I'VE NEVER MET A WOMAN EXECUTIVE
CAN YOU GET THE COFFEE?
YOU SHOULD SMILE MORE
DON'T TAKE IT PERSONALLY
WE NEED SOMEONE TOUGHER
LET'S TALK ABOUT THIS RATIONALLY

WILL YOUR KIDS DISTRACT YOU FROM WORK?
WOMEN AREN'T NATURAL LEADERS
CALM DOWN BUT YOU'RE SO GOOD AT TAKING NOTES
WE DIDN'T THINK YOU'D WANT TO GET A SITTER

THE STATUS OF WOMEN'S LEADERSHIP
What You’re Saying

Nowhere can I find a credit either to the photographer or the name of the lovely young woman [pictured on the cover of Winter 2016 Outlook]. ... Share with us the names of those pictured and the photographers who created the images you use.

AAUW PUNTA GORDA-PORT CHARLOTTE (FL) BRANCH MEMBER JEAN FINKS

Editor’s note: AAUW Outlook sometimes uses professional stock photos to complement our stories. We always include credit and caption information when it is available. Unfortunately, that photo from Getty Images didn’t come with any details.

I particularly enjoyed the Winter 2016 issue but was, however, a bit dismayed to read the back cover photo caption [“From the Archives”] of Eleanor Roosevelt and Pearl S. Buck, describing her as “the brilliant author of the Pulitzer Prize-winning novel The Good Earth.” Sadly, the caption did not mention that Pearl Buck also received the Nobel Prize for literature, generally regarded as the significantly more prestigious award.

AAUW NAPERVILLE AREA (IL) BRANCH MEMBER ALICE M. SNELGROVE

“All the women were busy that day.”

WRITER ANNA HOLMES JOKES AT AN AAUW-NEWSEUM EVENT ABOUT THE PERSISTENCE OF MALE-ONLY PANELS

“I always thought that motherhood was my best preparation for covering Congress.”

COMMENTATOR COKIE ROBERTS AT AAUW’S RECENT RESEARCH REPORT LAUNCH

WE’RE MOVING!
Effective June 13, AAUW’s address will be 1310 L St. NW, Suite 1000, Washington, DC 20005.

COVER ART BY MORGAN WOOTEN

We welcome your comments. Send letters to editor@aauw.org or to AAUW Outlook, 1111 Sixteenth St. NW, Washington, DC 20036. Letters may be edited for brevity and style. All opinions expressed in letters are the authors’ own.
Closing the Gender Leadership Gap

AAUW’s newest research report is the perfect anodyne to the dismissive platitudinal “we’ve come a long way, baby.” Find out the latest data about women’s persistent underrepresentation in paid leadership.

The Slow Climb up the Higher Ed Ladder

At the turn of the 20th century, women were fighting to even be present in university classrooms. But more than a century later, women are still rare in higher education’s leadership.

Becoming Presidential

Whether a woman will occupy the Oval Office soon is uncertain, but did you know that women have been running for president since 1872?

The Science behind Implicit Bias

How can you recognize—and fight against—biases you don’t even know you have? If you have a computer and 15 minutes, we’ll show you.
AAUW’s newest research is here.

Barriers and Bias
The Status of Women in Leadership

Start planning today for your event this fall!

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www.hercjobs.org
It’s 2016, So Why Aren’t There More Women Leaders?

Women now earn more than half of college degrees and nearly half of professional degrees in business, law, and medicine. And they have longer and often more lucrative careers than their mothers and grandmothers did across a wide range of professions.

In other words, qualified and ambitious women are not in short supply. Yet, throughout our culture, from business to academia, men are much more likely to be recognized and appointed as leaders.

AAUW’s newest research report, Barriers and Bias: The Status of Women in Leadership, breaks down the facts about women’s underrepresentation in positions of leadership and also gives invaluable insight about context and solutions. We know that this problem is persistent, but we also know that it’s solvable.

