



Women's
Caucus

Annual Report

2017

Advocates for positive change on
issues of concern to women



From the co-chairs

JODI DRAKE is an administrative assistant in Student Wellness and Health Promotion and a recent graduate of the Associate in Arts program. She is currently pursuing her B.S. in Human Services and is actively involved in the UD community as an acting NSCA representative for District 6.

KELSEY CUMMINGS is an academic program coordinator in the Honors Program. She collaborates with departments across campus, advises students and works with candidates applying for the Fulbright U.S. Student Program. She also teaches yoga for UD employees.

Both Drake and Cummings are trained LGBTQ allies and serve in the Office of Student Conduct as sanctioning and appellate panel members.



Dear University Community:

We are pleased to bring you the sixth annual report of the Women's Caucus. The caucus was inaugurated in Spring 2011 and advocates for positive change on issues of concern to women faculty and staff at UD.

In this publication, you will find news and updates on our efforts as well as accomplishments of women faculty and staff across UD; discussion of our current caucus priorities; and extensive data on the status of women employed at UD at all levels. We want to highlight our gains as women on campus, as well as the areas still in need of our commitment and time. We are here to represent the women faculty and staff of the University and we hope that you will share with us your ideas and comments. We want our priorities to reflect your priorities.

This past year has been an exciting time for women in leadership roles here on campus. For this publication, we were fortunate to sit down and have a conversation with Chrissi Rawak, University of Delaware's newest athletic director. She is the first permanent female athletic director at the University.

If you are interested in learning more about the Women's Caucus or want to get involved in any way, please contact us at womenscaucus@udel.edu or visit us online at <http://sites.udel.edu/women>. We hope that you will join us at our upcoming meetings!

Sincerely,
Jodi Drake & Kelsey Cummings

The mission of the Women's Caucus is to advocate for positive change on issues of concern to women at the University of Delaware.

The Women's Caucus will carry out its mission by:

- Raising awareness of women's issues, especially those of gender inequity;
- Promoting the consistent adherence to university policies that advance gender equity;
- Advocating for the adoption of new or revised university policies that advance gender equity;
- Providing a confidential and safe forum for the discussion of issues important to women at the University of Delaware; and
- Working in collaboration with other caucuses and groups on issues of common concern.

Leadership

The Caucus is governed by the membership-at-large and has a volunteer Board of Directors, which currently numbers 14 people, including two co-chairs.

How to Get Involved

To learn more about our activities, volunteer, or simply join the conversation, please contact us at womenscaucus@udel.edu.

Membership

All faculty and staff of the University of Delaware who identify as women are considered to be members of the Women's Caucus.



Executive Board with 2017 Torch Award Winner Karren Helsel-Spry

News & Updates

Robin Morgan Named Interim Provost

Robin W. Morgan, chairperson of the Department of Biological Sciences, was named interim provost at the University of Delaware, effective Oct. 16, 2017.

She succeeds Domenico Grasso, who has been named chancellor at University of Michigan-Dearborn effective Aug. 1.

“Dr. Morgan is a highly respected educator and scholar with a distinguished record of service to our University as dean of our College of Agriculture and Natural Resources for more than 10 years,” President Assanis said. “Her dedication and deep knowledge of UD, as well as her proven leadership across all aspects of teaching, research and administration will be great assets as we conduct a national search for the University’s next provost. I look forward to working with her in this new role.”

“UD is an extraordinary institution, and I’m honored to step into this role to help President Assanis realize this next phase of its future,” Morgan said. “I look forward to the opportunity to collaborate with our many talented faculty, administrators, students, professionals and staff members to advance institutional leadership, research and academic affairs.”

Read more about Morgan’s appointment on [UDaily](#).



Robin Morgan



Estella Atekwana

New Dean of College of Earth, Ocean, and Environment

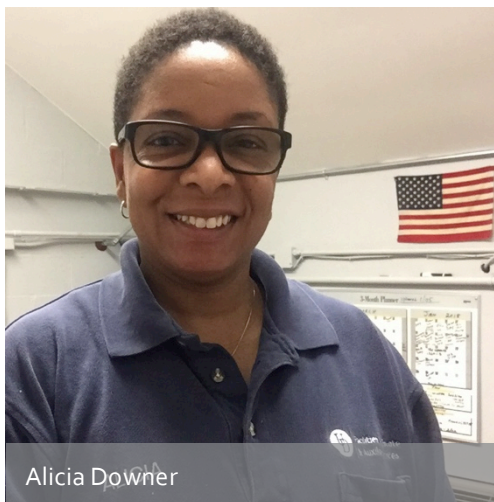
Estella Atekwana, head of the Boone Pickens School of Geology at Oklahoma State University, has been named the new dean of the University of Delaware College of Earth, Ocean, and Environment.

“Estella’s track record of academic excellence and her work to engage with researchers around the globe to develop an internationally recognized research program make her a perfect choice to lead CEOE,” said Provost Domenico Grasso. “She also brings with her extensive fund-raising and alumni engagement experience, as well as a passion for cultivating, recruiting and inspiring diverse and dynamic faculty and students, which will be of great benefit not only to the college, but to our University as a whole.”

Read more about Atekwana and her appointment on [UDaily](#).

News & Updates cont'd

First Female Senior Painter appointed in Facilities



Alicia Downer was recently promoted to senior painter, marking the first time at UD that a woman has been selected in skilled trades for a senior classification in Facilities Real Estate and Auxiliary Services.

Downer, who received her bachelor's degree from UD in 2008, was a 1990 Academic Enrichment student, a McNair Scholar mentored by Karen Rosenberg, and is a past member of Zeta Phi Beta Sorority, Chi Theta Chapter. She studied anthropology with a concentration in biological anthropology and forensics with a minor in history.

Despite working full time and taking classes part-time, Downer earned high marks and was recognized on the Dean's list during her studies.

Her time in facilities began with

part-time work as a student painter in the summer in the early 1990s, before she joined the staff as a full-time painter in 2000.

During her employment at UD, Downer has served as vice president of AFSME 3472 – the first woman elected to the position – as well as an executive board member. She also attended the UDPD Community Police Academy.

Downer is an expert on finishing and refinishing cabinetry as well as applying paint systems for both interior and exterior services.

Warren Award presented to Ivet Tweedy

Ivet Tweedy, senior associate director of professional development, selection and assessment in Residence Life and

Housing at the University of Delaware, has been awarded the University's John Warren Excellence in Leadership and Service Award.

The Warren Award, created in 2011, recognizes significant accomplishments and notable contributions in leadership by University supervisory staff and includes a \$1,000 gift.

As senior associate director, Tweedy designs and implements overall recruitment, selection, training and professional development for Residence Life and Housing's staff, which includes 35 professional staff members, five administrative staff members, four graduate assistants and 188 undergraduate Resident Assistants.

Read the fully story on [UDaily](#).



Darcell Griffith (left), interim chief HR officer, presents the award to Ivet Tweedy.

2017 Torch Award

*Karren Helsel-Spry
recognized for women's
equity and advocacy*

For over three decades, Karren Helsel-Spry has served as an advocate for women at the University of Delaware and her message to those celebrating her recognition by the **Women's Caucus** as the 2017 Torch Award recipient was a simple yet powerful one: get involved and help someone if you can.



Torch winner Karren Helsel-Spry (left) with her nominator Shannon Lennon

"The smallest effort can make such a big difference in someone's life," said Helsel-Spry. "Read someone's cover letter or resume, provide a reference or be a mentor. Stand up for someone if you know there is an injustice because you never know when you'll need help or someone to stand up for you some day."

