

President's Commission on the Status of Women
Second Annual Report to the President, 2004-2005
Duke University

History

In November 2003, President Nannerl O. Keohane established the President's Commission on the Status of Women (PCSW) at Duke University. She charged the Commission with overseeing implementation of Women's Initiative recommendations and serving as an advisory body to the President on women's issues. President Keohane appointed sixteen members to the PCSW, seeking to represent multiple campus constituencies and to provide continuity with the Women's Initiative Steering Committee (WISC). As constituency leadership changes, so have PCSW members. 2004-2005 members include:

*Ann Brown	Associate Dean, Women in Medicine and Science
April Brown	Chair, Department of Electrical & Computer Engineering and Chair, Standing Committee on Faculty Diversity
Tina Campt	Associate Professor, Women's Studies
Heather Dean	President, Graduate and Professional Student Council
Katie Jandl	President, Panhellenic Council
*Mindy Kornberg	Assistant Vice President, Human Resources
*Donna Lisker (Chair)	Director, Women's Center and Co-Director, Baldwin Scholars
Jill Miller	Assistant Dean for Student Affairs, School of Law
Patty Morton '77	Investment Advisor, Franklin Street Advisors
*John Payne	Professor, Fuqua School of Business
Ben Reese	Vice President for Institutional Equity
Pam Riley	Associate Director, Department of Medicine
Jacki Silar	Associate Athletics Director

Roxanne Springer	Associate Professor, Physics Faculty Women's Network
Tomalei Vess	Program Director, Graduate School Student Affairs
Mimi Wachendorf '05	Duke Student Government
Polly Weiss	Lesbian, Gay, Bisexual, Transgender Task Force
*Jamie Dupré	Administrative Assistant, Office of the President

* denotes WISC members

The PCSW met four times in 2004-2005: 22 September 2004, 27 October 2004, 10 February 2005, and 7 April 2005. Minutes from those meetings are attached in Appendix A.

2004-2005 Goals

In the second full year since the release of the Women's Initiative report, the President's Commission sought to maintain momentum on the project. Many of the goals laid out in the initial report will take several years to implement, such as the re-leveling of job categories in Human Resources that will make employee pay equity studies possible, and increasing the overall number of women faculty with particular attention to specific schools and departments. Progress toward these goals remains steady even as talk of the Women's Initiative has died down on campus. The PCSW continues to monitor progress and ensure that the project moves forward.

The Women's Initiative permanently altered the job descriptions of many people on campus, including several PCSW members. Findings from the study indicated new directions Duke needed to take in several arenas, including employee benefits and training, faculty recruitment, and student services. Some PCSW members now oversee those new directions, and in those roles updated the rest of the committee on progress toward various Women's Initiative recommendations. As more and more people get

involved with the study's outcomes in future years, the PCSW will have more contact with individuals and groups outside its present scope. For now, its members both speak for the own constituent organizations and, in some cases, direct the University and Health System response to the findings.

Status of Women's Initiative Recommendations

After a year of quantitative and qualitative research, Women's Initiative findings and recommendations were unveiled in a September 23, 2003 press conference on the Duke University campus. Copies of the report were distributed at that event and also made available on the project's website (http://www.duke.edu/womens_initiative), which has gotten regular updates in the nearly two years since. At the time of the press conference, recommendations were in various stages of implementation. Some, like the expansion of the Children's Campus, were complete; others were well underway, and still others were in the planning or pre-planning stages. What follows is as comprehensive a summary as possible of the status of the Women's Initiative as of June 2005. The first section updates the report's official recommendations and the projects connected to them, using the categories delineated in the report. The second section lists the multiple groups, events, and projects that have arisen outside the aegis of the Women's Initiative, but which nonetheless represent important progress toward our goals of equity and inclusion.

Women's Initiative Action Items Update

Work-Life Balance: Duke faculty and staff identified issues such as childcare, parental leave, and flexible work arrangements as among their most pressing concerns in the Women's Initiative research. As such, the WISC understood that the success of the entire project would be judged to some degree by Duke's outcomes and progress on these issues. Many of the changes in this category were complete by the time of the September 2003 press conference. The Children's Campus had added 77 slots for employee and graduate/professional student children, and a challenge grant program for improving the quality of area childcare centers had already been announced. A new three-week paid parental leave for staff -- in addition to other paid or unpaid leave parents may take --

began on September 1, 2003 and Provost Lange had approved a semester of paid parental leave for faculty (combined with tenure-clock relief). These were all permanent changes; increased childcare capacity and better leave programs continue to benefit Duke faculty and staff even if they do not realize that they are recent additions. Indeed, their very institutionalization indicates progress; these are not “special” benefits but a regular part of employment at Duke.

At the September 2004 meeting Mindy Kornberg updated the group on these and other work/life benefits. The new slots at the Children’s Campus were filled as quickly as they came available and the waiting list – especially for infants and toddlers -- remains prohibitively long. Since Duke could never add sufficient capacity to its own center, the challenge-grant program presents a better long-term solution. Area childcare centers apply for grants to improve their ratings (from 4 stars to 5); in exchange, the centers reserve slots for Duke employees. All children enrolled at the center benefit from improved quality, however, and this furthers Duke’s goal of partnership with Durham to build a stronger community. As of December 2003, 11 area childcare centers had received grants from Duke; as of September 2004 the number was up to 19 with an annual budget of \$200,000. The Child Care Services Association administers the grants and Kornberg hopes to interest other large employers, especially in Research Triangle Park, in participating. Together, Duke and area corporations could significantly ameliorate childcare in the Triangle. The Graduate School is also working to make childcare more affordable for graduate students, with \$5000 individual grants available through an application process. A new Graduate and Professional Parents Group (GAPP) began in 2004-2005.

The parental leave policy for staff has been a huge success, with 800-900 employees estimated to have used this benefit since it was instituted on September 1, 2003. Some employees report that their supervisors misunderstand the benefit, believing it limits parental leave to 3 weeks total, rather than understanding those 3 weeks as part of the 12 weeks guaranteed to any employee under the Family and Medical Leave Act. Employees are fully paid by Duke for the three weeks in addition to any accumulated vacation or sick leave they choose to use, and may also take unpaid leave under FMLA. Clearer guidelines and communication will help resolve this concern. Ann Brown,

Associate Dean for Women in Medicine and Science, has begun working on a policy to allow faculty to work part-time on the tenure track. That would be attractive to both male and female junior faculty with family responsibilities, and potentially to faculty nearing retirement. Young parents have also requested lactation rooms around the University and the Medical Center. Currently, two rooms exist in the Duke Clinical Research Institute, one in Duke South, one in Duke North, and one in Perkins Library. The rooms have comfortable furniture, electrical breast pumps, and educational materials; breastfeeding mothers can access them by calling Staff and Family Programs to have their ID cards activated for the card readers. As the rooms are unevenly distributed around the University and the Medical Center, more space needs to be identified, especially on East Campus and in research buildings. A group of employees in CIEMAS brought this very issue to the PCSW in the spring of 2005; Human Resources is working to address this concern.