Barriers and Bias dives deep into the subtle but powerful obstacles different women face—for example, the stereotypes Latina professionals encounter about being angry when they exhibit any assertiveness and the disproportionate share of office “housework” they tend to shoulder. The report also discusses how different women are judged as leaders and how motherhood comes with strong negative assumptions about workers’ competence and commitment. These attitudes can reflect the deeply held ideas that people still have about who belongs in leadership.

The conversations Barriers and Bias has already inspired are encouraging. We started with our launch event at the Newseum in Washington, D.C., moderated by a woman we greatly admire, commentator Cokie Roberts. This issue of Outlook continues these discussions, featuring stories from leaders who have experienced bias and researchers who are working on solutions.

Read on to learn the findings of the report; the ways the leadership gap plays out in business and higher education; the history of women’s attempts at the highest symbol of U.S. leadership, the White House; and the science behind a test that helps us detect biases we may not even realize we have.

AAUW shines a light on the systemic issues at play in women’s leadership and the ways that we can work together to close the gaps. The goal is to open up opportunities for women’s success—because it benefits all of us.
WHAT'S HAPPENING ONLINE

@NARAL: "If you wanna be my lover, you gotta get my consent" We ♥ these feminist valentines! @AAUW @msmagazine

NARAL Pro-Choice America showed some love for AAUW’s valentines.

In April, AAUW announced a collaboration with the mayor of Washington, D.C., to bring salary negotiation workshops to women in the nation’s capital.

@aauwnational: That’s @patriciaarquette thanking #AAUW for our work on closing the gender pay gap! #equalpay #equalpaydc #EqualPayDay

The National Black Women’s Society hosted an AAUW Work Smart training in Boston.

Rep. Rosa DeLauro (D-CT) spoke at AAUW’s Equal Pay Day block party.

@Newseum: After maternity leave, @sbg1 was repeatedly asked by men “Are you only working part-time now?” Got frustrating. #leadHERship

Politico editor Susan Glasser participated in a panel inspired by AAUW’s Barriers and Bias.

@AAUWPublicPolicy: I don’t want any more #EqualPayDays. I want paycheck fairness day! — @rosadelauro

The Oscar winner joined AAUW’s annual Equal Pay Day block party to speak about the importance of women’s economic security.

@AAUWPublicPolicy: I want paycheck fairness day! — @rosadelauro

Rep. Rosa DeLauro (D-CT) spoke at AAUW’s Equal Pay Day block party.

DON’T MISS A BEAT! Follow AAUW on social media.

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From the AAUW Blog: Why We Need to Stop Equating Leadership with Masculinity

BY RENEE DAVIDSON

Have you ever immediately assumed that a doctor, politician, or professor was a man and then later realized your mistake? Maybe you walked into a meeting and assumed that the female client was an assistant or lower-ranking professional and not the CEO.

If so, the moment might have registered an awkward “whoops” and a brief feeling of surprise. But what’s really going on when we assume that those in powerful positions are men? Why does this happen, and what does it mean about how we perceive women leaders? As AAUW’s new research report, Barriers and Bias: The Status of Women in Leadership, finds, the reasons why we equate men and masculinity with leadership have little do with facts and a lot to do with stereotypes and assumptions.

READ THE FULL POST ONLINE AT WWW.AAUW.ORG/BLOG.
CLOSING THE GENDER LEADERSHIP GAP
Diane Powell remembers the exact moment the conversation shifted. Powell, a private investor, was speaking with a man over hors d’oeuvres at a holiday party when she learned that he served on the board of a publicly traded company. Naturally, the two had common ground to discuss.

“We talked awhile about the stock market, and he was really beginning to warm up to our conversation,” Powell says. “And then I did it. I asked the uncomfortable question: ‘How many women are on your corporate board?’” He stumbled for a few moments, she recalls, and eventually muttered, “One.” One out of 12 board members.