This tireless spirit, positive attitude and commitment to serving as a resource for faculty and staff are what prompted Shannon Lennon, associate professor of kinesiology and applied physiology, to nominate Helsel-Spry for the award.

"Karren truly embodies what the Torch Award means," said Lennon. "She may not have changed policies here at UD but she has and continues to change the lives of women here on campus, from students to faculty and staff."

Read [the complete article about Karren's accomplishments and the Torch Award on UDaily](#).

Caucus Activities

Updates on Priorities

For the 2016-2017 academic year, we focused on recruiting executive board members. Over the last few years, many members of the executive board were finishing their appointment. Knowing that a significant turnover was coming soon, the staying executive board members reached out to many colleagues to solicit their interest in joining the leadership team. This exercise was successful, as the ten open positions were all filled in May of 2017.

Following this, an internal restructuring was priority.

The summer of 2017 and fall were spent building the foundation of the newly elected members.

Throughout this training period, the executive board was focusing on continuing the priorities of the last few years leave policies, outreach, advocacy and childcare. Some members of the executive board continue to email OEI, HR, IRE, and other departments to see that the Women's Caucus' agenda is still present.

The Women's Caucus updated our website. In the fall of 2017, the website was reorganized,

Activities cont'd

received a new design and your thoughts, comments, and suggestions at womenscaucus@udel.edu.

Within the newly elected board, work was done to see that the ombuds position continued to be on President Assanis' agenda. The Women's Caucus worked with the Faculty Senate to see that this position and/or office was part of the September 2017 Faculty Senate meeting and voted on by the Faculty Senate.

Partnerships

We continue to work with other campus caucuses on issues of mutual interest, and to partner with the Offices of the Vice Provost for Diversity and Equity and Inclusion to address relevant issues of concern to our constituents. In addition, we have found valuable partners in other offices across UD, including Employee Relations and IRE.

Caucus Business

The caucus held three general meetings: October 11, 2016, in Alison Hall; April 6, 2017, in Memorial Hall; and October 26, 2017, in Warner Residence Hall, the site of UD's original women's college. An award presentation and reception was held April 27 at Caffé Gelato on Main Street for 2017 Torch Award recipient, Karren Helsel-Spry (story p. 6).

During the April meeting, we held spring elections resulting in the following new officers with terms beginning in June:

- Megan Gaffney, Secretary
- Regina Sims Wright, Treasurer
- Meaghan Davidson, Board
- Amy Johnson, Board
- Michele Kane, Board
- Barbara Ley, Board
- Diane Rogers, Board
- Audrey Rossi, Board
- Lauren Wallis, Board
- Megan Wenner, Board



Constituents meet in Warner Hall at the October 2017 general meeting.

Honorable Mention

For her contributions to equity for women at UD, Heather Doty received the 2017 E. Arthur Trabant Award for Women's Equity.

Doty is an assistant professor of Mechanical Engineering, and a co-PI on UD ADVANCE, where she is primarily responsible for overseeing ADVANCE activities that directly impact faculty.



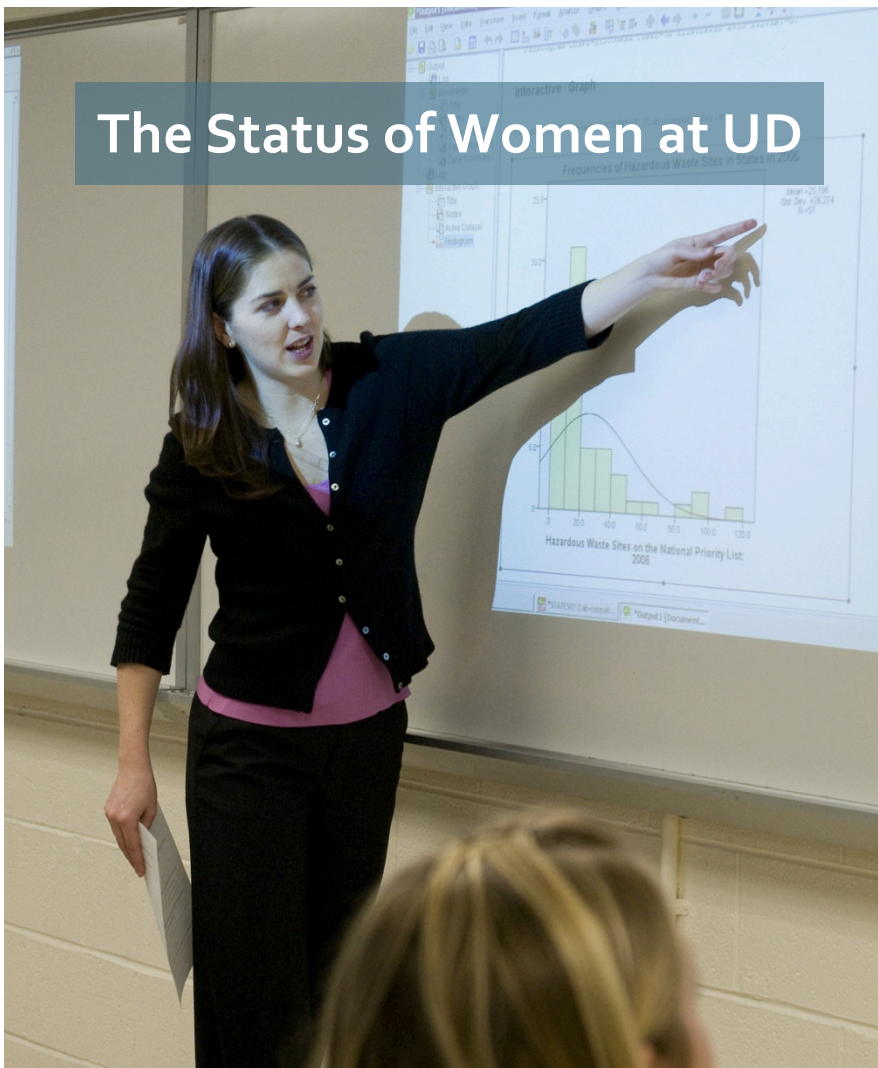
Doty receives the Trabant Award.

She advises UD's Women in Engineering Graduate Student Steering Committee and is a member of the Diversity Committees in both the College of Engineering and the College of Earth, Ocean and Environment.

Doty conducts research on diversifying the academic STEM workforce and teaches classes that apply physics concepts such as thermodynamics and classical mechanics to engineering applications.

She served on the executive board of the UD Women's Caucus from 2013 to 2016.

The Status of Women at UD



In this sixth annual report of the UD Women's Caucus, we present data focused on women employees, providing an overview of the status of women at the University.

The views, opinions and content of this publication are those of the authors and contributors and do not necessarily reflect the views, opinions or policies of UD and should not be construed as such. We thank Institutional Research for making this data available.

Note: All data presented represents Fall 2016 conditions, unless otherwise noted.

According to the Charter of the University of Delaware (UD), "the Board of Trustees shall have the entire control and management of the affairs of the University." The Board is composed of four ex-officio members, eight members selected by the governor, and 20 members elected by the board itself. As of March 2017, women held 12 of the 33 positions.

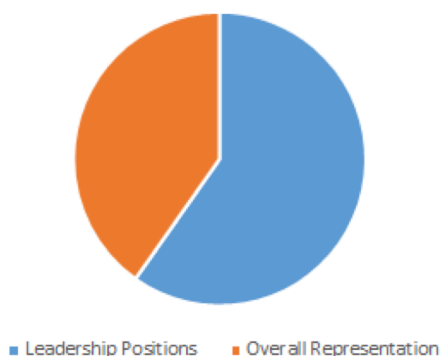
During fall 2016, women occupied a variety of leadership positions across the University. The involvement of women in UD's leadership team is an important indicator of how system knowledge and institutional processes are distributed across gender lines. Data provided by the Office of Institutional Research and Effectiveness shows that 61 percent of the full-time exempt staff in leadership positions are male, while men only comprise 41 percent of full-time exempt staff overall. Sixty-two percent of faculty members with administrative appointments are male, compared to men 58 percent represented in the full-time faculty overall. Of the faculty leadership positions in 2016, men held 63 percent.