Flexible Work Options were rolled out in February 2004, with a guide sent to all managers, directors, and department heads outlining the process to negotiate telecommuting, compressed work schedules, or flextime. Although managers have the right to refuse flexible work arrangements if they deem them inappropriate for the work unit, this guide and its accompanying online resources sent a strong message of encouragement to managers to be as flexible as possible with employee schedules. Some managers will never be able to create flexible schedules in their units due to the demands of the work. Others do not understand the possibilities well enough and should be encouraged to learn more, ideally through *Managing at Duke*.

Safety and Security: The September 2003 report of the Women's Initiative Steering Committee named personal safety and security among the concerns voiced by women employees about the general workplace environment, and by women students as part of the educational climate. Three specific issues were cited most often by women employees: workplace violence, especially at the Duke Hospital Emergency Department and other places where staff field complaints from customers and from employees; distance of parking from work sites; and nighttime lighting across campus grounds and in

buildings and parking facilities. Among students, additional special concerns included acquaintance rape and sexual assault.

These safety and security concerns were linked to Steering Committee recommendations for additional access control and surveillance equipment, lighting and emergency phones, and other forms of technology. President Keohane responded to these recommendations with a pledge that at least \$500,000 would be directed to capital improvements for immediate enhancement of such security equipment on campus. Between September 2003 and May 2004, the university made investments of more than \$700,000 in facilities, equipment and operations. This includes installing 139 additional light poles, upgrading 85 emergency phones, trimming trees and shrubbery to improve sightlines, conducting security audits of building egresses, limiting access to parking lots to authorized visitors or employees and students with valid Duke University or Health System Duke Card ID, and implementing additional security patrols within the core campus and on the university perimeters. Specific examples of security investment include:

- At the Medical Center – installed electronic access control at 2200 (intensive care unit), implemented a new lock-down psychiatry unit within the Emergency Department, developed new domestic violence protocol, and an outside consultant is performing a review of access/egress issues.
- For the Blue Zone Parking Lot – installed 21 additional light poles and increased the bulb wattage throughout the parking lot, upgraded over 70 lights along Towerview Road and Wannamaker Drive which comprise much of the pathway between the residence halls and the parking lot, upgraded help phones and completed installation in all seven parking lots, trimmed trees and shrubbery for improved sight lines, and stationed a 684-SAFE van within the Blue Zone from 5 p.m. until 2 a.m. to transport students to their residence halls in addition to the vans running point-to-point service around campus through the 684-SAFE dispatchers.
- At the Law School – installed eight additional light poles and increased bulb wattage throughout the parking lot, relocated the help phone into the parking lot to be more accessible, installed CCTV at all entry/exit points, conducted a

building-wide safety survey and remedied issues raised, and trimmed trees and shrubbery for improved sight lines.

The PCSW Chair has requested an update from Kemel Dawkins on continued investments in safety and security made in 2004-2005. As of July 2005, that information had not yet been made available; the PCSW will seek to put it on the agenda early in the fall semester. With Clarence Birkhead's decision to leave Duke Police, it looks to be a time of transition and change both for the DUPD and for all safety/security issues.

Within Student Affairs, there are now two full-time positions in Sexual Assault Support Services (SASS), housed in the Women's Center. The SASS Coordinator oversees the work and provides advocacy and support to survivors of sexual and relationship violence; the Assistant Coordinator directs preventative education. A large and vibrant undergraduate peer education group called SHARP assists with this project, along with a men's group called Men Acting for Change. SASS advises an undergraduate student publication called *Saturday Night*, a collection of sexual assault narratives written by Duke students. The collection generated much conversation on campus and published its second edition in the spring of 2005. Some faculty use the collection in classes, particularly in Writing 20, the required first-year writing course.

Mentoring and Professional Development: As with safety, the desire for better mentoring crossed all constituencies in the research. Faculty, staff, and students all wished for more deliberate attention to their progress and development, whether from department chairs, supervisors or faculty. This presents a complex challenge: faculty and staff who might provide mentoring to graduate and undergraduate students simultaneously complain that they do not receive such attention themselves. Mentoring cannot be mandated and different people seek different kinds of guidance; nonetheless, the WISC and the PCSW both believe these issues require careful and nuanced attention by constituency group.

As we learned from both the undergraduate and the alumnae research, **undergraduate** mentoring takes many different forms. Some students seek academic guidance from faculty: what courses should I take? Should I consider graduate school in this field? What opportunities exist for research? Others look to faculty and

administrators for more personal guidance on career directions, relationships, and balancing their personal goals with those of their parents or friends. A number of alumnae told Women's Initiative researchers that they wished Duke had talked with them about the challenges of combining motherhood and work. Addressing such multifaceted needs for an undergraduate population of 6600 proves daunting, but several targeted interventions are making inroads.

The most public of these interventions, the Alice Mary Baldwin Scholars program, began in the fall of 2004. After an intensive marketing campaign throughout the spring and summer, eighteen women from the class of 2008 were selected from seventy-eight applicants, based on their self-knowledge and potential for leadership. These eighteen embarked on a four-year journey that includes two seminars (one in the first year spring, one in the senior fall), a sophomore year residential experience, a junior year internship with an alumna, and multiple community service and leadership activities. Mentoring is central to the Baldwin Scholars, both peer-to-peer (the group will add 18 women per year until it reaches 72 in 2007) and between adult women (faculty, administrators, and alumnae affiliated with the program) and students. Professor Emily Klein and Director of the Women's Center Donna Lisker co-direct the Baldwin Scholars. The program had an extremely strong first year, including a retreat for the new Scholars in January 2005, a campus-wide lecture featuring Anne Fadiman (author of *The Spirit Catches You and You Fall Down*), and co-sponsorship of 10 large-scale campus events. The Baldwin Scholars also visited the President's House for a dessert reception. As the next class is being recruited, the sophomore Baldwin Scholars will move onto Crowell Quad in the fall. Alumnae and student interest in the program remain very high, and the first class of Baldwin Scholars express great enthusiasm about their experiences thus far and about the difference they will make on campus.

