One-Woman Office Preliminary Project

Committee on the Concerns of Women (CCW) at CCSU – Women of Color Subcommittee

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Definition: A 'One-Woman Office' is a term coined for the offices at Central Connecticut State University supervised by a full-time administrative faculty woman, who is not supported by a full-time administrative assistant, secretary or administrative faculty. In which case, the individual is the only one on campus that carries out the task, therefore in her absence, it becomes a major institutional risk as the department either shuts down or is not able to perform its essential functions. This 'One-Woman Office' in most cases, carries out its primary functions with the assistance of part-time workers such as university assistants, work study students, student workers or interns.

Purpose: The purpose of this preliminary study is to examine if the terminology "One-Woman Offices" exist at CCSU. If 'One-Woman Offices' exist, does intersectionality theory also apply?

In addition, we are looking to establish if women and women of color offices are adequately staffed to function optimally as a unit/department in comparison to their male counterparts.

The test sample is made up of administrative faculty reporting to leadership of major divisions and units. The major divisions include Academic Affairs, Administrative Affairs, Enrollment Management, Equity and Inclusion, Fiscal Affairs, Institutional Advancement, Institution Research, Information Technology and Student Affairs. The results from this study will be used to make recommendations on eliminating 'One-Woman Offices', highlight associated institutional risks with One-Woman Offices and also, establish the baseline for discussions on intersectionality, gender, race, ethnicity equity by the Committee on the Concerns of Women (CCW) at CCSU.

Basis for Project

The Women of Color sub-committee of the Committee on the Concerns of Women (CCW) is looking into the concerns that the system at CCSU has created 'One-Woman Offices' to discourage professional development and career fulfilment at CCSU for Women or the Female Gender, for the sole purpose of disempowerment. The idea behind it is to camouflage behind inadequate resources, legitimized disabling structures (human and financial) so as not to provide the best support for women or some women or race on campus, an effort to discourage professional growth and keep individuals working at less than par or below their capacity. Also, is it a strategy to maintain an imbalance in pay equity for women and or women of color by minimizing tasks, supervisory and position responsibilities, even though some of the tasks being completed are above their admin rank in comparison to their male counterparts.

Is it also possible that among women and women of color, intersectionality is playing out within the institutional structure? Intersectionality: the complex and cumulative way that the effects of different forms of discrimination (such as racism, sexism and classism) combine, overlap, and yes, intersect-especially in the experiences of marginalized people or groups (Merriam-Webster Dictionary). Intersectionality encompasses, conceptualizes and puts some context to gender inequality in overlapping systemic institutional structures and all its implications. Intersectionality was coined by Kimberle Crenshaw (1989) an esteemed civil rights advocate and law professor in a seminar paper she wrote for University of Chicago Legal Forum, in which she stated that "Intersectionality experience is greater than the sum of racism and sexism, any analysis that does not take intersectionality into account cannot sufficiently address violence against women and women's vulnerability on academic campuses because different things make different women vulnerable," - Kimberle Crenshaw 2017.

Intersectionality considers how the experiences of black women and poor women have been distorted within the feminist movement. Stating strongly that the experience of black women within the context of feminism cannot be effectively defined because there are

other variables such as oppression, race, class, struggles for empowerment and professional development that have kept black women marginalized even within the feminist movement.

Research reveals the differences between the experiences of ethnic minority and majority groups. For instance, the black and Asian women interviewed by Bradley et al. (2005) reported suffering the multiple effects of racism and sexism, work pressures which may contribute to conflict between work and nonwork in a way unknowable by the white majority. Acker (2006, p. 422) states 'gender is complicated by class, race/ethnicity, and/or other differences' which suggests that focusing on a single category to define the complexity of inequality, totally dismisses the experiences of less privileged.