Staff

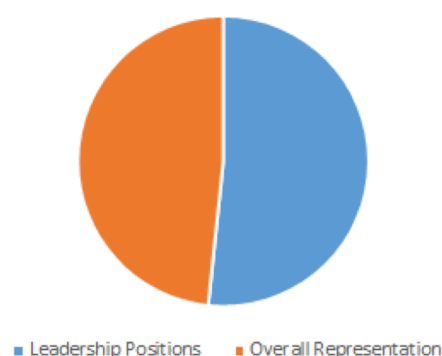
The University of Delaware includes four categories of employees: exempt staff, non-exempt staff, hourly workers, and faculty members. Employees with different classifications have different access to benefits, including sick leave and job flexibility. Certain staff classifications are represented by unions and others are not. As the Women's Caucus continues to advocate for equitable treatment for all employees, we continue to pursue data that allows us to trace patterns in gender and race identifications among staff. Additionally, we

want to understand the different roles and responsibilities played by staff members. The data discussed below shows some of the race and gender distributions across different categories of employees.

Full-Time Exempt Staff
Male Representation in Leadership



Full-Time Faculty
Male Representation in Leadership




The overall UD workforce is majority female (55 percent), but some categories of employees are more gendered than others. Women comprise nearly three-quarters, 74 percent, of full-time non-exempt employees, and 59 percent of exempt employees are female.

	Year	Faculty						Staff								
		Full-Time (FT)			Part-Time			FT Non-Exempt			FT Exempt			Hourly		
		# F	# M	% F	# F	# M	% F	# F	# M	% F	# F	# M	% F	# F	# M	% F
Average Annual Change	2006	446	738	37.7%	21	14	60.0%	664	201	76.8%	670	591	53.1%	162	296	35.4%
	2007	454	731	38.3%	23	11	67.6%	660	206	76.2%	687	596	53.5%	164	292	36.0%
	2008	451	737	38.0%	25	12	67.6%	684	206	76.9%	700	588	54.3%	162	289	35.9%
	2009	461	724	38.9%	29	15	65.9%	671	217	75.6%	727	601	54.7%	163	281	36.7%
	2010	467	739	38.7%	25	17	59.5%	645	219	74.7%	775	615	55.8%	158	281	36.0%
	2011	478	739	39.3%	29	13	69.0%	622	219	74.0%	835	622	57.3%	150	276	35.2%
	2012	475	735	39.3%	31	13	70.5%	594	205	74.3%	862	656	56.8%	137	267	33.9%
	2013	478	726	39.7%	34	16	68.0%	583	197	74.7%	923	663	58.2%	140	281	33.3%
	2014	483	720	40.1%	32	17	65.3%	569	206	73.4%	975	679	58.9%	135	270	33.3%
	2015	496	711	41.1%	29	14	67.4%	566	208	73.1%	1037	712	59.3%	130	275	32.1%
	2016	514	712	41.9%	20	10	66.7%	581	204	74.0%	1079	742	59.3%	121	263	31.5%
5 years:	2016 to 2011	36	-27	2.6%	-9	-3	-2.4%	-41	-15	0.1%	244	120	1.9%	-29	-13	-3.7%
10 years:	2016 to 2006	68	-26	4.3%	-1	-4	6.7%	-83	3	-2.8%	409	151	6.1%	-41	-33	-3.9%

In two categories, faculty and hourly staff, women are a minority, comprising 42 percent of faculty and 32 percent of hourly workers. Since 2010, this gender distribution in the UD workforce has not shifted much. The 2016 numbers reflect an increase in the representation of women among full-time faculty from 39 percent in 2011 to 42 percent in 2016 and among exempt employees from 57 percent in 2011 to 59 percent in 2016.

Part-Time

The data presented above show that part-time work remains mostly a female occupation: 89 percent of UD's part-time employees are female. Of all women working at UD, four percent are part-time, while only one



percent of men working at UD do so part-time. Hourly employees are not considered part-time, regardless of the number of hours they work per week. About 10% of UD's employees are hourly, and employees in this category, as noted above, are predominantly male.

Faculty

In fall 2016, there were 1,226 full-time faculty members employed at UD: 920 tenured or tenure-track, 252 continuing track, and 54 faculty in temporary positions. Faculty composition with respect to gender and race varies by both rank and by college. Of all full professors, about 98% are tenured/tenure-track. 86% of associate professors are tenured/tenure-track. But only 60% of assistant professors are tenure-track.

Tenure-Track/Tenured

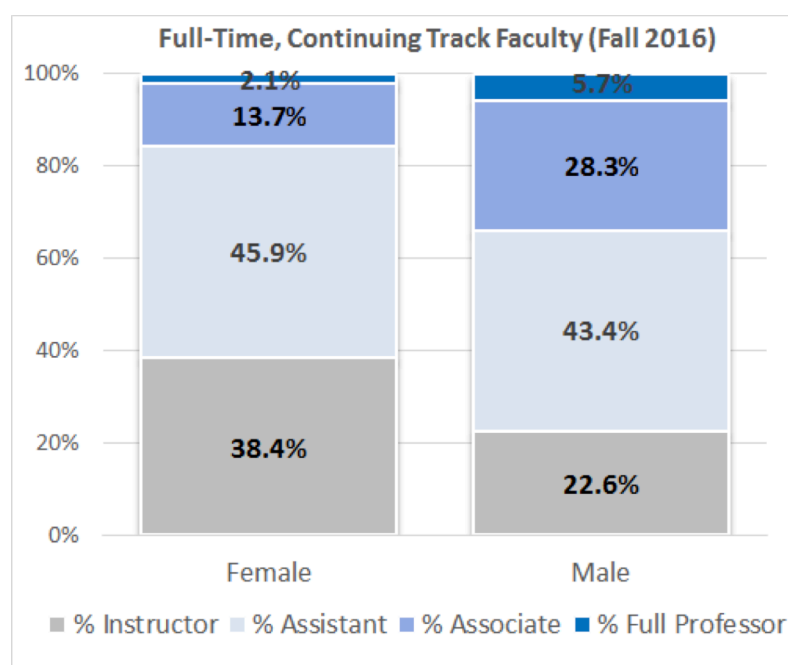
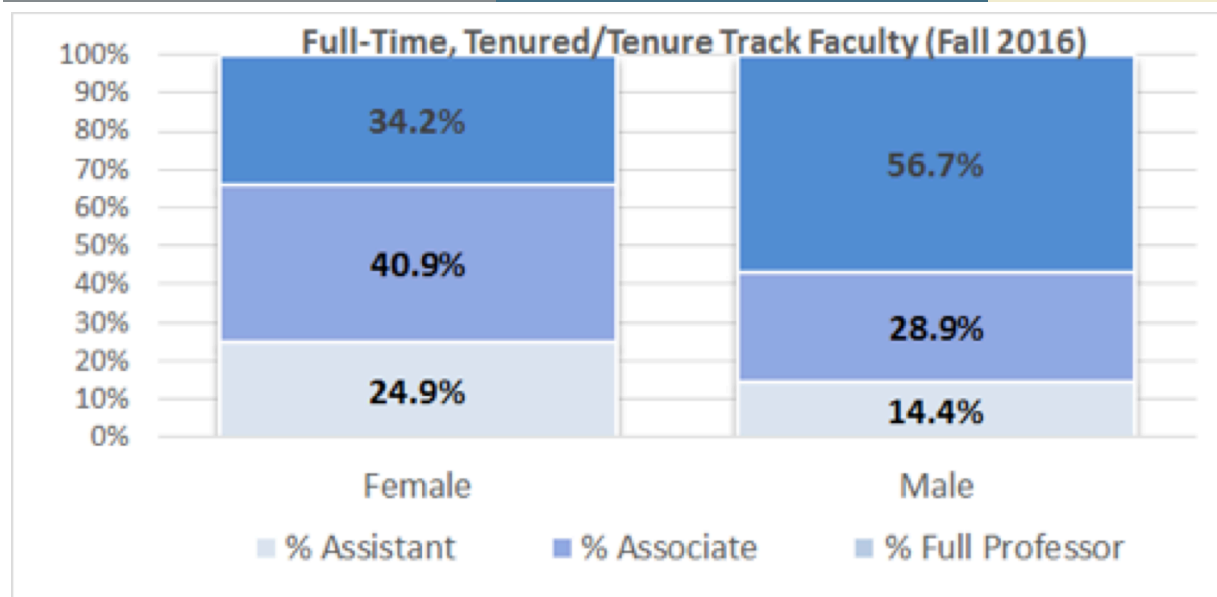
The representation of women among tenure-track (TT) and tenured faculty members has shifted over the last ten years, moving toward greater gender parity at the assistant professor and associate professor ranks, while staying relatively flat at the full professor rank. In 2006, 32% of tenured and TT faculty were women; in 2016, that percentage is 38%. Female representation is best in the assistant professor rank at 51% up from 42% in 2006. At the full professor rank in 2016, women comprised 27% of all full professors, up from 24% in 2006, and at the associate professor rank, women represented 46% of all associate professors in 2016, up from 35% in 2006.

