENT: MARY-BETH COOPER • WOMAN EVER WOMAN PRESIDENT: YES  
 BOARD CHAIR: JAMES ROSS III • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: MARTHA POTVIN • WOMAN % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	33	39% (13)	9% (3)	6% (2)
SR LEADERSHIP	17	53% (9)	0% (0)	6% (1)

**SATISFACTORY**  
 Springfield College scores well across all categories. However, their board has not yet reached gender parity and they lack women of color on their senior leadership team. *Springfield College validated all data.*

**48 RANK** **SPRINGFIELD TECHNICAL COMMUNITY COLLEGE** PUBLIC, ASSOCIATE'S • 5,343 ENROLLED, 59% W  
 PRESIDENT: JOHN COOK • MAN EVER WOMAN PRESIDENT: NO  
 BOARD CHAIR: CHRISTOPHER JOHNSON • MAN EVER WOMAN BOARD CHAIR: YES  
 PROVOST: GERALDINE DE BERLY • WOMAN % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	30% (3)	–	–
SR LEADERSHIP	15	47% (7)	–	–

**STATUS QUO**  
 STCC scores points for having a female provost and 50% of their most highly compensated employees are women. Women are underrepresented on their board and STCC is one of 30 schools that have never had a female president. *STCC declined to validate data.*

**75**  
RANK

**STONEHILL COLLEGE** PRIVATE, BACHELOR'S • 2,498 ENROLLED, 59% W

PRESIDENT: JOHN DENNING • MAN  
BOARD CHAIR: THOMAS MAY • MAN  
PROVOST: JOSEPH FAVAZZA • MAN

EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: NO  
% WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	34	24% (8)	3% (1)	3% (1)
SR LEADERSHIP	9	44% (4)	11% (1)	0% (0)

**UNSATISFACTORY**

Stonehill is close to parity on the senior leadership team and counts 50% women among their most highly compensated employees. However, they are

one of only six schools that have never had a female president or board chair, and count fewer than 30% women on their board. *Stonehill validated all data.*

**55**  
RANK

**SUFFOLK UNIVERSITY** PRIVATE, DOCTORAL • 7,201 ENROLLED, 56% W

PRESIDENT: MARISA KELLY • WOMAN  
BOARD CHAIR: ROBERT LAMB, JR. • MAN  
PROVOST: SEBASTIÁN ROYO • MOC

EVER WOMAN PRESIDENT: YES  
EVER WOMAN BOARD CHAIR: NO  
% WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	21	43% (9)	0% (0)	14% (3)
SR ACADEMIC	3	33% (1)	33% (1)	0% (0)
SR ADMINISTRATIVE	15	47% (7)	7% (1)	7% (1)

**STATUS QUO**

Suffolk benefits from a female president and is near gender parity at the senior administrative leadership level and on their board. However, women only comprise 30% of their most highly compensated

employees. Suffolk has never had a female board chair. They would benefit from having more people of color in their leadership. *Suffolk validated partial data.*