An article that discussed about intersectionality in the work force was Women of Color Get Less Support at Work. Here's How Managers Can Change That, published by the Harvard Business Review whose authors were Zuhairah Washington and Laura Morgan Roberts. Roberts and Washington used studies from the Nielsen survey and through it they observe that 80% of Black woman, 83% Asian, and 76% of Hispanic women genuinely strive to grow professionally in their field, according to Roberts and Washington, only 4% reach corporate level positions within their jobs. Women of color and poor women according to research are not receiving institutionalized support required to grow within public, private and corporate sectors. This correlates with information stated in a TED talk titled From Survive to Thrive: Women of Color in Corporate leadership by DeRetta Cole Rhodes, who was experiencing issues being in the workforce as a woman of color. She described her pitfalls of trying to be perceived as a leader in her workforce. Despite having a doctorates and years of experience was told multiple times she lacks leadership capabilities. The issues of women of color is how they are currently facing discrimination that is not only based on their gender but their race. Alina Tugend, touch on this for her article for the New York Times, The Effect of Intersectionality in the Workplace, using a quote by Brittany Packnett she states the dynamics of intersectionality with: "It's not merely that some days I experience racism and some days I experience sexism," she said. "Rather it is that oppression shows up differently for me than it does for black men and white women." This leads to an article in the Seattle times called Seattle-Area Women of Color Share How They Navigate the Workplace, African American woman explaining how being undermined at her job propelled

her to pursue her degree. Another woman who was Asian, who went over not her issues with people inquiring about her age but as a queer woman.

According to research, intersectionality challenges the existing organizational structures which were constructed during post-colonial times that seem to not benefit the vulnerable, women of color and poor women, but are still self-serving to the majority.

Sample Selection

Sample Size: Information on the sample selection was gathered from CCSU's 2018 NECHE Self-Study Guide which was still accurate as of the beginning of this project, as an attempt to methodically find a manageable and descriptive sample size to test the theory that One-Woman Offices exist at Central. The test sample is made up of administrative faculty reporting to leadership of major divisions and units – major divisions and units as defined by the NECHE Self-Study Guide. The eight (8) major divisions include Academic Affairs, Administrative Affairs, Enrollment Management, Equity and Inclusion, Fiscal Affairs, Institutional Advancement, Information Technology and Student Affairs. We did not include Institutional Research and Assessment as it is an outlier and would have skewed the results. Within each major division, we identified heads of each administrative departments. In total we sampled seven (7) major divisions and forty-eight (48) heads of administrative departments, out of which there were twenty-four (24) males and twenty-four (24) females. Positions such as Associate Vice President were not considered because they are Management Confidential.

Sample Size Breakdown by Division:

Academic Affairs: Eleven (11) Administrative Faculty were identified.

1. Director, Academic Center for Student Athletics
2. Director, Burritt Library
3. Director, Center for International Education
4. Coordinator, Community Engagement
5. Manager, Explore Central/ Career Success Center
6. Director, Grants and Funded Research
7. Supervisor, Instructional Design and Technology Resource Center
8. Director, Learning Center
9. Director, Pre-collegiate and Access Services
10. Registrar, Registrar's Office
11. Director, TRIO Educational Talent Search and TRIO Upward Bound Math and Science

Administrative Affairs: Five (5) Administrative Faculty were identified.

1. Associate Director, Facilities Support Services
2. Director, Engineering Services
3. Director, Environment Health and Safety and Sustainability
4. Director, Technical Logistics
5. Campus Architect

Enrollment Management: Five (5) Administrative Faculty were identified.

1. Director, Financial Aid
2. Director, Graduate Studies
3. Coordinator, Student Financial Literacy/Enrollment Management
4. Director, Transfer and Academic Articulations
5. Director, Undergraduate Admissions

Equity and Inclusion: Three (3) Administrative Faculty were identified.

1. Specialist, Office of Victim Advocacy and Violence Prevention
2. Coordinator, Women's Center
3. Senior Equity & Inclusion Officer (Director)

Fiscal Affairs: Five (5) Administrative Faculty were identified.

1. Budget Director, Budget
2. Controller, University Controller
3. Bursar, Bursar's Office
4. Manager, Compliance and Procurement Services
5. Director, Card Office

Institutional Advancement: Seven (7) Administrative Faculty were identified.

1. Director, Advancement Services
2. Director, Alumni Affairs
3. Director, Athletics
4. Director, Continuing Education
5. Director, Institutional Advancement
6. Director, Institute for Municipal and Regional Policy
7. Director, Public Relations

Information Technology: Four (4) Administrative Faculty were identified.

1. Director, Client Support Services
2. Director, Technology Services
3. Director, Administrator Technology Services
4. Director, IT Strategic Initiatives & Special Projects

Student Affairs: Five (5) Administrative Faculty were identified.