The Career Center, under the leadership of Executive Director Sheila Curran, uses mentoring and networking to help both current students and Duke alumni. Through Duke Source, Curran has placed increased focus on alumni as career mentors for students, with particular emphasis on fields outside the "big three" – business, law, and medicine – particularly since internal data suggests women may be more attracted to other sorts of careers. The Career Center organized its second large-scale Career Week in January

2005 with hundreds of alumni in multiple fields coming back to campus to talk with students. Curran also believes that college internships are key to gaining jobs after graduation, and has increased staffing to create more internship opportunities for underclass students, especially in the summer following sophomore year. A new staff position now serves alumni, and greater cooperation between the Career Center and Alumni Affairs has been key to all these changes.

The Office of Student Activities and Facilities (OSAF), which advises the vast majority of student organizations at Duke, has also undergone reorganization. Many students find informal mentors through the groups they join – arts organizations, club sports, racial and ethnic affinity groups, community service – and OSAF now provides a more consistent advising experience than in the past. Faculty advisors receive better training and groups receive closer attention. The office of Fraternity and Sorority Life, with three full-time staff, offers similar support to Duke’s Greek organizations. Students and alumni consistently cite the importance of these co-curricular experiences; Student Affairs’ investment in the quality of these experiences will pay dividends in individual and group development.

Graduate and professional students, who tend to see themselves as apprentices in their chosen field, often have high expectations for mentoring. They come to graduate school hoping to work side-by-side with faculty and to gain real-world experience that will help them secure a job. Women’s Initiative research demonstrated that students have uneven experiences, with some reporting excellent mentoring (especially in Nursing and Fuqua) and others reporting little to none. Heather Dean, president of the Graduate and Professional Students Council, submitted a proposal on mentoring to George McLendon in February 2005 that contained multiple ideas, from undergraduate/graduate mentoring pairs to a mentoring website to more funding for mentoring events. The Graduate School continues to offer positive reinforcement for faculty who provide mentoring to graduate students. They solicited student nominations for the second Dean’s Award for Excellence in Mentoring. Three professors received Dean’s Awards in 2005: Linda K. George (Sociology/Psychology), William M. Reichert (Biomedical Engineering/Chemistry), and Alexander Rosenberg (Philosophy/Biology). The Graduate School will continue this award in subsequent years.

Women **faculty** who participated in the Women's Initiative study also cited mentoring as important to their continued progress within the University. Mentors offer crucial advice and guidance through the tenure and promotion process and can help young faculty decide how best to use their time and energy. The Standing Committee on Faculty Diversity, appointed by Provost Lange, sent out a campus climate survey to all faculty in the spring of 2005 to better understand what sorts of interventions and support programs would be useful. The Faculty Women's Network held a series of mentoring lunches in the Faculty Commons, where tenured senior women met with small groups of junior faculty women. They also responded to Provost Lange's mentoring proposal and submitted their own proposal to Gregson Davis, Dean of the Humanities. In the **Medical Center**, Associate Dean for Women in Medicine and Science Ann Brown has responsibility for increasing the visibility of women's issues within the Medical Center, and chairs the Faculty Women's Committee in the School of Medicine. Dr. Brown initiated a professional development seminar series in July 2004, with seminars offered throughout 2004-2005 on topics such as grant writing, the NIH grant review process, finding funding, and understanding the criteria for promotion and tenure. Between 80 and 150 faculty and fellows have attended each session. Dean Sandy Williams has also requested a comprehensive plan for faculty development and faculty diversity as part of the School of Medicine strategic planning process.

Implementing mentoring and professional development programs for an employer as sizeable as Duke proves challenging. **Employees** at various levels have diverse needs; some seek to attain an associate's or bachelor's degree, others want to attend conferences, and still others seek highly specialized training programs. Several initiatives in Human Resources seek to address some of these needs. In order to better train managers (who will then do a better job supervising their staff), Human Resources continues to roll out the Managing at Duke program in the Medical Center and the University. This intensive course teaches managers to be more sensitive and proactive supervisors, and incorporates information on managing a diverse workforce that reflects many of the findings of the Women's Initiative.

The Women's Initiative Steering Committee had recommended a second look at Duke's tuition benefit, which currently covers a percentage of tuition for employees

enrolled in classes at Duke. Though that benefit helped those who wished to get an advanced degree at Duke, it does little for employees seeking technical certification or more entry-level coursework. The WISC therefore recommended a more flexible benefit with a fixed stipend that employees could use at any accredited institution of higher education. Human Resources piloted just such a program early in 2005, allowing employees with at least two years of service to be reimbursed for up to two classes per calendar year taken at any accredited university. These courses must relate to the employee's current job or allow for future career growth, and should connect to the employee's professional development plan. Response to this pilot program was strong, with 200 people calling Human Resources to inquire and 151 receiving awards. 115 employees took two courses apiece at an average cost of \$590 at schools such as Durham Tech, North Carolina State, the University of North Carolina-Chapel Hill, North Carolina Central, and the University of Phoenix. Given the strong response, Human Resources hopes to repeat the tuition program.

Human Resources also responded to the call for mentoring and professional development with a new performance appraisal and professional development plan, rolled out in the spring and summer of 2005. The new performance appraisal process allows managers to evaluate employees on several separate aspects of their performance rather than simply applying an overall rating. Some employees in Women's Initiative focus groups complained that a colleague or manager might get results or meet goals, but that he or she would exhibit disrespectful behavior. If the bottom line was met, however, that person's supervisor tended not pay attention to the disrespectful behavior. The new performance appraisal process permits a more nuanced review process that can acknowledge good results and still ask for improvement in certain behaviors. It also requires annual goal setting by each employee accompanied by a professional development plan. These new forms will not change anything for managers who already pay careful attention to performance appraisal and professional development, but for those who give it short shrift, it will mean new structure and new accountability.

Gender and Diversity: In the course of conducting Women's Initiative research, Steering Committee members examined the interconnection of gender issues with race,

ethnicity, sexuality, socioeconomic class, and other identity markers. Researchers sought to incorporate those multiple identity markers wherever possible, and that same focus remains in the implementation phase overseen by the PCSW. The updates listed below can by no means be credited exclusively or even largely to the Women's Initiative; doing so would erase many years of work and hard-won battles for equality by the communities included here. The Women's Initiative did provide some new opportunities for partnerships and alliances that have in some instances allowed for quicker progress.

Among **undergraduates**, Women's Initiative research confirmed several findings suggested by anecdotal evidence and personal experience: despite the demographic diversity of the campus, many students have largely segregated social experiences; gay and lesbian students feel particularly excluded from the social mainstream; and many women feel they operate by social rules that men set. Though there are no simple solutions to these large-scale problems, several interventions did occur this past year.