The proportion of women among assistant TT professors continues to hover around 50%, where it has been for the last four years. The proportion of women among associate TT professors has seen its increase above 40% achieved in 2014 sustained for another year (now at 46%). Among full TT professors, female representation has remained steady around 25-26% over the last 10 years, with minor increases of 0.3% per year on average.

These annual changes show that the overall number of male TT/tenured faculty have been decreasing over the last 10 years, while the number of female TT/tenured faculty has consistently been increasing (except in 2012).

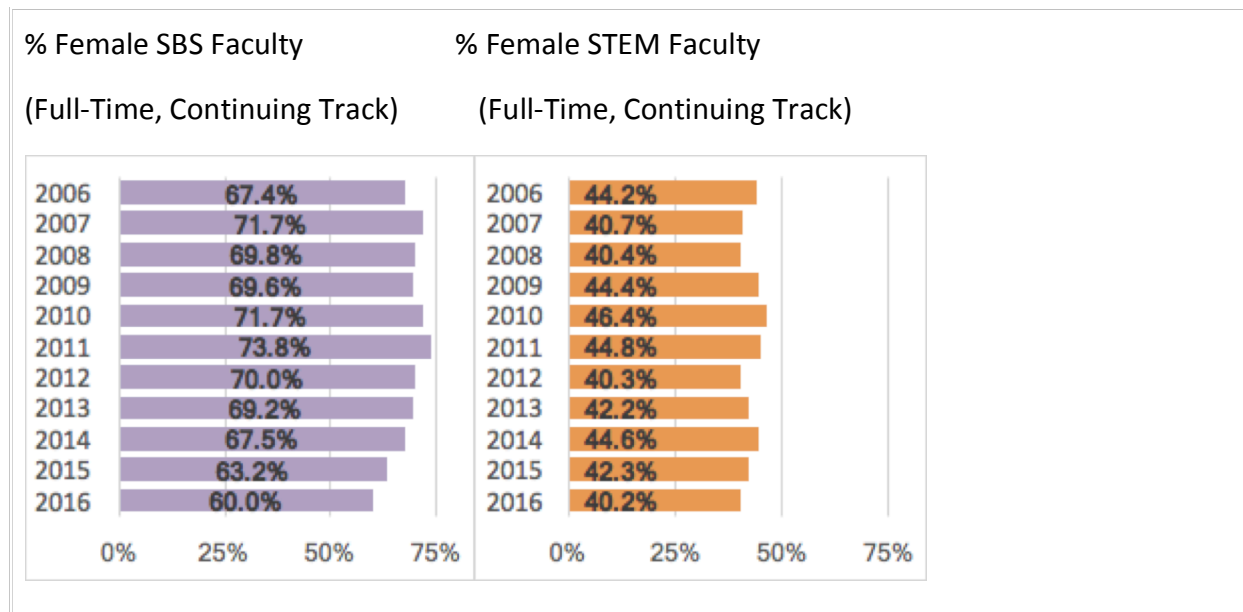
In 2015 and this year's annual report, we received additional data on continuing track faculty in comparison to TT/tenured along gender lines. As seen in the tables below, female faculty members are represented in higher proportion at the lower levels. Females represent a higher proportion of full-time TT male faculty in the assistant and associate levels and a lower proportion in the full professor level. For full-time continuing track faculty, females represent a higher proportion than males at the instructor and assistant level and a lower proportion at the associate and full professor level.

The numbers presented here suggest that there has been relative gender parity for TT assistant professors over the last seven years and that there is much less parity—and much slower progress—at the higher ranks of faculty, especially at the full professor rank. There are many potential explanations for the slower progress towards gender parity at the associate and full professor ranks, but one important source of data to examine is



the time people spend at each rank. For assistant professors, the timeline to promotion is relatively rigid, with some flexibility afforded through UD's stop the clock policy. When assistant professors reach the end of their tenure clock, they are both promoted and given tenure, or they leave the University. But for associate professors with tenure, the path to full professor is less structured, and data generated by IRE for STEM (Science, Technology, Engineering and Mathematics) and Social and Behavioral Sciences (SBS) fields indicates that many faculty stay at the associate rank for a long time (9+ years).

In both STEM and SBS fields, a larger percentage of male full-time, continuing track faculty hold positions than female. In 2016, 40% of the full-time faculty were female in STEM programs. Within this same year, in the SBS, 60% of the full-time faculty are women. In both STEM and SBS, this is a gradual decrease over the last 10 years. We have seen a four-point decline in STEM and seven point decline in SBS. The following table shows the progress:



Continuing Track

Of the non-tenure-track faculty (CT and temporary), about half are assistant professors. Very few are full professors (average of 4%). In 2016, full time continuing track faculty represented 20% of all faculty at UD 28% of full time CT faculty at UD are women, and the percentage varies within different colleges.