1. Director, Disability
2. Director, New Student Program
3. Director, Office of Student Conduct
4. Director, Residence Life
5. Director, Student Center

Research Criteria and Questions

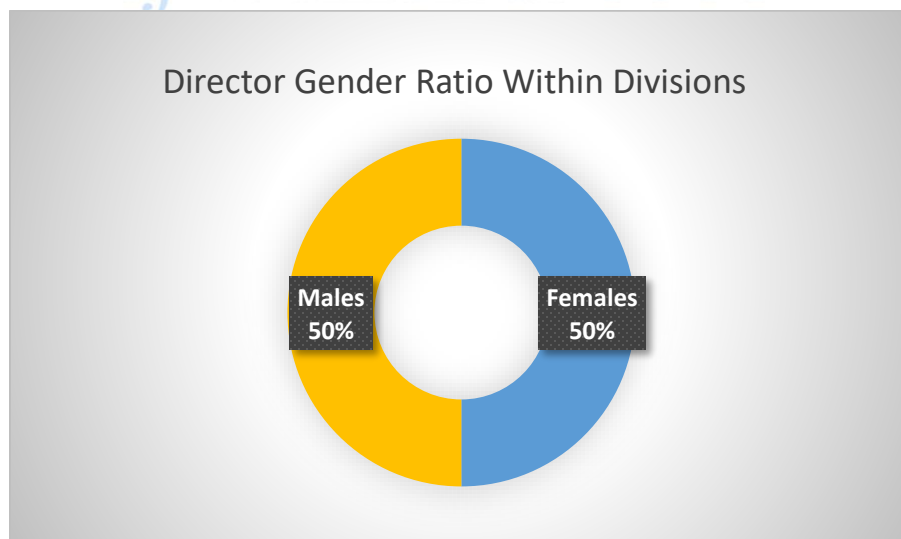Once we identified the sample size, we then developed the criteria to include in the research:

1. Job Title
2. Rank
3. Department
4. Major Division
5. Gender
6. Ethnicity
7. Staff Volume

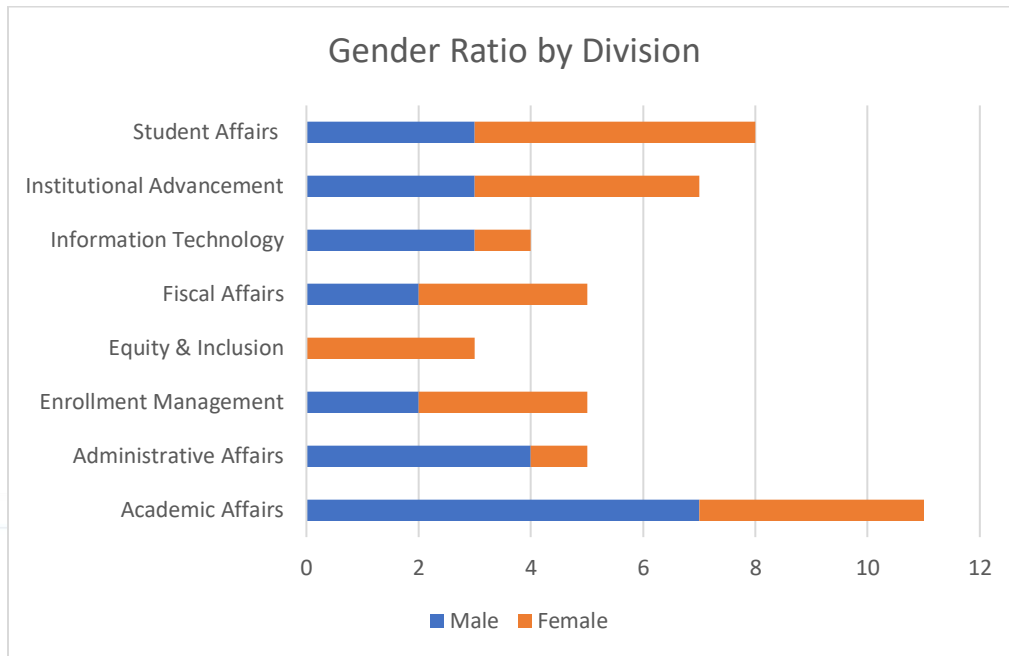The Research Questions for Staff Volume is below:

a. Do Directors have full-time staff greater than 1?
b. Do Directors have Clerical staff?
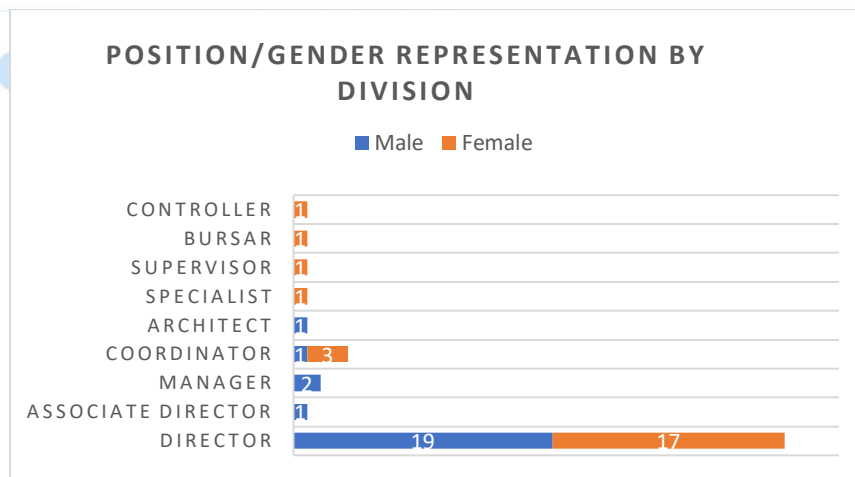c. Do Directors have Part-Time staff greater than 1?

Outcomes:

1. Total sample size is 48 comprising of twenty-four (24) males and twenty-four (24) females.

Director Gender Ratio Within Divisions

Males 50%   Females 50%

2. Distribution of Male and Female Gender by Division

Gender Ratio by Division

(Bar chart showing Male and Female distribution by division: Student Affairs, Institutional Advancement, Information Technology, Fiscal Affairs, Equity & Inclusion, Enrollment Management, Administrative Affairs, Academic Affairs)

3. Titles of Directors, Equivalent Positions and Gender Ratio within the Divisions

POSITION/GENDER REPRESENTATION BY DIVISION

■ Male ■ Female

(Bar chart showing: CONTROLLER 1, BURSAR 1, SUPERVISOR 1, SPECIALIST 1, ARCHITECT 1, COORDINATOR 1 3, MANAGER 2, ASSOCIATE DIRECTOR 1, DIRECTOR 19 17)

We researched further into the gender and race of those at the Coordinator position who are in charge of various departments within the divisions, the result is below: All four (4) Coordinator positions are occupied by minority. The theory of intersectionality may be evidenced here which states that the discrimination of Women of Color is not based on gender but their race.

Coordinator Position Breakdown
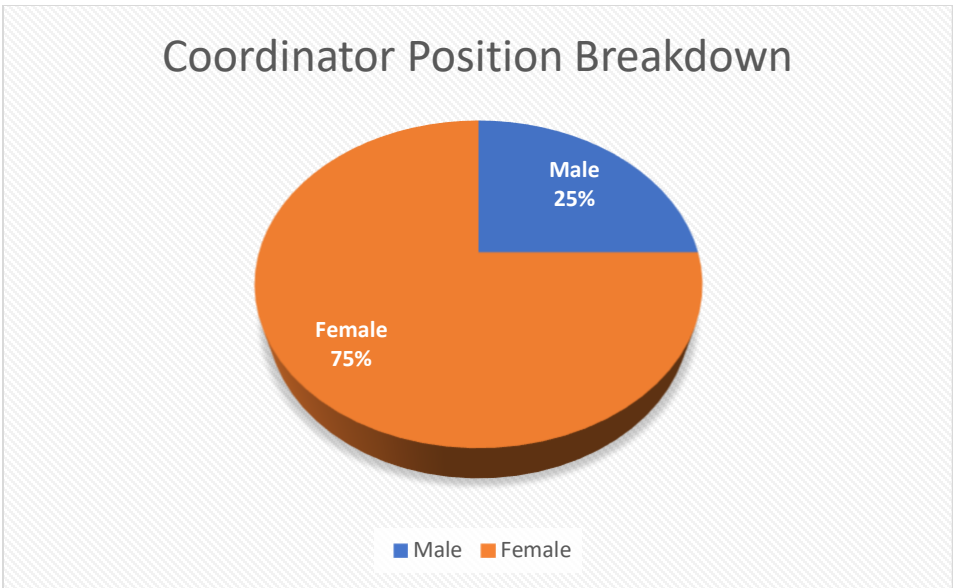
Male 25%
Female 75%