The Center for Race Relations, formed during the same year as the Women's Initiative by a group of students in one of Tony Brown's public policy classes, once again held a retreat called Common Ground during fall break of 2005. The students who attended Common Ground engaged in intensive discussion of race, gender, sexuality, and class in an attempt to break down social barriers. Common Ground participants report a profoundly moving experience; all of them say they came back to campus fundamentally changed. The Center for Race Relations also held small discussion groups, especially over Black/Jewish relations and in response to the Palestinian Solidarity Movement conference. LGBT students enjoyed the new, larger location of the Center for LGBT Life in West Union; the Center held a grand opening in the fall of 2004 featuring Barney Frank as keynote speaker. The LGBT task force continues its excellent work advocating for a more equitable campus, with particular focus for undergraduates on the climate in the residence halls. Finally, the Baldwin Scholars program (described above) aims to provide a supportive environment for women from which they can challenge prevailing norms that make them uncomfortable. This group becomes residential in the fall of 2005.

Graduate and professional students benefit from the efforts listed above, but they have an additional role shared by very few of Duke's undergraduates: parent. The Graduate and Professional Student Council supports the Graduate and Professional

Parents (GAPP) group, which now has a large listserv. GPSC also continued a series of community lunches with constituent groups, this year meeting with international students, Central Campus residents, and two health insurance focus groups (one with parents and one with non-parents).

The Graduate School pays close attention to gender and race in their current and future student populations; Tomalei Vess, Director of Graduate Student Development, briefed the PCSW on this issue at the February 2005 meeting. Although the overall population is evenly divided between men and women, certain schools have skewed gender ratios: Business and Divinity have more men, Nursing and the Nicholas School have more women. Women are more prevalent in the biological sciences; men are more prevalent in the physical sciences. Vess noted that the recruitment of women for graduate school needs to start earlier than it does now; in fact, she wants to work more with middle school children and cited the BOOST program run by Brenda Armstrong as an example of best practices. The Graduate School received results this year from the first Graduate and Professional Student Satisfaction survey, administered in April 2004. Analyzing those results – and repeating the survey over time – will provide important data on the efficacy of current initiatives,

The Standing Committee on **Faculty** Diversity – a group carrying forward the Black Faculty Strategic Initiative and the findings of the Women’s Initiative – had an active year under the leadership of chair April Brown, also a PCSW member. The Standing Committee surveyed the faculty in the spring of 2005, seeking to assess campus climate and to gather information on hiring practices. Survey participants are anonymous, but are asked for gender, race and sexual orientation so as to identify trends across the institution and establish baseline data. Duke has data from the past 10 years on the gender and racial diversity of the faculty at all levels. The Standing Committee will continue to collect these data to track success in recruiting and retention at the department level. The Standing Committee also intends to look at the transition from Associate to Full Professor to determine if the success rate and time taken vary according to gender and race. Finally, the Standing Committee plans to look retroactively at the faculty searches from 2003-2004, assessing the hiring pools to determine whether they were representative of the diversity in any given field. That process will continue on an annual

basis, with greater accountability at the departmental level for running inclusive and equitable searches.

On the **Medical Center** side, Dr. Ann Brown, Associate Dean, Women in Medicine and Science updated the PCSW at the April 2005 meeting. In addition to her focus on professional development, enhanced by Duke Endowment funding, Brown emphasizes implementing the faculty diversity plan developed by Deans of the Schools of Medicine and Nursing in November 2003. She has initiated a Faculty Diversity Council that will craft a strategic plan for faculty diversity for the School of Medicine and will link this with faculty development efforts. The Faculty Diversity Council and Faculty Women's Committee will tabulate an annual report on faculty diversity, which will ultimately include salary equity. The School of Medicine has an exit interview process in place for all exiting, non-retiring faculty six months after their departure from Duke. The Faculty Women's Committee has developed and distributed for internal review a series of recommendations aimed at maximizing the effectiveness of search committees in identifying diverse candidate pools for leadership positions in the Medical Center and has begun developing a policy for faculty to work part-time on the tenure track. The diversity of chairs in the School of Medicine has in fact increased, now including two African-American and one female chair, and three female Division chiefs. The Multicultural Resource Center continues to focus on pipeline programs for underrepresented minorities, including the Summer Medical Education Program and the Summer Biomedical Science Institute.

Undergraduate Affairs: Some of the responses to the undergraduate issues raised in the Women's Initiative research have been discussed elsewhere in this report, including the Baldwin Scholars; changes at the Career Center, OSAF and Fraternity and Sorority Life; the Center for Race Relations; and the Center for LGBT Life. Two other changes bear mentioning: the planned restructuring of Student Health, and the rethinking of academic advising in Trinity College.

The Women's Initiative research did not focus on Student Health, and the undergraduate findings did not highlight that organization as a concern. Nonetheless, the renewed focus on gender in 2002-2003 caused Larry Moneta, Vice-President of Student

Affairs, to examine the units that report to him for their sensitivity to gender issues. He realized that the sole female physician working at Student Health intended to leave, which would have left the clinic with only male physicians. Moneta and Dr. Bill Christmas therefore made hiring a female physician a priority, and decided to open a Women's Health clinic to specialize in the medical needs of female students. Now two years old, the Women's Health clinic has enjoyed great success. Student Health has been searching for a new Executive Director the past two years, with the expectation that the organization will be reinvented and restructured with a far greater emphasis on preventative health care and health promotion. This will include more attention to eating problems and compulsive exercising, which showed up in the research as major campus issues. As of June 2005, Dr. Bill Purdy had been appointed Executive Director of Student Health. Counseling and Psychological Services will also welcome a new Director, Dr. Kathy Hollingsworth, in July 2005. Dr. Hollingsworth has extensive experience with women's issues and will also focus her organization on some of the findings from the Women's Initiative.

Academic advising has long been cited as a weak spot, not only at Duke, but also at many similarly situated institutions. Alumnae who participated in Women's Initiative research tended to list academic advising first when asked about problem areas with their college experience. The Pre-Major Advising Center transitioned to a new Dean – Michelle Rasmussen – in the summer of 2004, with the expectation that current advising practices will be examined and updated as needed. Indeed, Dean Rasmussen announced a new, more residentially based model for first-year advising to begin in the fall of 2005. Pre-major advisors will be assigned a cluster of students who all live in the same building, so that academic and social events can be more easily coordinated. Student Affairs employs a number of adult, live-in Residential Coordinators to contribute to that process; further investment from Trinity and Pratt and their respective faculties will be necessary to see major change.