Racial Composition

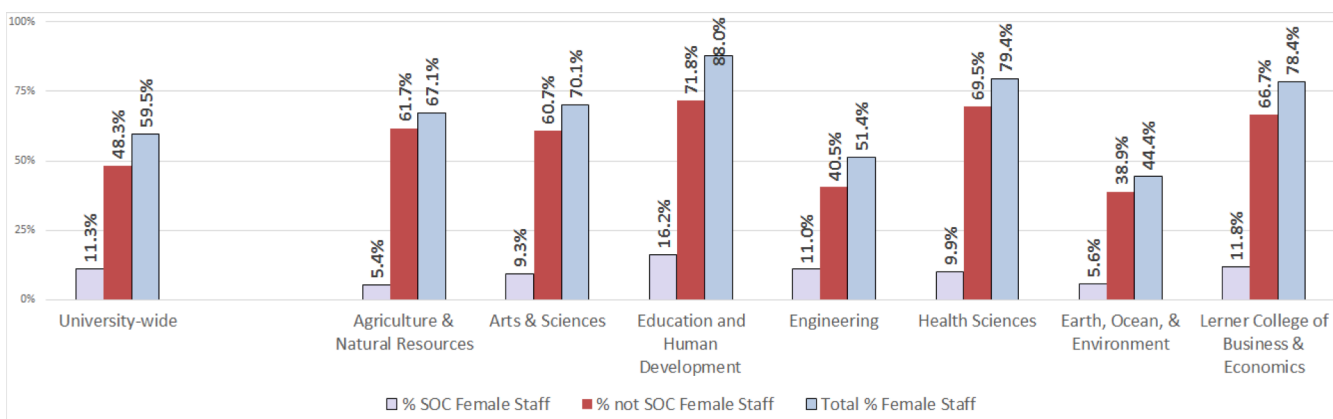
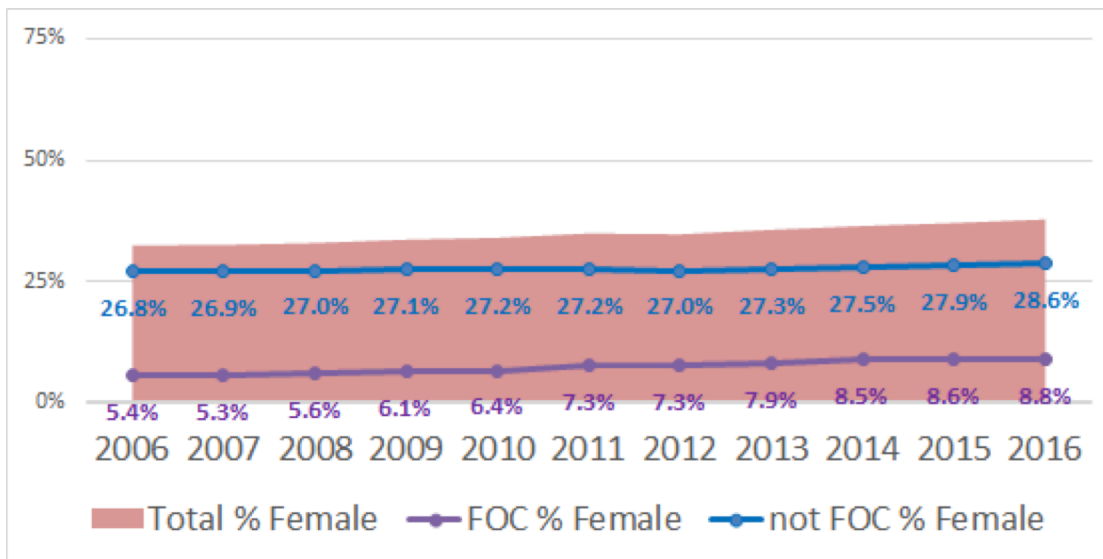
Faculty and Staff

IRE provided us data regarding Underrepresented Minority (URM) faculty and staff which includes persons who identify as one or more of the following races/ethnicities: American Indian/Alaska Native, Black/African-American, Hispanic/Latino, and Native Hawaiian/Pacific Islander. We also have data for Faculty/Staff of Color (FOC/SOC) which includes persons who identify as one or more of the following races/ethnicities: American Indian/Alaska Native, Asian, Black/African-American, Hispanic/Latino, and Native Hawaiian/Pacific Islander.

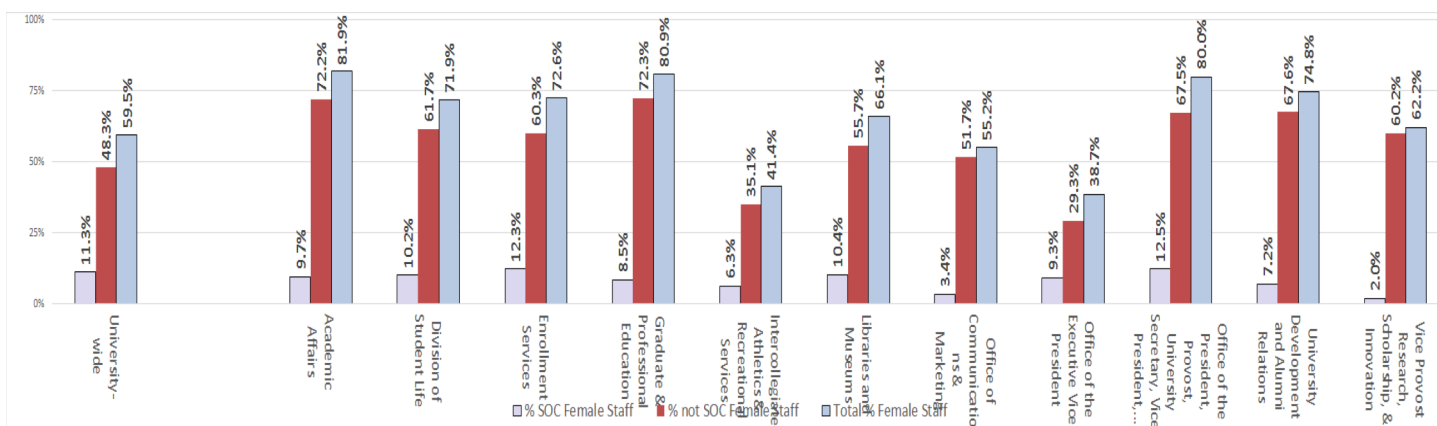
This data allows us to look more deeply into the intersection of race/ethnicity and gender in faculty and staff at UD. The graph provided below shows the total percentage of faculty members who are female at the tenured/TT level and then the percentage of tenured/TT faculty that that are female FOC.

In 2016, 9% of faculty members at the tenured/TT level were female FOC. Out of all female faculty at this level, 17% are FOC. Similar to women overall, female FOC are represented at higher percentages at the continuing track and temporary/contract levels, 7% female FOC and 11% FOC respectively.

We examined data on staff of color (SOC) at UD based on college and UD office/division. The table provided below by college shows that the College of Education & Human Development is leading the University with female staff of color at 16%, followed by Lerner College of Business & Economics at 11.8% and College of Engineering at 11% female SOC. Representation is still quite low when you compare them to university wide percentages of female staff in these colleges.



In offices and divisions across campus, the table shows that Enrollment Services has the highest representation of female SOC at 12% followed by Libraries and Museums at 10% and Division of Student Life at 10%. Again, this representation is significantly lower than the overall representation of female staff in these offices and units.