**60**  
RANK

**TUFTS UNIVERSITY** PRIVATE, DOCTORAL • 11,449 ENROLLED, 55% W

PRESIDENT: ANTHONY MONACO • MAN  
BOARD CHAIR: PETER DOLAN • MAN  
PROVOST: DEBORAH KOICHEVAR • WOMAN

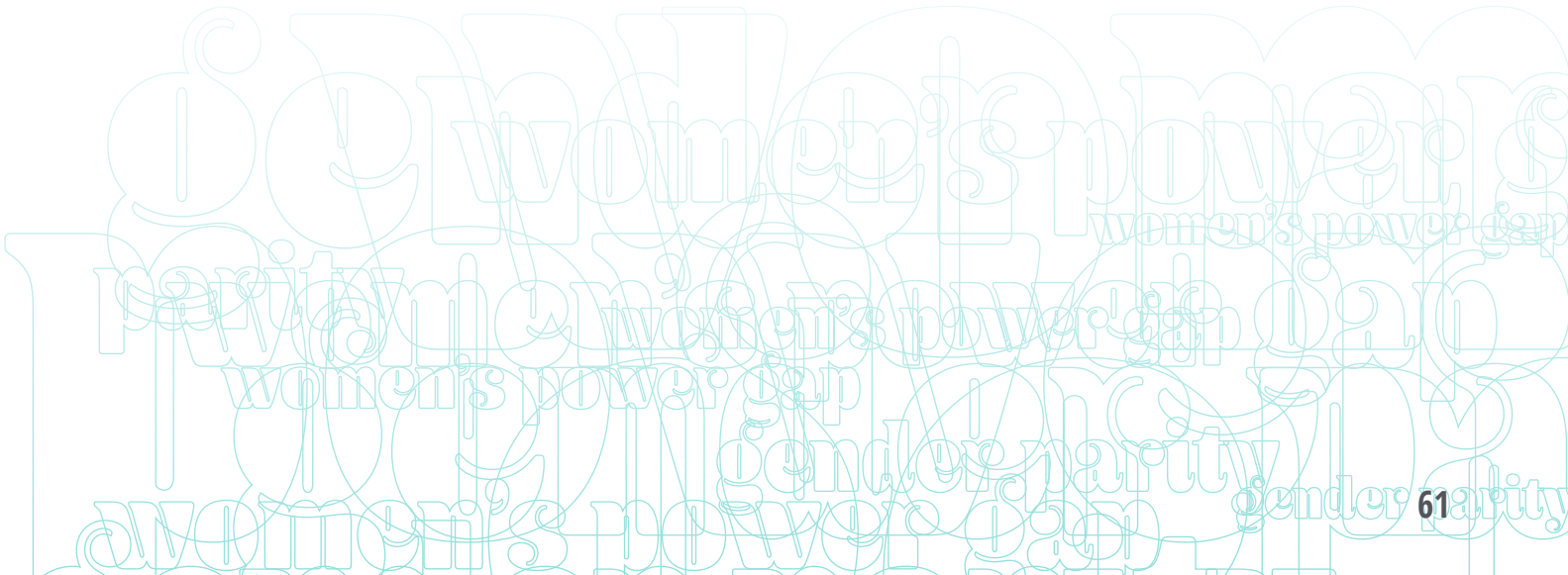
EVER WOMAN PRESIDENT: NO  
EVER WOMAN BOARD CHAIR: -  
% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	40	40% (16)	18% (7)	15% (6)
SR ACADEMIC	13	23% (3)	0% (0)	15% (2)
SR ADMINISTRATIVE	13	54% (7)	8% (1)	8% (1)

**UNSATISFACTORY**

Tufts received points for a female provost and gender parity at the senior administrative level. However, they lack parity on their board and among their academic

deans. Tufts is one of 30 institutions that have never had a female president. *Tufts validated all data.*



**5/5**  
RANK  
(UMASS  
CAMPUSES)

**UNIVERSITY OF MASSACHUSETTS - AMHERST** PUBLIC, DOCTORAL • 30,340 ENROLLED, 50% W

CHANCELLOR: KUMBLE SUBBASWAMY • MOC EVER WOMAN CHANCELLOR: NO  
BOARD CHAIR: N/A EVER WOMAN BOARD CHAIR: N/A  
PROVOST: JOHN MCCARTHY • MAN % WOMEN TOP SALARIED: 10% (1 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	N/A	N/A	N/A	N/A
SR ACADEMIC	11	73% (8)	18% (2)	0% (0)
SR ADMINISTRATIVE	24	46% (11)	13% (3)	13% (3)

**UNSATISFACTORY**

UMass-Amherst is one of 14 institutions led by a person of color. They received points for reaching parity among their senior academic leaders. However, their top two individual leadership roles – chancellor and provost – are held by men, and women only

represent 10% of their most highly compensated employees. They are one of 30 schools which have never had a female president (chancellor). *UMass-Amherst validated all data.*