Pay Equity: Employees who participated in Women's Initiative focus groups identified pay equity as one of their top concerns. Although Duke conducts University faculty pay equity studies by gender and race on a regular basis, pay equity studies for

employees present a significant challenge. Comparing salaries requires looking at similarly situated employees, those with comparable backgrounds, experience, and job classifications. Human Resources recognized that the current job classification system would not support an accurate pay equity study, and has therefore initiated a large-scale project to reclassify positions. Mindy Kornberg noted that they intend to conduct a pay equity study once the reclassification has finished, and then every few years after that. The Managing at Duke program also includes a module on pay equity.

Respect in the Workplace: Another top-five issue among employees in the research is also among the most difficult to address: respect in the workplace. Many employees complained of disrespectful or rude treatment by supervisors or peers. Again, Managing at Duke incorporates these findings and includes this topic in the workshop. The Office of Institutional Equity (whose Vice-President, Ben Reese, serves on the PCSW) designed and implemented a program entitled “Enhancing Respect in a Diverse Workplace” for Medical Center and University employees in the spring of 2004.

According to OIE, that program:

. . . create[s] a forum for employees and managers to recognize the impact of respect on our work culture, staff, and customer relationships, review and discuss workplace behaviors that promote a respectful work environment for all, and practice communication skills that demonstrate and promote the guiding principles of respect, teamwork, trustworthiness, diversity, and learning.

The program has gotten good response from those who have been through it, a total of 834 employees in 2003-2004 and an additional 685 in 2004-2005. Workshops have occurred mostly in the Health System; OIE is working with senior University leadership to develop strategies to implement this training on campus.

On a related note, Women’s Initiative research revealed that LGBT employees express concerns about campus climate. Polly Weiss updated the PCSW on the activities of the LGBT Task Force at the February 2005 meeting. Striving for greater visibility, the Task Force plans to launch a new website and to look for ways to gather data on experiences of gays and lesbians at the University. LGBT students and employees often do not wish to self-identify, which makes it difficult to track their experiences. The Task

Force would like sexual orientation included in the demographic markers used in confidential University research, and expect their website will also allow for confidential data collection. The Task Force also seeks to add “transgender” to the harassment policy, and are following the redevelopment of the Sexuality Studies program.

Oversight Committees: The Women’s Initiative generated several new groups with oversight responsibilities. Chief among them is the PCSW, which will produce this report annually and continue to monitor implementation. Constituency-specific groups include the Standing Committee on Faculty Diversity, the Faculty Women’s Committee and Faculty Diversity Council (linking the efforts of the Multicultural Resource Center and the Faculty Women’s Committee) in the Medical Center, the Employee Oversight Committee in Human Resources, and the long-standing LGBT task force. Chairs of all these groups (plus the Administrative Women’s Network and Faculty Women’s Network) serve on the PCSW to ensure coordination.

Information Sharing: In the aftermath of the September 2003 press conference and the publication of the report, many university constituents have sought further information on the findings and outcomes. Most members of the Women’s Initiative Steering Committee spent the 2003-2004 school year explaining the findings to colleagues, students, and alumni in informal conversations and formal programs. Programs occurred in residence halls, in classes, with various work groups, in faculty meetings, and during student organization meetings. The alumnae research team from the Women’s Initiative – Allison Haltom, Donna Lisker, and Ellen Medearis – also returned to seven cities to hold Women’s Initiative events. Although the pace slowed somewhat in 2004-2005, the Duke Club of Seattle did sponsor a Women’s Initiative event in November 2004; in May 2005 the Washington DC Women’s Forum did the same. The Baldwin Scholars were featured on CNN’s *Lou Dobbs* program and on the Voice of America. Donna Lisker and Allison Haltom traveled to Washington DC to meet with the Women Administrators in Higher Education in April 2005, and did a lunchtime program on the Women’s Initiative. President Brodhead also spoke with the Administrative Women’s Network in May 2005.

Other Updates

Women's Initiative Steering Committee members learned early in the process that just naming the issue and beginning the study initiated multiple projects over which the Women's Initiative had no control and often very little knowledge. The PCSW faces the same wonderful challenge; the Women's Initiative has energized and inspired many people throughout the University and Medical Center, and those people often decide to take action on the issue that touches them most. Some of these efforts we know about; many we do not. What follows represents our best efforts in June of 2005 to list informal projects inspired by the Women's Initiative. None of the projects in this list has a direct connection to the original Steering Committee, though in several cases WISC or PCSW members have acted as advisors or sounding boards. For ease of understanding, the list is organized by constituency group.

Undergraduates

- A group of four women from the class of 2005 formed the Duke Women's Mentoring Network. This group held a series of intergenerational women's book groups, discussing books like *I Am Charlotte Simmons*. DWMN also held an afternoon tea at the Washington Duke with female members of the Board of Trustees. Since the founders graduated this past year, they spent significant time identifying and cultivating younger women to carry on the DWMN
- For the second year, women students wrote and performed *All of the Above*, a series of monologues ruminating on body, identity, and self.
- Geoffrey Lorenz '06, a Women's Center student staff member, headed up Men Acting for Change, an undergraduate student group. He recruited a large number of undergraduate men to help with Sexual Assault Prevention week and the White Ribbon Campaign and provided education to those men on sexual and relationship violence.
- The Freeman Center for Jewish Life holds a monthly Rosh Chodesh women's group.

- The Panhellenic Council held their annual Women as Leaders dinner in the fall of 2004, honoring undergraduate, graduate/professional, staff and faculty women leaders. They also sponsored “Kristen’s Story” during Sexual Assault Prevention Week.
- Alpha Delta Pi held a values and ethics workshop in the spring of 2005 that focused on women’s leadership.

Graduate and Professional Students

- The Graduate and Professional Women’s Network continues to sponsor biweekly dinner discussions through the Women’s Center. Attendance and interest remain very high.
- Women in Science and Engineering, which primarily serves graduate/professional students, held a full slate of lectures and programs in 2004-2005.
- GPSC and the Career Center held a series of mentoring dinners during Career Week to connect alumni and graduate/professional students
- GPSCNews, the email newsletter to all graduate/professional students, became a weekly publication and added a section on campus resources and student group announcements. Heather Dean, GPSC President, reports an increased sense of cohesion and higher attendance at graduate student events as a result.
- Graduate and professional students have been active participants in discussions about the new Bryan Center plaza and the redevelopment of Central Campus. These new spaces will enhance opportunities for community building and informal mentoring among all members of the Duke community.