(1 Hispanic male, 2 Hispanic female and 1 African American female)

It was also discovered that two of these coordinator positions, even though they manage a whole department, did not have the support staff required to adequately and effectively run the department in comparison to other department Directors. For example, both the Community and Engagement Department and the Women's center is run by a Full-Time staff and a University Assistant.

4. Clerical Support Staff Distribution by Director's Gender

Clerical Support Comparison by Gender

Clerical Support   Without Clerical Support   Not Applicable

■ Male ■ Female
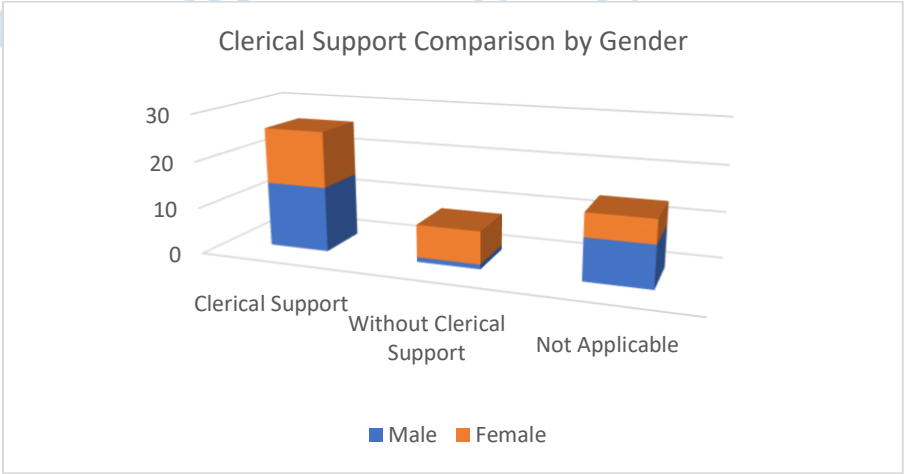
There are directors within the organization that cater to the campus and larger community without clerical staffs, and these directors or coordinators perform secretarial duties. Based on data collected all male directors have clerical support with the exception of one (who shares clerical staff with IELP), 17 females have clerical staff and seven (7) had no clerical support.

The non-applicable offices do not seem to require secretaries based on the organization charts and institutional structure from NECHE self-study and Division Organization chart. (Appendix ...org charts in CCW space on campus).