**2/5**  
RANK  
(UMASS  
CAMPUSES)

**UNIVERSITY OF MASSACHUSETTS - BOSTON** PUBLIC, DOCTORAL • 16,415 ENROLLED, 56% W

CHANCELLOR: KATHERINE NEWMAN (INTERIM) • WOMAN EVER WOMAN CHANCELLOR: YES  
BOARD CHAIR: N/A EVER WOMAN BOARD CHAIR: N/A  
PROVOST: EMILY MCDERMOTT • WOMAN % WOMEN TOP SALARIED: 30% (3 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	N/A	N/A	N/A	N/A
SR ACADEMIC	9	33% (3)	22% (2)	11% (1)
SR ADMINISTRATIVE	12	42% (5)	8% (1)	17% (2)

**STATUS QUO**

UMass-Boston benefits from a female (interim) chancellor and provost. However, they lack parity on both the senior academic and administrative

leadership teams, and only 30% of their most highly compensated employees are women. *UMass-Boston validated all data.*

**3/5**  
RANK  
(UMASS  
CAMPUSES)

**UNIVERSITY OF MASSACHUSETTS - DARTMOUTH** PUBLIC, DOCTORAL • 8,406 ENROLLED, 50% W

CHANCELLOR: ROBERT JOHNSON • MOC EVER WOMAN CHANCELLOR: YES  
BOARD CHAIR: N/A EVER WOMAN BOARD CHAIR: N/A  
PROVOST: MOHAMMAD KARIM • MOC % WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	N/A	N/A	N/A	N/A
SR ACADEMIC	7	71% (5)	0% (0)	0% (0)
SR ADMINISTRATIVE	14	50% (7)	21% (3)	14% (2)

**STATUS QUO**

UMass-Dartmouth is one of only 14 institutions led by a person of color. They received points for achieving parity at both the senior academic and administrative

leadership levels. However, only 20% of their most highly compensated employees are female. *UMass-Dartmouth validated all data.*

**1/5**  
RANK  
(UMASS  
CAMPUSES)

**UNIVERSITY OF MASSACHUSETTS - LOWELL** PUBLIC, DOCTORAL • 18,315 ENROLLED, 40% W

CHANCELLOR: JACQUELINE MOLONEY • WOMAN EVER WOMAN CHANCELLOR: YES  
BOARD CHAIR: N/A EVER WOMAN BOARD CHAIR: N/A  
PROVOST: MICHAEL VAYDA • MAN % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	N/A	N/A	N/A	N/A
SR ACADEMIC	8	50% (4)	0% (0)	13% (1)
SR ADMINISTRATIVE	19	58% (11)	5% (1)	0% (0)

**SATISFACTORY**

UMass-Lowell is a model of gender parity across all categories, which is impressive given their engineering focus. However, they do not have enough

people of color among their deans and senior administrative leadership. *UMass-Lowell validated all data.*

**4/5**  
RANK  
(UMASS  
CAMPUSES)

**UNIVERSITY OF MASSACHUSETTS - MEDICAL SCHOOL** PUBLIC, DOCTORAL • 1,095 ENROLLED, 59% W

CHANCELLOR: MICHAEL COLLINS • MAN	EVER WOMAN CHANCELLOR: NO
BOARD CHAIR: N/A	EVER WOMAN BOARD CHAIR: N/A
PROVOST: TERENCE FLOTTE • MAN	% WOMEN TOP SALARIED: 10% (1 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	N/A	N/A	N/A	N/A
SR ACADEMIC	2	100% (2)	50% (1)	0% (0)
SR ADMINISTRATIVE	17	53% (9)	6% (1)	0% (0)

**UNSATISFACTORY**

Women are well represented on UMass-Medical's senior academic and administrative teams. However, their top two individual leadership roles – chancellor and provost – are held by men, and women only

represent 10% of their most highly compensated employees. They are one of 30 schools which have never had a female president (chancellor). *UMass-Medical validated all data.*

**64**  
RANK

**UNIVERSITY OF MASSACHUSETTS - SYSTEM** PUBLIC, DOCTORAL • 74,571 ENROLLED, 51% W

PRESIDENT: MARTIN MEEHAN • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: ROBERT MANNING • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: KATHERINE NEWMAN • WOMAN	% WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	17	29% (5)	6% (1)	24% (4)
SR ACADEMIC	47	51% (24)	11% (5)	11% (5)
SR ADMINISTRATIVE	11	36% (4)	9% (1)	0% (0)