Employees and Faculty

- Parents @Duke, an advocacy organization formed in the summer of 2002, continues to meet and work toward family-friendly goals, including a longer parental leave and more numerous and affordable childcare options.
- Laura Micham and Amy Leigh of the Sally Bingham Center for Women’s History and Culture continued the Duke Women’s Colloquium, a once-a-month gathering for interested women to discuss topical issues.

- The Administrative Women's Network held monthly events on professional development, self-care, and other topics. They continue to sponsor a listserv with 700 members.
- The Faculty Women's Network, newly reinvigorated, created a Steering Committee, met with female faculty job candidates, and gave feedback on the faculty climate survey and revisions to the harassment policy. They also engaged with ECAC on salary equity studies done at Duke. The Senior Women in Science subgroup met with Deans Nowicki and McLendon to discuss salary equity, time to promotion, and the opportunities for female scientists to become distinguished professors. They also focused on departmental and campus climate issues and faculty recruiting, and responded to Harvard President Lawrence Summers' comments about women in science.
- The Department of Medicine has created the position of Vice Chair for Diversity, and two Associate Vice Chair positions, one representing women and one representing minority issues.
- The Office of Institutional Equity sponsored a lecture by Lieutenant Governor Beverly Perdue during Women's History Month, entitled "Women, Leadership, and Public Service."

Alumni

- Plans are underway for a January 2006 alumnae leadership conference hosted by President Brodhead. The conference will include updates on the Women's Initiative, opportunities for alumnae to meet women faculty and students, networking and mentoring. It will immediately precede Career Week to allow interested alumnae to stay and participate.

Appendix A: Minutes of PCSW Meetings

President's Commission on the Status of Women
September 22, 2004

Attending: Donna Lisker, Ann Brown, Polly Weiss, Mindy Kornberg, Jackie Looney, Patty Morton, Ben Reese, Heather Dean, Pasha Majdi, Judith White and Jamie Dupré

Donna Lisker welcomed the group and introductions were made. She noted that the purpose of the President's Commission is to monitor the goals of the Women's Initiative. A small subset of the group met with President Brodhead on Monday to bring him up to date on the PCSW, and he indicated that he would like to meet with the group at some point.

Final Report

The President's Commission's Final Report was put together over the summer and shared with President Brodhead. Donna asked the group about the report and how much of it do we want to make public?

Ben Reese thought the whole report could be made public, minus the individual statements and minutes. Others indicated that they would like to reread the report with an eye toward being public and then get back to the group.

Jackie Looney noted that several things had occurred since the report was written and asked if we should include these updates in any public information or should we wait until next year's report. Others thought it would be best to include any updates. An example given was the Dean's Mentoring Award.

Other questions asked were how do we communicate information as a committee – should we have a summary with bullets, progress report, updates?

Women's Initiative Web Site

Donna asked the group to look at the Women's Initiative web site. We have funds to support a contract with the Office of Web Services to keep the site up to date. We've gone through and many of the links to the news articles have expired, and there a few other links that are out of date. We'll have these updated.

Donna asked if we should change the intro page and have a new introduction from President Brodhead indicating the importance of the work? Others were favorable with this idea, and Donna will ask President Brodhead if he is willing to do this.

Donna also asked if each of the constituencies had a link to the Women's Initiative site on their own web sites? Most do not, but will work on it.

One question asked was whether we should continue to call it an "Initiative" since that implies a short-term event. Is this viewed as an ongoing process or an historic event?

One suggestion was to refer to the Women's Initiative Report as the Report of September 2003 to distinguish it from any future reports/updates.

Jackie Looney noted that in their meeting with President Brodhead there was discussion about getting the initiative to go beyond just this group. How do we get people to address concerns and how do we spread out?

Donna also mentioned there was a recent article in the Chronicle of Higher Education that referred to the Women's Initiative that would be good to add to the news links, and said she would circulate the article to members.

Updates

Heather Dean – the Women's Initiative is in the goals for GPSC. Sheila Curran of the Career Center will organize mentoring dinners which will bring together alumns with graduate and undergraduate students. Last year's women's mentoring dinners were successful and provided lots of discussions and connections. The mentoring dinners will be held on January 24 and 25. This is a great way to get alums involved. Rob Saunders, GPSC's Community Affairs Coordinator, is organizing lunches for various groups – women, minority, LGBT students, international students.

Mindy Kornberg – Professional Development. One recurring theme from the focus groups from the Women's Initiative was that people would like more professional development. Duke currently offers a tuition assistance program which will pay 80% tuition for employees taking courses at Duke. Right now there are about 180 people using \$1.8 million. There was a push that would allow more employees to take advantage of this opportunity by allowing them to take courses at any accredited school for courses related to their job. There was a lot of resistance from current employees taking courses at Duke. There is a pilot program in the works that would provide money that would allow students to take courses that are related to their professional development.

HR is continuing to work on mentoring. They need to refine the metrics for defining success.

Quality childcare continues to be a problem. There is a critical need in the areas of infant and toddler care. Duke will again be able to partner with the Child Care Services Association to provide \$200,000 in grants to improve childcare facilities around the area. It will provide money to 4-star daycare centers to allow them to become a 5-star facility,

and Duke people will be given priority in vacant spaces available. There are 19 local centers in the area participating. There will never be enough spaces on campus, so Duke is working to improve other facilities. They are also working on having other major corporations in the area donate funds to improve local facilities.

Mindy also talked about lactation rooms. This seems to be a need that gets a lot of visibility. HR has improved the facilities that are available, but what is needed is space for additional lactation rooms, especially on East Campus and in the research buildings, and they would like help in identifying locations.

Ann Brown – Grant writing seminar. The Medical Center has sponsored a grant writing seminar, and had a very good turnout. She asked if this sort of thing was available to graduate students, and was told that the Office of Research Support does a similar program. It was suggested that she may want to speak with ORS to see what they offer.

Ben Reese – Respect in the Workplace – there has been positive feedback to this workshop, but they would like to have more people sign up and go through the program. The program has a formal structure and a manual is provided as well.

Jackie Looney – The Graduate School provided a subsidy for childcare for graduate students. They can apply and if they meet the criteria, they can get up to \$5,000 subsidy. Most applicants have been international students. A new group, Graduate and Professional Parents (GAPP) has been started.

Jackie also talked about the Dean's Award for Mentoring. They used information submitted from students and faculty to come up with the criteria. It was an online application process. Students were very rigorous in their assessments. The three faculty members selected this year were Lori Setton, Sal Pizzo and John Aldrich. There will be a reception for the Mentoring Awards on October 6 in the Mary Lou Williams Center.