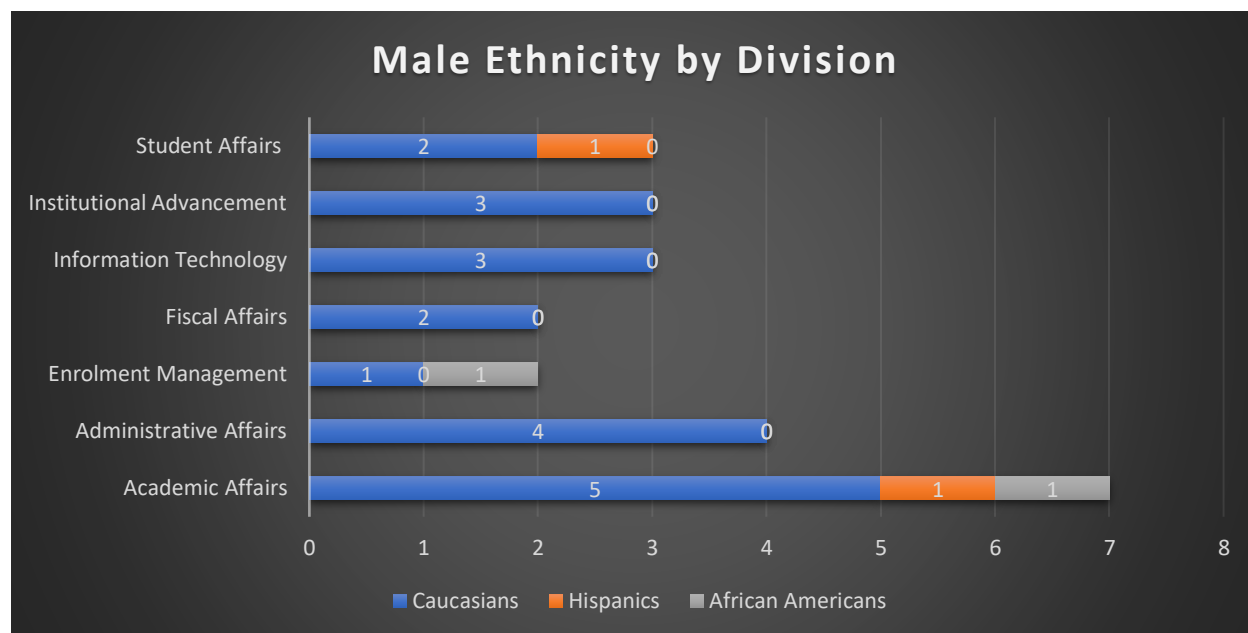5. Gender and Ethnicity Disparity among Director Positions
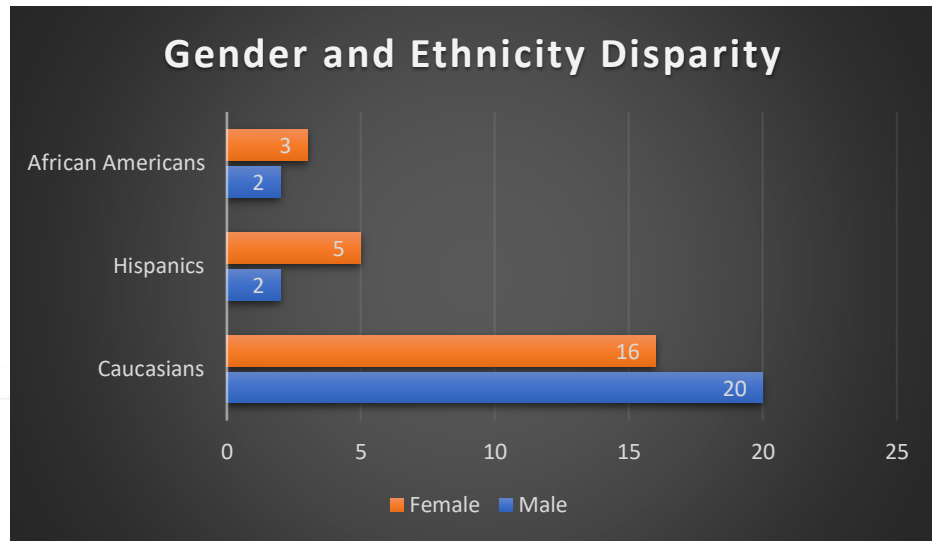
Of the 48 Director positions, 36 are occupied by Caucasians, 7 by Hispanics and 5 by African Americans. Of the 24 females, 16 are Caucasians, 5 are Hispanics and 3 are African Americans which may begin to confirm the theory of intersectionality playing out within CCSU's institutional whereby the majority within the group benefit rather than the more vulnerable group.