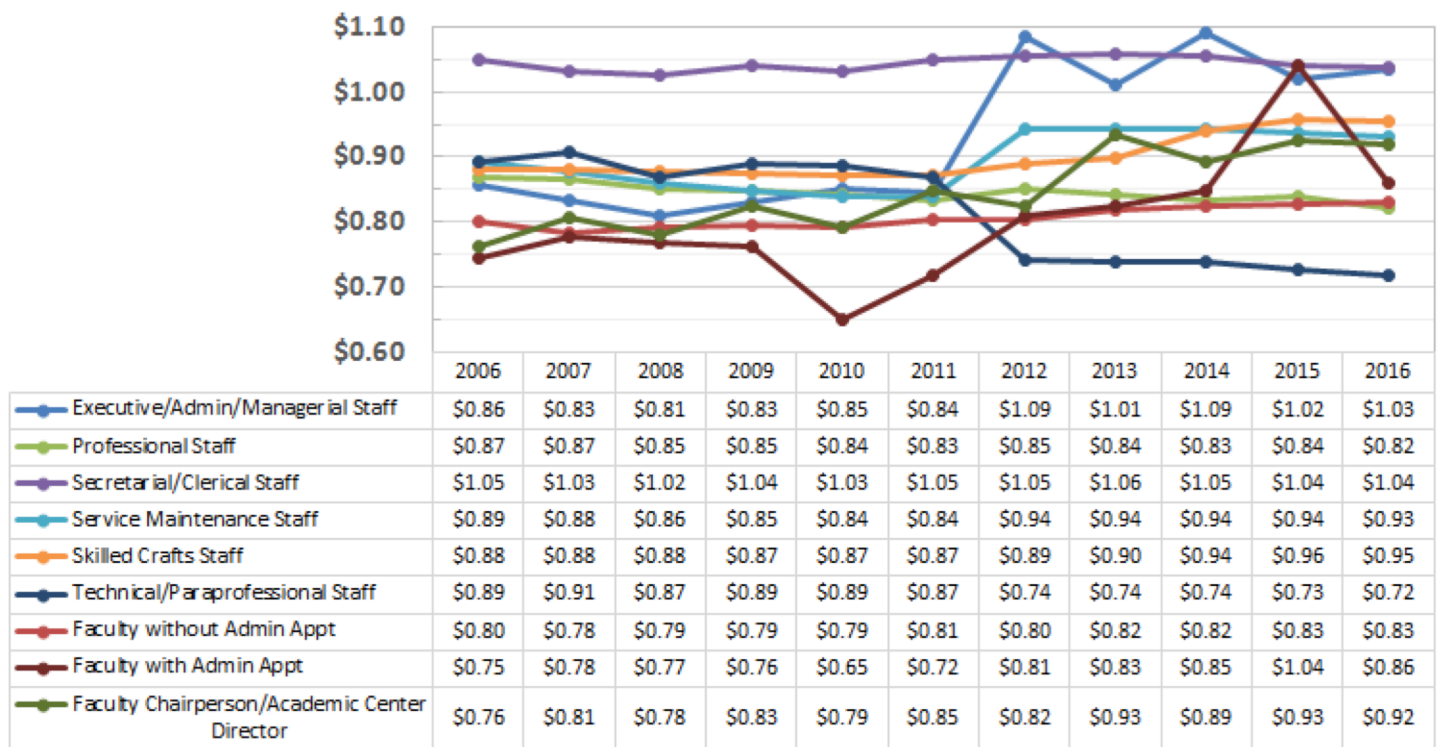


Units in this chart include from left to right: University overall, Academic Affairs, Division of Student Life, Enrollment Services, Graduate & Professional Education, Intercollegiate Athletics and Recreation Services, Libraries and Museums, and Office of Communication & Marketing.

Salary Information

Faculty and Staff

The table below allows us to begin the discussion of salary inequities for women across staff at UD. These inequities are the most stark among technical/paraprofessional staff and faculty.



The pay differences between men and women staff members varies according to category. Women in secretarial/clerical positions earn \$1.04 for every dollar earned by men in this category, while the biggest gap is found between technical/paraprofessional women, who earn \$0.72 for every dollar earned by men in this category. Among professional staff, women earn \$0.82, among service/maintenance employees, women earn \$0.93, and among skilled crafts, women earn \$0.95 for every dollar earned by men. In the highest-paying positions at the university—executive and administrative roles—women earn \$1.03 for every dollar earned by a man.

Data is also provided on faculty appointments in the following categories: Faculty without administrative appointment, faculty with administrative appointment and a faculty chairperson/academic center director. Women in faculty roles without an administrative appointment earn \$0.83 for every dollar men earn. Women in faculty roles who also hold an administrative appointment earn \$0.86 for every dollar men earn. This ratio is down from last year when it was \$1.04 for every dollar a man earned (it is possible that Nancy Targett skewed the 2014/15 data due to her tenure as president). Those women in a role of chairperson/academic center director earn \$0.92 for every dollar earned by men.

UD ADVANCE Update

A faculty climate survey administered by UD ADVANCE in 2016 found that 22.6% of survey respondents have considered leaving UD due to issues regarding the employment of their partner. In response, in 2016 and into 2017 a working group of faculty and administrators, led by Matt Kinservik (Vice Provost for Faculty Affairs) and Rachel Davidson (Associate Dean for Diversity, College of Engineering), developed a protocol for dual-career hiring at UD, which can be found here: <https://sites.udel.edu/advance/files/2014/12/2017-Jan-Dual-Career-Website-2fd4rOp.pdf>.

Dual career hiring can be described as offering employment to both a new hire and offering assistance in job placement for their partner. While employment cannot be guaranteed, the university commits to making every effort possible. The UD ADVANCE team emphasizes that this is a starting point for a dual career protocol and the protocol will need revision and enhancement over time.

2017 Women of Promise Dinner

This annual event promotes positive faculty and student mentoring relationships, with women faculty members selecting exceptional women undergraduate and graduate students to accompany them to the dinner. This year's keynote was Allison Burris Castellanos, educator and member of the University's Board of Trustees.



Q&A with Chrissi Rawak



The Women's Caucus discusses women in athletics with UD's first female athletic director

Women's Caucus members involved in this interview include Diane Rogers and Regina Sims Wright, above.

Regina: Can you talk about your first year and a half at UD? Is there anything that has surprised you? What have you enjoyed most so far?

Chrissi: It's hard to believe it's been 18 months already. It's gone really fast. As you could imagine any time you walk into a new job that you don't know all the ins and outs of, there are always challenges, but I've had many experiences in my career that have allowed me to learn to take it day-by-day, live in the moment, and enjoy it. It's been great, from the support of the president and the board, to our fans, coaches, and student athletes -- really getting on board and contributing and believing in the vision. This community and its fans have a passion for sports -- especially football and basketball. They want us to compete, but without compromise, so they have lots of opinions. My priority from the beginning was, and continues to be, taking time to listen, to learn to understand, appreciating perspectives, and then to bring that in alignment with the vision. Sometimes suggestions don't fit, though, and I come back and let people know we are not going to do that just yet, and explain why. The open dialogue, the opportunity to feel supported, the excitement as we moved into this football season with our new coach, and with our new women's basketball coach, and Martin going into his second year...there's just a lot of excitement.

There's a lot of intentionality in and around the people we are hiring, too. The values they bring and how they believe in the development of our young people is the absolute priority -- and how they are viewed as representatives of the University. The students and the coaches and everybody we hire know they represent

the University first and foremost, and then Delaware athletics, and that's something that they should never take for granted. I even go so far, because I do believe this, particularly with our student-athletes, that they are representing the state of Delaware. They are very fortunate to be in a position where they are representing a state as well as a community and university. The student athletes from Delaware get it right away-- that is one of the reasons they chose to stay—but many other students are not from Delaware, so they haven't yet thought about it in those terms."

Regina: Let's talk about your experiences and roles at the University of Michigan. How did these roles prepare you for your position as Athletic Director at UD?

Chrissi: I had 18 years of experience at Michigan, and if you add my student athlete experience, it's 22. I'm from Bucks County and was lucky to be recruited to swim at the University of Michigan. I coached there for six years, left Michigan for Northwestern, and then came back to Michigan for 12 more years. Coaching is really what helped shape the kind of leader I am today. The experiences I had in developing young people and recognizing and understanding the value that all of the pieces bring to the table were really foundational for me. I think the other thing that was really foundational for me was realizing that one negative person can take an entire 35-person team down, and so that really helped shape how I lead and talk about the responsibility and accountability that we all have to the team. The best teams that I've ever been a part of were the ones that held each other mutually accountable. They didn't need the head coach telling them, 'you have to stop that.' We all agreed, bought in, and created it together. I consider myself to be a lifelong learner. I've never been one to say, 'I'm going to become AD or I'm going to be vice-president.' It was always that I want to make a difference, I want to believe in the cause, and I want to be a part of something bigger than myself. I want to work with people that care and have the same values that I do, and I want to be challenged. So that's how I've made career choices and I've been fortunate enough that the opportunities I had were presented to me based on the work that I had done and how I handled those experiences. Because I have a lot of experience on the internal side of things (leading talent management programs, IT, research analytics) as well as on the external side (fundraising communications, marketing), I feel I'm incredibly well prepared for this job. However, I am still learning. I am a rookie again and I have and will make mistakes and learn everyday. I want the smartest room. I don't need to be the smartest person in the room, I just need to know when and where I need to be asking for help and having others contribute to the solutions. These are all things that I learned at Northwestern and Michigan."