**UNSATISFACTORY**

The UMass-system earns points for having a female provost and gender parity amongst its deans. However, they have not reached parity on their board or within their senior administrative leadership. Only

20% of their most highly compensated employees are women. The UMass-system is one of 30 institutions that have never had a female permanent president. *The UMass-system validated all data.*

**56**  
RANK

**URBAN COLLEGE OF BOSTON** PRIVATE, ASSOCIATE'S • 812 ENROLLED, 93% W

PRESIDENT: MICHAEL TAYLOR • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: PETER EBB • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: NANCY DANIEL • WOMAN	% WOMEN TOP SALARIED: 0% (0 OF 2)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	14	50% (7)	14% (2)	7% (1)
SR LEADERSHIP	5	100% (5)	60% (3)	0% (0)

**STATUS QUO**

Women are well represented on Urban College's board and senior leadership team. In addition, they have a female provost, but neither of their two most highly

compensated employees are women. *Urban College of Boston validated all data.*

**3**  
RANK

**WELLESLEY COLLEGE\*** PRIVATE, BACHELOR'S • 2,508 ENROLLED, 98% W

PRESIDENT: PAULA JOHNSON • WOC	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: DEBORA DE HOYOS • WOMAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: ANDREW SHENNAN • MAN	% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	32	81% (26)	22% (7)	3% (1)
SR LEADERSHIP	13	85% (11)	23% (3)	15% (2)

**SATISFACTORY**

Wellesley College is one of only six institutions led by a woman of color, and scores well across all

categories, including for women of color. *Wellesley College validated all data.*

**29**  
RANK

**WENTWORTH INSTITUTE OF TECHNOLOGY** PRIVATE, MASTER'S • 4,457 ENROLLED, 21% W

PRESIDENT: ZORICA PANTIĆ • WOMAN  
 BOARD CHAIR: MICHAEL MASTERSON • MAN  
 PROVOST: ERIC OVERSTRÖM • MAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	26	19% (5)	–	–
SR LEADERSHIP	15	60% (9)	–	–

**SATISFACTORY**

Wentworth benefitted from a female president, parity on their senior leadership team, and 50% women among their most highly compensated employees. However, their board has not yet achieved parity.

Zorica Pantić was replaced by a male president, Mark Thompson, after July 1, 2019. *Wentworth did not respond to request to validate data.* <sup>r</sup>

**67**  
RANK

**WESTERN NEW ENGLAND UNIVERSITY** PRIVATE, MASTER'S • 3,776 ENROLLED, 43% W

PRESIDENT: ANTHONY CAPRIO • MAN  
 BOARD CHAIR: KENNETH RICKSON • MAN  
 PROVOST: LINDA JONES • WOMAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 38% (3 OF 8)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	37	27% (10)	–	–
SR LEADERSHIP	9	33% (3)	–	–

**UNSATISFACTORY**

WNE has the benefit of a female provost, but neither their board nor their senior leadership team have reached gender parity. In addition, only 38% of their

most highly compensated employees are women. *WNE declined to validate data.* <sup>r</sup>

**45**  
RANK

**WESTFIELD STATE UNIVERSITY** PUBLIC MASTER'S • 6,237 ENROLLED, 55% W

PRESIDENT: RAMON TORRECILHA • MOC  
 BOARD CHAIR: KEVIN QUEENIN • MAN  
 PROVOST: DIANE PRUSANK • WOMAN  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 50% (5 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	10	30% (3)	20% (2)	10% (1)
SR LEADERSHIP	12	67% (8)	17% (2)	8% (1)

**STATUS QUO**

Westfield State is one of only 14 institutions led by a person of color. They benefit from a female provost, and parity among their senior leadership team and

their most highly compensated employees. However, their board has not achieved gender parity. *Westfield State validated all data.*