6. Female Ethnicity among Directors/Coordinators within Divisions
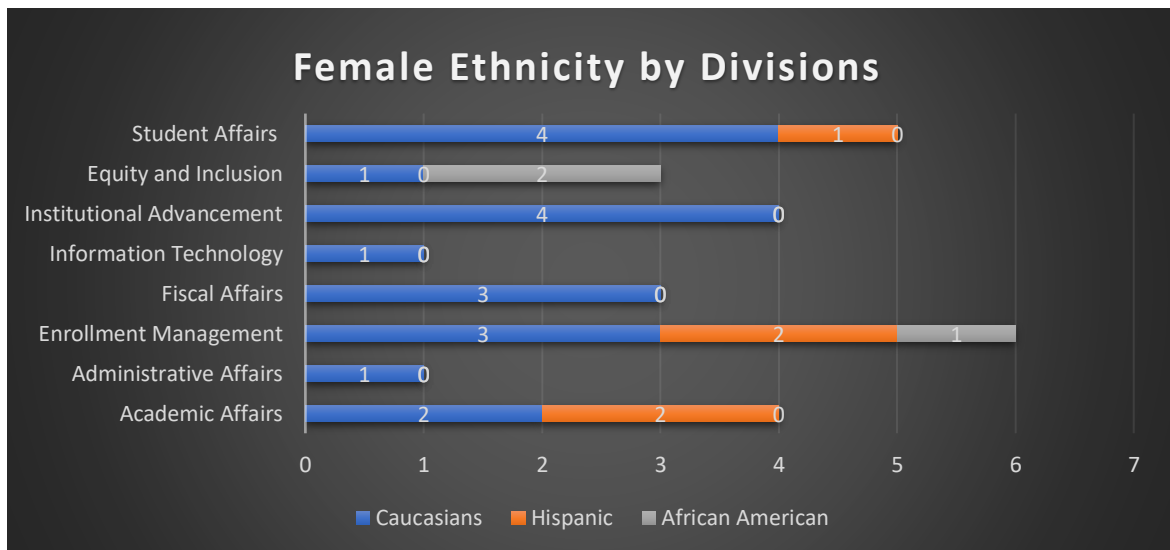
Of the 24 Females occupying director roles or equivalent, 19 are Caucasians, 5 are Hispanics and 3 are African Americans which reflects the theory of intersectionality within the institutional structure of CCSU and that the challenge may be that existing structures are self-serving to the majority.

7. Male Ethnicity among Directors/Coordinators within Divisions

Male Ethnicity by Division

Division	Caucasians	Hispanics	African Americans
Student Affairs	2	1	0
Institutional Advancement	3		0
Information Technology	3		0
Fiscal Affairs	2		0
Enrolment Management	1	0	1
Administrative Affairs	4		0
Academic Affairs	5	1	1

■ Caucasians ■ Hispanics ■ African Americans

Special Note

Institutional Research and Assessment: It is also worthy to point out the position disparity within this Division. The Division's head is a Vice President, Office of Institutional Research and Assessment position, who use to be a director. The next two positions down have the title Institutional Research Specialist and the third one, Assessment Coordinator. See below:

Three (3) Administrative Faculty were identified.

1. Specialist, Institutional Research
2. Specialist, Institutional Research
3. Coordinator, Assessment

CASE STUDIES:

With limited time and resources to conduct this research, we could not dig deeper into the functions of each department, as their staffing needs certainly will be differ because of the various responsibilities being performed and location of Department within the organizational structure, with that in mind, we decided to pick two (2) departments as case study showing their current Department Structure.

CASE 1: Ruthe Boyea Women's Center – picked because of its endless services to Women on campus (Students, Administrative Faculty and Faculty) **-** Current Organizational Chart

Coordinator (F/T)

University Assistant (P/T)
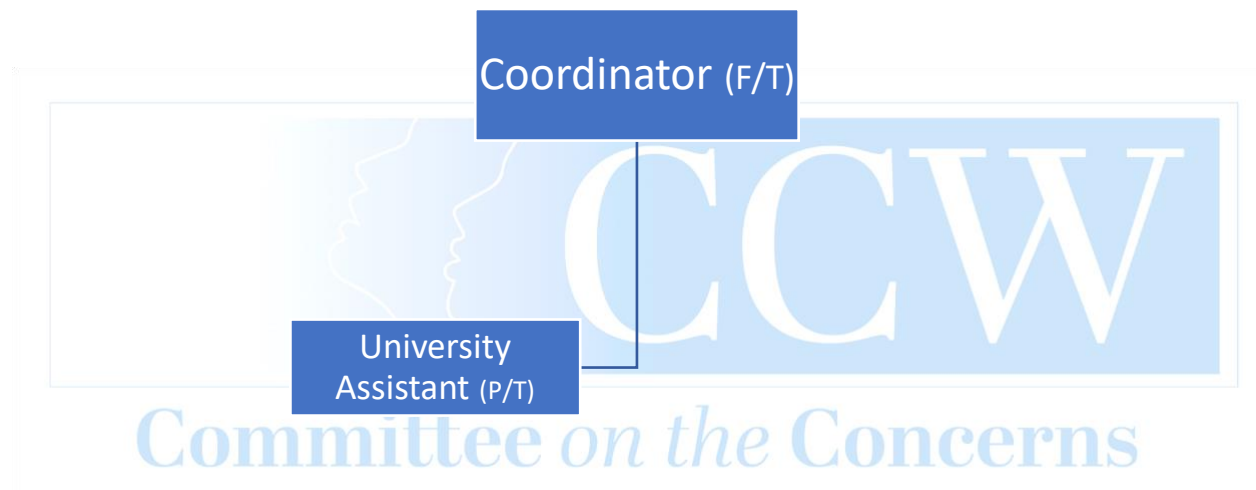
CASE 2: Campus and Community Engagement – *picked because of the plethora of services it provides to the Campus and off-campus Community.*