Regina: What advice would you give young women who desire to pursue a leadership role (or even just build a career) in collegiate athletics?

Chrissi: I am not sure it would be any different if they were striving for a leadership role in any other industry. It goes back to some of what I said about how I have thought about my career. I've just been open to every experience and every opportunity and I've worked hard and been incredibly curious. I think you need to be really curious and recognize where you can contribute and add value and don't limit yourself. If you get too focused on the title or the pay or the job, you miss out on everything else around you. That works out for some, and they march along, but I'm not sure they get the full experience or complement of experiences that you can have if you think about it

"Never let anyone else define you...if there is an obstacle, accept it, acknowledge it and then keep trying, because there is more than one way to achieve your goal."

holistically. I don't know if I would have a different answer for a female or a male. There are definitely more women getting more opportunities in sports now and you're seeing the number of deputy directors, etc. go up. A female AD was just hired at UVA. My leadership team is half women and half men. I don't set out to focus on gender, but rather, who is the best person that's going to contribute and be part of that smart room. It matters that balance is there, however. It absolutely matters that balance is there."



Chrissy shares her experience during an interview with Women's Caucus board members.

Diane: How do you think we can move past the use of gender stereotypes and terminology in interviews of women in positions of power (e.g., the subject of maintaining work/life balance) so that women leaders are judged only by their talents and abilities?

Chrissi: Education. We really need to create a culture where having these conversations is welcome and that it is okay to have an opinion that you do not agree with. Part of this education is helping people

give feedback, but also helping them to hear feedback. We are not able to change people's mindsets or perspectives until we are able to educate them and offer something different. I had the opportunity to work with young people early in my career, and I can understand that the experiences people have had that shaped their perspective and their future decisions. They have not yet been able to reflect on it, pull it apart and understand it, and they harbor those opinions. The education process takes time, and it can be uncomfortable as well. For instance, someone may say something that you disagree with completely without trying to help you understand why he or she felt that way and how we can move toward a common understanding. We have to be invested in the process, because just fighting with others is not going to do any good. You cannot cheat the process."

Regina: According to a 2016 NCAA report, statistics show only 19.6% of NCAA athletic directors are women. In pursuing some research on the topic, we found an *Insight into Diversity* article explaining the passage of Title IX in 1972 and subsequent enforcement in 1978 prompting colleges and universities to merge women's and men's athletic departments. Until then, many women had led women's departments as athletic directors, but the merging of departments often resulted in appointments of male directors. Gender equity in this role has never caught up to those pre-'70s numbers. How does it feel to be one of the few women in this position? In your opinion, what will it take for women to be hired in substantial numbers for NCAA Athletic Director positions?

Chrissi: Yes, so I lived through that. When I was at Michigan competing and then coaching my first two years, we had a women's athletic department and a men's athletic department. Then we combined and the women's athletic director, Peg Bradley-Doppes, who is actually now retiring as the AD at Denver, was moved under Jack Weinbach who was the men's athletic director. It was so interesting when I thought about that as part of the

challenges that have taken place and almost set us back. I didn't really put that together and I can see it being real. I've always been kind of the lone female at the table my entire career, so I don't feel any differently. I am not saying that I haven't experienced some interesting comments from men but I've also experienced some really interesting comments from women. We're not always nice to each other and that's interesting to me, but I've never thought about it as a gender thing. I will tell you, though, as I've moved into this role it's become more apparent to me how important it is for me to be successful. I've always felt that way personally, but I recognize there's a different responsibility I feel to be successful in this job. In my opinion, there are two parts to that question. First, I think that more opportunities are coming for women to be number twos in athletic departments and overseeing football, etc. The other thing is that we've got to be successful. I have to be successful. My colleague at Pitt, Heather [Lyke] has to be successful, Carla [Williams] has to be successful, and Samantha [Huge] at William & Mary has to be successful. We've got to show we can lead and we have to create a path. We have to blaze a trail. You know it's really kind of interesting to me that it does come back to football, to be very candid, particularly in the Power Five schools. But even here when I came, I thought, 'I'm going to show them we're going to do this. I know exactly what they thought when I got hired. 'She has no idea about football.' It is not about that. It is about leadership. That is what it is about - it is about knowing what you don't know and asking for help. During that football search I had Rich Gannon and Scott Brunner as my bookends and they knew football. They knew football and I knew leadership. I know the kind of person I want to lead our young men, but I needed them to make sure that I was hiring a great football coach that understood the fundamentals and how to build winning football teams. I don't need to know that. That is why leaders are leaders. But part of it is that we all have egos, but my ego isn't in those kinds of things and I'm okay asking for help. I'm aware that the responsibilities are a little unique in this job and I'm okay with that and I think part of why I am okay with that is I'm so confident with my team. We've got the smartest room. We will make mistakes. But we're going to do things the right way."

Diane: Delaware Athletics Compliance is responsible for adherence to Title IX and NCAA regulations. Equity in recruiting and publicity, available equipment and equality in facilities are all components institutions must adhere to. However, www.ncaa.com, while not an educational institution receiving federal funding, explicitly advertises men's sports over women's sports. A quick review of their homepage overwhelmingly runs content about men's teams (only 5 of 15 images/links refer to women's sports). How does UD remain compliance under a publicity rule that the governing body itself does not seem to adhere to? On a related note, how does UD equalize the expenses of football with other sports and specifically with women's sports?

Chrissi: When I started at UD, we were in the process of starting a Title IX evaluation. Judy Sweet, who is one of the premier Title IX consultants in the nation, came in and did a full assessment. I was also doing my own evaluation around budgets, coaching positions and scholarships so I could advocate for the resources we need to be compliant and competitive. When Judy came back with her report, she found that tennis players were purchasing their own tennis rackets, and women's cross country team was getting two pairs of sneakers when they really needed four. Softball was (for a time) bussing to Florida, while baseball was flying. We put parameters in place so that everybody was following and falling into the same expectations and therefore the same budgets. Title IX is about equity. It is not just for women and it is not just for sports. Title IX is a complicated law, so we looked at what the men were getting and the women were not, and vice versa. I'm proud to say we right-sized that, thanks in part to President Assanis and the Board of Trustees, who believe this is the right thing to do, regardless of whether it is a law or not.

On the publicity side, I don't know how we are doing on web page views and items that you described but I

am certain that we are giving all of our sports more publicity than we have in the past. The Cross Country and Rowing teams are getting publicity on the video screens at games and billboards on I-95. The teams were ecstatic! I can't say we are perfect, but we are paying attention to it. As we finish the review of Judy's recommendations, we will know more and we have scheduled to be re-evaluated every three to four years. It is interesting and unfortunate that most NCAA schools don't seem to monitor the publicity aspect. We are not going to behave that way at UD. We will do the right thing and celebrate all of our sports."

Diane: "Student athletes are considered amateur athletes. A very large percentage of professional athletes are recruited from college athletics. Since Title IX does not apply to professional sports, do you think that the application of Title IX in college athletics has or will influence the gender equalization of pay and other expenses in professional sports? How?"

