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THE IMPACT OF COVID-19 ON ACADEMIC LEADERSHIP AND DECISION-MAKING

RESEARCH APPROACH

- Historical review related to leadership, decision-making/governance, and gender equity – context and background
- Current trends to pandemic leadership, decision-making/governance, and gender equity – signs of increasing issues; changes on campus to make equitable responses; best practices from leadership and prior crisis
- Conclude with recommendations
- Not always data available on women of color but bring in as much as possible

RESEARCH SOURCES

- ACE for leadership under representation
- COACHE – for governance and leadership views among faculty
- CUPA – salary and working conditions data
- AAUP, NEA, NCES – IPEDS, NOSPF (historical) – faculty data
- National Bureau of labor statistics –current and past employment trends
- Very limited national or trend data on leadership or governance and gender equity

RESEARCH SOURCES

- Case study data for leadership best practices pre and during pandemic -- Clark, Mickey, & Misra, 2020 and sampling of institutional actions/recommendations; and synthesis of recommendations Goodwin and Mitchneck, 2020
- Select general academic studies related to gender inequity historically and current in academe – very large number of studies but less central to the topic but for context
- Research productivity studies
- Key synthesis of policies such as Gonzalez and Griffin, 2020
- Newsstories – Chronicle, Inside Higher Education



BACKGROUND

- Historical gender disparities in leadership representation
- Gender disparities in decisionmaking in higher education
- Changing nature of decision making under academic capitalism and the gig academy
- Impact of the prior recession and current pandemic beyond higher education

- Presidency – 2017 - 30% women - up from 9% in 1970s; 5% women of color
- Board members – 2017 - 25% unchanged over time
- Provosts – 2008 – 33% - declined to 26% by 2017
- Deans – 28% -- but disparity by discipline – 16% for medical schools
- Lower salary, additional workload, manage negative dynamics
- History of challenges to obtain leadership roles

HISTORICAL GENDER DISPARITIES IN LEADERSHIP REPRESENTATION

GENDER DISPARITIES IN DECISIONMAKING IN HIGHER EDUCATION

- Decisionmaking gendered and favors white, men
- Ideal worker views are embedded into all of the academic structures
- Women's representation in leadership is critical for closing equity gaps and making institutions more equitable workplaces.



GIG ACADEMY

- Contingent labor that affects women disproportionately
- Deprofessionalization of the contingent faculty that disproportionately affects women
- Move away from shared governance and faculty input into decision-making
- Ideal worker myth becoming more extreme with star faculty with revenue generating potential as norm for tenure track jobs
- Growth of STEM fields and decline of fields where women tend to be situated
- This environment amplifies existing gender inequities

PRIOR RECESSION/GLOBAL IMPACTS OF PANDEMIC

- Increase in part-time faculty by 4%
- Salary pay gap increased for women faculty by 3.7%
- Decline in women in key leadership roles such as provosts and no gains in other roles—boards and deans
- In the broader, last recession more impact on men of color and low-income men; this recession affecting women significantly in the global economy

PANDEMIC GOVERNANCE AND LEADERSHIP

- Centralization of decision making and top down decisions
- Lack of transparency in and engagement with stakeholders by leaders
- COACHE Faculty survey data registers concern with governance and leadership on campuses related to quality of decisions, approach to decisions and trustworthiness of leadership

- Impact of the pandemic on women faculty's productivity -- mirrors the general pattern for women in other professions and global economy
- Rising care demands created by COVID-19—specifically those brought on by remote working, a lack of childcare, and the need for eldercare—are disproportionately incurred by women
- Salary inequities, ability to obtain grants, receiving awards, fewer resources for laboratories and the like are being compounded by the pandemic

PANDEMIC AND ACADEMIC LANDSCAPE AND DECISIONMAKING

STRATEGIES TO ADDRESS GENDER EQUITY BIASES

- The predominant approaches include at least three strategies:
- 1. Utilizing the expertise of existing diversity equity and inclusion staff to inform decision making processes.
- 2. Creating new structures to address decisionmaking needs; and,
- 3. Alter existing processes to include more voices and decision making
- Case study - Clark, Mickey, & Misra, 2020 and recommendations from key institutions
- Rapid response teams, pandemic task forces, mechanisms for integrating equity minded thinking into decision-making processes at campuses

KEY ATTRIBUTES THAT LEADERS SHOULD EXEMPLIFY DURING THE COVID-19 PANDEMIC

- Equity minded leadership
- Shared leadership
- Crisis leadership
- Themes – equity consciousness; listening; engagement with campus stakeholders; draw on expertise across campus to address equity; collaborating and coordination across units; transparent communication; seeking out and establishing quality relationships to inform decisions; and acting with others to make decisions



RESEARCH GAPS

- No detailed national faculty data anymore
- Leadership representation studies conducted intermittent
- No national data on governance and leadership practices
- Case studies tend to be single need more comparisons