Coordinator (F/T)

University Assistant (P/T)
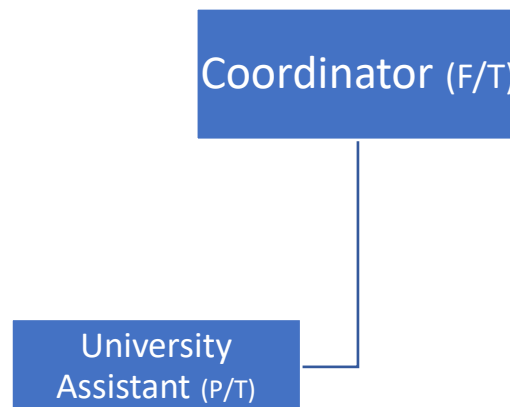
SUMMARY:

1) From the preliminary data above, one can conclude that One-Woman Offices exist at CCSU. In the distribution of women within the Director level, one begins to see intersectionality theory manifesting within the institutional structure. From the data above, the issue with some of the One-Woman Offices seem to be racism playing out rather than gender issues as describe by Kimberle Crenshaw (2017) who stated that "Intersectionality experience is greater than the sum of racism and sexism, any analysis that does not take intersectionality into account cannot sufficiently address violence against women and women's vulnerability on academic campuses because different things make different women vulnerable,"

2) It was surprising that the Women's Center and Community Engagement Office, two offices and positions that have extensive responsibilities on and off - campus that those managing the department had roles as Coordinators rather than Directors. In addition, it was more alarming to realize the two positions only part-time University Assistants as support within the context and scope of duties performed on campus.

3) Based on the data, all male directors except one, have more than enough human resources to effectively perform their tasks on campus in comparison to their female counterparts. A greater percentage of Caucasian female had clerical support in comparison to the People of Color.

RECOMMENDATIONS:

i) Intersectionality exists within the institutional structure of CCSU whereby women of color are more vulnerable based on their race rather than gender. When the conversation on gender equity and disparity is being brought to the table at CCSU, intersectionality should be a major component of the discussion.

ii) The two Coordinators positions: Community Engagement and Women's Center. We are recommending that both positions be changed to Director positions with a reclassification of their job descriptions.

iii) We are also recommending institutional support for Women of Color, whom based on this preliminary study seem to be the most vulnerable group on campus. Institutional support such as personnel, budget, institutional visibility in marketing materials, titles that are commensurable with duties and responsibilities performed.

Attached:
- *NECHE Self-Study Guide*
- *One - Woman Office Data*
- *Organizational Charts - Unfortunately, they are in CCW's temporary space on campus*
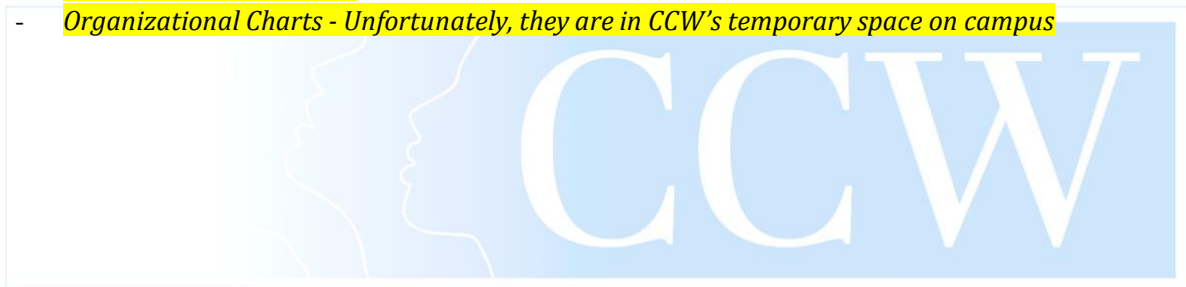
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