Chrissi: "Let's look at what happened with the US Women's soccer team. There's absolutely a sign that it has potential. The women on that team had to fight hard for pay equity. However, you need to understand the market and the industry you're in, and what is equal and fair within those industries in those markets. When I think about Elena Della Donne, should she earn what LeBron James earns? If you try to do that, the WNBA goes bankrupt to pay one player. I am not saying that should prevent you from being fair and equitable, but you need to be cognizant of that industry and market, and what is feasible for the market to maintain. I think that what happened with women's soccer was clearly influenced by Title IX and I believe that equal pay in professional sports will continue to grow."

Diane: This does make sense, I just feel the unfortunate thing is Title IX states 'market-driven' is not an excuse for inequitable treatment in universities, and then you move on to a professional position and things are different. It's a hard thing to move on to. And that's assuming players understand the whole purpose of Title IX, which many don't. Many people think that Title IX simply cuts men's sports.

Chrissi: The second month I was here, one of our state senators requested a mandate for a study on bringing wrestling back to UD under the premise that it was cut because it was a male sport. People don't understand Title IX, it is complicated. We still correspond with Judy Sweet. She has been very complimentary of what we are trying to create at UD and I think when she comes back and sees what we're accomplishing I think she'll feel good."

Regina: "In a past interview, you stated that one of your goals is to 'create a master plan for South Campus' and integrate athletics in a more meaningful way on campus. In your tenure, you have already worked with Employee Wellness to bring employee fitness classes to the South Campus Athletic Complex. What other initiatives are you working on in this regard?"

Chrissi: "We were also involved with the UD Employee Wellness 5K. There is a committee including Athletics, Employee Wellness, and Student Wellness. We are determining, philosophically, what do we want campus wellness to be? How do we all want to contribute to that? And then what are the appropriate roles that we play and how can we support each other? I'm so pleased that this is where we are because when I first came here I saw we were all doing things rather piecemeal. Our departments got together to decide what we are ultimately trying to accomplish, how we use all of our resources so we can be smart, thoughtful, and have the most impact on campus. With a unified front we can positively present this to for students, faculty, and staff. Then it really becomes Campus Wellness. We continue to work with each other on this strategic perspective while collaboratively working on other events. There are other classes that we are bringing back, such as weight training and opening the track. I've discussed yoga in the stadium; I'd love to do that at some point. We are open to ideas and I can tell you it's a priority for us."

On the cover

Women across UD are accomplishing great things and having an impact on equity for all women on campus. Here is a little more detail on the women we featured on the cover (*photos courtesy of UDaily*).

1



4



2



5



3



1

Janine Sherrier is a co-leader of a multi-institutional team that recently received a four-year, \$5,972,497 grant from the National Science Foundation to conduct research on the functional genomics of beneficial legume microbe interactions.

2

In May 2017, Natasha Adair was named just **the fourth women's basketball head coach** in the program's illustrious 46-year history.

3

Patricia DeLeon, Trustees Distinguished Professor of Biological Sciences, in her laboratory in spring 2017. She was named the **2017 Francis Alison Faculty Award winner**.

4

Zhoukun Fu, a graduate student pursuing her master's degree in statistics, **received the Bessie Collins Award** from Carol Henderson, vice provost for diversity and professor of English and Black American Studies.

5

Engineer Arthi Jayaraman **received a grant** from the U.S. Department of Energy Office of Basic Energy Sciences to build predictive molecular models of soft materials.

Kudos



The Women's Caucus congratulates the following women on their fantastic accomplishments between September 1, 2016 and December 31, 2017, with thanks to *UDaily* for highlighting and archiving these achievements.

We did our best to include everyone, but if we've missed you, please let us know via womenscaucus@udel.edu and we'll be sure to include you in additions to our ongoing list.

- [Sandra Millard](#) is appointed Deputy University Librarian.
- [Sue McNeil](#) is named Chair of the Department of Civil and Environmental Engineering.
- [Darcell Griffith](#) named Interim Chief Human Resource Officer.
- [Mandy Minner](#) named Chief Budget Officer at UD.
- [Pasha Bueno-Hansen](#) named fourth annual recipient of the Triangle Award.
- [Tammy Anderson](#) is named UD Faculty Athletic Representative.
- [Millicent Sullivan](#) is elected to the College of Fellows at the American Institute for Medical and Biological Engineering.
- [Jackie Wilson](#) will be serving as facilitator in a national project to provide support for women in school leadership.
- [Michela Taufer](#) has been elected general chairperson of an international high-performance computing conference.
- [Cathy Wu](#) has been ranked among the top one percent of researchers in her subject field.
- [Wendy Bellion](#) is appointed to named professor, Sewell C. Biggs Chair in American Art History.
- [Georgie Cartanza](#) has been named a Nuffield International Scholar.
- [Judy Herrman](#) is honored by Children and Families First.
- [Rita Landgraf](#), Secretary of Health and Social Services to join College of Health Sciences.
- [Nayantara Bhatnagar](#) receives NSF Faculty Early Career Development Award grant.
- [Lori Pollock](#) has been named Alumni Distinguished Professor.
- [Sunita Chandrasekaran](#) to present at the High Performance Computing Symposium on September 28th.
- [Rachel Davidson](#) has been appointed Associate Dean for Diversity in the College of Engineering.
- [Nancy Karibjanian](#) is named to Director of UD's Center for Political Communication.
- [Annette Giesecke](#) is appointed to named professorship, Elias Ahuja Professor of Classics.
- [Cathy Matson](#) is appointed the Richards Chair of American History.
- [Arwen Mohun](#) is named Henry Clay Reed Professor of History.
- [Dawn Elliott](#) is elected president of the Biomedical Engineering Society; she is also named Blue and Gold Distinguished Professor of Biomedical Engineering.
- [Kristi Kiick](#) is named the Blue and Gold Distinguished Professor of Materials Science and Engineering.
- [Jennifer Daniels](#) receives the Louis L. Redding Diversity Award.
- [Kathryn Meier](#) receives the 2017 Outstanding Dissertation Award from the Association for Business Communication.



Agricultural Pioneers: Among the first female faculty members hired by the College of Agriculture and Natural Resources were (from left) Robin Morgan, Judy Hough-Goldstein, Lesa Griffiths and Sherry Kitto.

- [Sharon Pitt](#) is appointed Vice President of Information Technologies.
- [Bethany Hall-Long](#), professor of nursing, associate policy scientist in Health Services Policy Research and Delaware lieutenant governor, will join a group of 20 state officials from across the country selected to participate in the **Hunt-Kean Leadership Fellows Program** on education policy.

Be sure to check the [Women's Caucus website](#) for the latest awards and honors received by women in the UD community.

The following women faculty were promoted to associate professor this spring:

- Jennifer Biddle
- Eve Buckley
- Olga Gorbachev
- Deb Jaisi
- Julia Maresca
- Jing Qui
- Andrea Sarzynski
- Ju Young Shin
- Jia L. Song
- Haihong Yang
- Jennifer Buckley
- Marie Laberge
- Carla Morris
- Elizabeth Soslau

The following women faculty were promoted to professor this spring:

- Wendy Bellion
- Meryl Gardner
- Jill Higginson
- Amanda Jansen
- Xinqiao Jia
- Chrystalla Mouza
- Kristen Ritchey
- Patricia Sloane-White
- Michela Taufer
- Tricia Wachtendorf
- Liyun Wang
- Sharon Watson
- Susan Barton

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The Women's Caucus Annual Report is produced by members of the Women's Caucus Executive Board and Communications Subcommittee. Images are courtesy of UD's Office of Communications and Marketing, UDaily, and caucus members.

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