President's Commission on the Status of Women
October 27, 2004

Attending: Donna Lisker, Heather Dean, April Brown, Jill Miller, Jacki Silar, Polly Weiss, Judith White, John Payne, Ann Brown, Ben Reese, Mimi Wachendorf, and Jamie Dupré

New PCSW member Mimi Wachendorf, representing DSG, was introduced to the group.

Respect training

Ben Reese and Polly Weiss gave a brief introduction into the Office of Institutional Equity's respect training program. Ben noted that after reviewing the literature, they learned that very little has been done in the way of defining respect in the workplace. There is a good bit of literature on trust, but not respect. OIE has come up with a model that tries to explain what respect is and the issues and variable affecting it. The model tries to get people to generate the notion of what respect is and how to handle it in the workplace.

Ben and Polly circulated a Participant Manual, *Enhancing Respect in a Diverse Workplace*, which they have developed for their training sessions. On page 6 of the manual is an illustration of the model they use to understand workplace respect, which has four categories of behavior (word choice, tone of voice, body language and interpersonal decisions) and variables (relationship, situation and self) that act as filters. The behavior and variables need to be considered in understanding a person's experience of respect.

It was noted that people can view the same behaviors and variables differently. Respect is not totally relative. There are certain words and actions that all find disrespectful.

Respect was one of the issues that came up repeatedly in the focus groups conducted for the Women's Initiative, and it is important to a large number of people on campus. However, as John Payne pointed out, many people don't know there is a problem with respect issues. It is important to make people understand why respect matters in the workplace; if not they will not see the benefit of the training.

Ben and Polly noted that each time they teach the course they get new insights into respect issues. They would like to have more help in implementing training on the Campus side. The Medical Center has been very responsive to training.

OIE usually does training for departments or units, but it does have open enrollment sessions. To be effective, the group size for the training needs to be between 12-30 members. OIE does follow up evaluations with those who have gone through respect

training. They also have a video tape dealing with respect that can be viewed in the OIE office or borrowed.

Update on Administrative Women's Network

Judith White is the Chair of the Administrative Women's Network. It will be celebrating its 20th Anniversary this year.

The goals of the AWN are to help women on campus to network and deal with the sense of isolation and provide them with development opportunities.

Professional development has become a mission for AWN. They provide a series of programs at lunch, which are open to anyone. AWN does have a \$15 membership fee, and they also receive funding from several administrative offices on campus and in the medical center. This year they will be joining with the Women's Health Series and alternating meetings in the medical center.

One program offered this year, called Profiting from Your Passion, dealt with personal growth issues and had people talking about issues involved in turning an outside interest into a business.

Judith met with Molly O'Neill, Vice Chancellor for Business Development and Marketing in the Medical Center, and learned that she is very enthusiastic about women's professional development.

Judith indicated that PCSW should evaluate the status of women employees to follow up on issues studied during the Women's Initiative. Some departments have followed through on some issues and others have put them on the shelf to be dealt with later.

Judith also noted that there were some things that came out in the report that are not working. For example, many managers still do not understand the maternity leave policy. Some think that employees can only take 3 weeks of maternity leave because Duke will pay for 3 weeks of leave.

The notion of flexibility is another area that is not working. Employees are asked to be flexible to meet Duke's needs, but Duke is not reciprocating. Flextime was announced with a lot of fanfare, but with little explanation of how it works. We need more management training on how and when flextime can be used.

Updates

The Women's Initiative website has been updated to fix the broken links and will be updated further with a letter and picture from President Brodhead on the main page.

Baldwin Scholars Program -- Donna Lisker noted that ten percent of women in the freshman class have applied (78 applications: 71 from A&S and 7 from Pratt).

AWN will have its annual meeting and fall reception on November 30 from 4:30-6:00 in the Doris Duke Center at the Duke Gardens. It will feature an awards program.

Heather Dean reminded folks that the Graduate and Professional Student Council will have its mentoring dinners on January 24 and 25, and they will be focusing in the following areas: law, business, science/medicine, and humanities.

President's Commission on the Status of Women
February 10, 2005

Attending: Donna Lisker, Katie Jandl, Heather Dean, Mindy Kornberg, Patty Morton, Ben Reese, Tomalei Vess, Mimi Wachendorf, Polly Weiss, Pam Reilly, Jamie Dupré and Teresa Berger (for Roxanne Springer)

New Employee Tuition Assistance Pilot Program – Mindy Kornberg gave an update on the employee tuition assistance pilot program. The current educational assistance program waives 80% of tuition for graduate courses and 90% tuition for undergraduate courses at Duke. The new pilot program came about from needs identified through the Women's Initiative and the DUHS Work Culture Survey. The new tuition program will allow full-time employees with at least two years of service to be reimbursed for classes taken at an accredited university. Employees will be reimbursed for up to two classes per calendar year for courses related to the employee's current job or which allow for future career growth and documented in the employee's professional development plan. Courses must be for academic credit – continuing education courses do not count. Employees are reimbursed upon successful completion of the course with a "C" or better or "pass" where a grade is not provided.

Human Resources received 200 calls about the program and had enough money for 151 employees to participate, 115 of those took 2 classes at an average of \$590. Funding is limited and is provided on a first-come, first-served basis. Employees are taking courses at Durham Tech, North Carolina State University, UNC, North Carolina Central, University of Phoenix and Pfeiffer University. Human Resources will rely on the supervisors of participating employees to evaluate the program.

Update on LGBT Task Force – Polly Weiss updated the group on the LGBT task force. The task force meets twice a month. They will be launching a new website soon, and are trying to work on being more visible. They have set up meetings with the President and the Chancellor for Health Affairs to discuss concerns. They are also working on the issue of data collection and a way to identify people. They have asked for the category of sexual orientation to be included in data collection. Other areas the task force is working on are the recommendations from the Women's Initiative report, training developed for LGBT concerns in the Health System, and adding "transgender" to the LGB portions of the harassment policy. They are also following closely the on again/off again Sexuality Studies program at Duke. The climate for undergraduate residential life is another area the task force is concentrating on. The perception is that residential advisors are not receptive to students who are LGBT students. The task force would like to do a faculty survey and collect demographic data on sexual orientation. The new web site will allow the task force to do anonymous electronic data collection. They hope people will register with the group and then a survey can be sent to registrants.

Graduate/Professional Student Issues – Tomalei Vess, Director of Graduate Student Development, working with under-represented students. She is the new representative to the PCSW representing Graduate Student Affairs. Tomalei indicated that overall in the Graduate and Professional Schools the ratio of male to female is about 50/50. However, certain schools lean more in one direction or the other. The School of Nursing and School of the Environment are more heavily women; Business School is more heavily male; Divinity School is slightly more heavily men, while the graduate school has slightly more women. Within the Graduate School there are more women applications in the biological sciences, humanities and social sciences, with more men in the physical sciences. There has been a steady increase in women's applications in the physical sciences in matriculants since 2000 with a big part of that coming from biomedical engineering.