**37**  
RANK

**WHEATON COLLEGE\*\*** PRIVATE, BACHELOR'S • 1,688 ENROLLED, 61% W

PRESIDENT: DENNIS HANNO • MAN  
 BOARD CHAIR: JANET LINDHOLM LEBOVITZ • WOMAN  
 PROVOST: RENÉE WHITE • WOC  
 EVER WOMAN PRESIDENT: YES  
 EVER WOMAN BOARD CHAIR: YES  
 % WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	31	52% (16)	6% (2)	6% (2)
SR LEADERSHIP	10	50% (5)	10% (1)	0% (0)

**STATUS QUO**

Wheaton College leads across all categories except that only 20% of their most highly compensated employees are women. They would benefit from

greater representation of people of color. *Wheaton College validated all data.*



**76**  
RANK

**WILLIAM JAMES COLLEGE** PRIVATE, SPECIAL FOCUS • 748 ENROLLED, 78% W

PRESIDENT: NICHOLAS COVINO • MAN	EVER WOMAN PRESIDENT: NO
BOARD CHAIR: DONALD SIEGEL • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: STANLEY BERMAN • MAN	% WOMEN TOP SALARIED: 38% (3 OF 8)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	20	30% (6)	5% (1)	5% (1)
SR LEADERSHIP	10	50% (5)	30% (3)	0% (0)

**UNSATISFACTORY**

William James College benefits from parity among their senior leadership team. They welcomed a female provost in June 2019. However, their board has not reached gender parity, and only 38% of their most highly compensated employees are women.

The would benefit from more people of color on their board. William James is one of 30 colleges that have never had a female president. *William James College validated all data.*

**42**  
RANK

**WILLIAMS COLLEGE** PRIVATE, BACHELOR'S • 2,134 ENROLLED, 48% W

PRESIDENT: MAUD MANDEL • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: MICHAEL EISENSON • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: DAVID LOVE • MAN	% WOMEN TOP SALARIED: 40% (4 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	22	55% (12)	–	–
SR LEADERSHIP	9	56% (5)	–	–

**STATUS QUO**

Williams College scored well with a female president (their first) and parity on their senior leadership team. However, only 40% of their ten most highly

compensated employees are women. *Williams College declined to validate data.*

**54**  
RANK

**WORCESTER POLYTECHNIC INSTITUTE** PRIVATE, DOCTORAL • 6,642 ENROLLED, 35% W

PRESIDENT: LAURIE LESHIN • WOMAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: JOHN MOLLEN • MAN	EVER WOMAN BOARD CHAIR: NO
PROVOST: WINSTON (WOLE) SOBOYEJO • MOC	% WOMEN TOP SALARIED: 20% (2 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	31	35% (11)	3% (1)	0% (0)
SR ACADEMIC	7	43% (3)	14% (1)	0% (0)
SR ADMINISTRATIVE	13	46% (6)	15% (2)	0% (0)

**STATUS QUO**

WPI received points for their female president and comes close to parity on their senior academic and administrative teams. However, women only count

as 20% of the most highly compensated employees, and their board lacks gender parity and racial/ethnic balance. *WPI validated all data.*

**32**  
RANK

**WORCESTER STATE UNIVERSITY** PUBLIC, MASTER'S • 6,434 ENROLLED, 61% W

PRESIDENT: BARRY MALONEY • MAN	EVER WOMAN PRESIDENT: YES
BOARD CHAIR: CRAIG BLAIS • MAN	EVER WOMAN BOARD CHAIR: YES
PROVOST: LOIS WIMS • WOMAN	% WOMEN TOP SALARIED: 60% (6 OF 10)

	TOTAL	WOMEN	WOMEN OF COLOR	MEN OF COLOR
BOARD	11	64% (7)	0% (0)	0% (0)
SR LEADERSHIP	15	67% (10)	27% (4)	7% (1)

**SATISFACTORY**

Worcester State benefits from their female provost and gender parity on both their board and senior leadership team. Additionally, 60% of their ten most

highly compensated employees are women. However, their board is lacking both women and men of color. *Worcester State validated all data.*

## About the 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. For more information about the Eos Foundation and the Women's Power Gap Initiative, please visit [EosFoundation.org](http://EosFoundation.org) and [WomensPowerGap.org](http://WomensPowerGap.org).