Recruitment of women follows the shotgun approach. There are recruiting fairs, and the medical school strongly recruits women and under-represented minorities. However, there is no effort to target middle school students (age when most are deciding careers). There are a couple of programs at Duke that are trying to target these students. BOOST (Building Opportunities and Overtures in Science and Technology) – run by Brenda Armstrong in the Medical School, works with elementary and middle school teachers and students to interest them in science. They work with the Durham Public Schools and the School of Science and Math teaching the teachers how to teach science and introducing students to careers they had not heard of before. Many of the students had no concept of what a Ph.D. program was.

Tomalei is also working on retention issues. She is working with April Brown to set up a mentoring summit or a series of frank discussions between faculty members, graduate students and post docs to discuss work/life balance issues and how to prioritize things.

Heather Dean said that mentoring is a high priority for GPSC. Dean George McLendon has set aside money for someone to be responsible for organizing mentoring.

Tomalei said that they are looking at what Duke is doing in response to the Women's Initiative. What are best practices? They will continue with focus groups moving forward.

A couple of questions asked were, what documents should the PCSW be publishing and when should we focus on research and advocacy?

President's Commission on the Status of Women
April 7, 2005

Attending: Donna Lisker, Ann Brown, John Payne, Polly Weiss, Pam Riley, Roxanne Springer, Heather Dean, Ben Reese, Mindy Kornberg, Katie Jandl, and Jamie Dupré

Guests: Paula Thompson and Sharon Obialo

Pam Riley announced that the Administrative Women's Network luncheon with President Brodhead is scheduled for Wednesday, April 27 in the Searle Center. Space is available if anyone is interested in attending.

Update on Medical Center – Ann Brown. Ann is working with Dean Williams' office to make the School of Medicine an attractive place for women to work. One of the issues they are working on is a policy for part-time faculty in tenure track positions.

Ann circulated a handout on the Faculty diversity plan from the Deans of Medicine and Nursing. The Schools of Medicine and Nursing will have a committee similar to the Provost's Standing Committee that reviews faculty diversity.

The School of Medicine has taken several steps recently in support of faculty diversity, including reestablishing the Faculty Women's Committee, the appointment of an Associate Dean for Women in Medicine and Science, and the formation of a Faculty Diversity Council. The Faculty Diversity Council has an Executive Committee and a larger Steering Committee has been formed to broaden the representation to include faculty from most of the School of Medicine departments and the School of Nursing. This group has been charged with developing a strategic plan for faculty diversity as well as developing a plan for faculty development.

The Schools of Medicine and Nursing will continue to tabulate and review data on faculty diversity, including salary equity, on an annual basis. An Annual Report Committee has been formed and charged with developing a structure for an annual report. Salary equity will be part of the long-range plan for the group. Ann noted that the Department of Medicine is conducting its own salary equity study, and in its initial findings found that women made less than men. However, more detailed analyses are underway.

The Schools of Medicine and Nursing will establish a systematic process for exit interviews of departing faculty for review by appropriate leaders within each school.

The Schools of Medicine and Nursing will maintain documentation of women and minority candidates in the applicant and finalist pools for faculty searches. In any search where the pool of finalists does not include women or minority candidates, the search

committee will be challenged to show evidence of efforts to identify such individuals. The Faculty Women's Committee has met with Chair candidates as part of the recruitment process. The FWC has also drafted a document outlining strategies to identify more women and minorities by search committees.

The School of Medicine will require each chair to develop a mentoring process for faculty and learners. A Professional Development Seminar Series has been developed to help faculty understand institutional processes.

The Schools of Medicine and Nursing will promote the recognition of women and minorities as distinguished chairs and as recipients of awards and honors. Ann noted that the Department of Medicine has tripled the number of women as division chiefs.

The Deans of the Medicine and Nursing will encourage departmental chairs with regards to diversity goals. Diversity goals are built into the hiring process and into annual departmental budget reviews.

The Schools of Medicine and Nursing will develop pipeline programs that promote entry of women and minorities into careers in medicine, biomedical sciences and nursing. The Multicultural Resource Center administers several programs for students. Mindy Kornberg suggested that folks look at the pipeline program developed by Northwestern.

The Dean of the School of Medicine has received grant from The Duke Endowment to support faculty diversity.

Summer 2005 PCSW Report – Donna asked the people send her copies of reports and handouts from their areas electronically if possible by June 1. She will send the final report to the president in July.

Proposed goals for PCSW from Roxanne Springer. Roxanne circulated a handout with proposed goals which included:

1. Examining existing data on graduate students. She proposed that PCSW obtain current data on hand and recommend action based on its finding.
2. External reviews of departments – proposes that PCSW draft questions on the climate for females for external review committee; report would be returned to PCSW for its recommendation.
3. Climate Equity Study – proposes more quantitative questions be added to the qualitative questions on compensation, either within the proposed study or as a parallel effort.
4. Salary Equity Study – proposes that PCSW ask for a bi-annual salary equity study which includes analyses using a) time since Ph.D., b) including rank, and 3) not including rank.
5. Harvard President Summers – the FWN and Senior Women in Science asked President Brodhead to make a public statement about President Summers' comments, which he declined. She proposes that PCSW endorse a resolution advising President Brodhead that his reaffirmation of Duke's commitment to

equity for women in the sciences is an important step he can take to improve climate for women at Duke.

6. Named chairs – proposes that PCSW receive annual updates on the population of distinguished chairs and monitor the gender balance.

PCSW Goals for 2005-06 – Donna asked about setting goals for the coming year. This group came out of the Women’s Initiative Steering Committee and was charged with following up on items from the WISC report. PCSW has been a reporting/connecting group. How do we see ourselves and what do we want to become?

- One suggestion of a purpose for PCSW was to get diversity goals into the new strategic plan to be sure gender is appropriately addressed.
- Katie Jandl talked about the importance of keeping undergraduate issues on the table for PCSW
- Rewrite the charge for PCSW; possibly add additional members to represent other groups not currently on commission.
- Website – use the website to post best practices and use as a clearinghouse for information and making recommendations from individual groups available on the web.
- Look at how this group relates to others in the university.
- Another suggestion was to have a working committee and a steering committee with defined focus.
- Talk with the president about the issue of the charge to the commission and ask where his needs are for this group.

Donna asked if those who will be around during the summer would let her know so that an informal meeting can be called to brainstorm ideas that can be presented to the larger group in the fall.