“I could see he was uneasy, and so I tried to soften things by asking how she was doing,” adds Powell, who was chair of the American Bible Society’s investment committee for more than eight years. “But by then, he had completely shut down.”

The need for such uncomfortable questions is one of the driving forces behind AAUW’s latest research report, Barriers and Bias: The Status of Women in Leadership. The report looks at why—despite impressive gains in education and the workplace over the past 50 years—women are still much less likely than men to be leaders in the classroom, the workplace, and politics. It also talks about what individuals, employers, and policy makers can do to narrow and ultimately eliminate the leadership gap.

“We know that women leaders bring a great deal to the table,” says AAUW Vice President of Research Catherine Hill. Having gender diversity at the top levels can help spark creativity, foster new ideas, and lead to positive performance outcomes. “Some studies have even shown that women leaders benefit your bottom line,” says Hill. “And yet the leadership gender gap is significant, persistent, and systematic.”

The Stark Numbers
Women have formidable obstacles stacked against them in the workplace. Persistent sex discrimination, hostile work environments, stereotypes and bias, the pay gap—the list goes on and on.

As a result, true parity in leadership remains elusive. According to Barriers and Bias, only 5 percent of the companies in the Standard and Poor’s 500 index had female chief executive officers in 2015.

Women are more likely to be in leadership positions in the nonprofit sector, but they still remain underrepresented. For example, women make up 75 percent of the nonprofit workforce but just 43 percent of the CEOs. Women CEOs in the nonprofit sector earn 6–8 percent less than their male peers, depending on the size of the organization. And a 2015 Massachusetts study found that only 21 out of 151 nonprofit organizations had boards with at least 50 percent women.

For women of color, the problem is even graver. Barriers and Bias found that less than 3 percent of board directors at Fortune 500 companies are Asian, black, or Hispanic women. This disparity is also found at the staff level: Asian, black, and
Hispanic women make up 17 percent of workers in Standard and Poor’s 500 companies but less than 4 percent of executive officers and managers.

**The Solutions**

But the good news is, there are ways to fix the gender leadership imbalance. “This is a solvable problem,” says Hill. “There are so many steps we can take to change things.”

One way is for employers to offer flexible schedules. Balancing work and family responsibilities is one of the most challenging obstacles for women seeking leadership positions, and it can be especially daunting for the millions of working women raising children on their own. Employers can change the rules that govern workplaces so that all employees have the flexibility to work at times and places that allow family caretaking responsibilities to mesh with meeting the demands of their jobs.

That’s what Salli Frattini has done. Frattini, who spent nearly 20 years producing awards shows at MTV and was the first woman ever to executive produce an NFL Super Bowl halftime show, knows all too well the challenges of being a working mother.

“There were weeks when I’d be producing an awards show one day that live broadcast to millions of people and then the next day be on the soccer field watching my three kids,” says Frattini of the daily juggle.

Now, as executive producer and founder of Sunset Lane Entertainment, she works hard to keep a balance of women and men on her team and provide them the flexibility they need. “It doesn’t matter to me whether you work in the office or at home, full time or part time. The important thing is that you work hard, are a really active person on the team, and get the job done right,” Frattini says.

**HOW CAN WE CLOSE THE LEADERSHIP GAP?**

There are so many ways to inspire, train, and retain women leaders at all levels. *Barriers and Bias* is full of the facts and recommendations advocates need to take action, and the report has already fueled action among influential leaders across industries.

The report’s March launch was held at the Newseum in Washington, D.C., and included two expert panels. The first was moderated by legendary political analyst Cokie Roberts, who spoke with leaders from NASA, Rolls-Royce, Hollywood, the Obama administration, and more. The second included some of the most sought-after women journalists, including Jezebel founder Anna Holmes and NPR News Executive Editor Edith Chapin.

You can watch and share both panels, read the report, and see a wealth of other online resources at www.aauw.org/research/barriers-and-bias. Evidence-based diversity and leadership trainings, acknowledging unconscious bias (see page 18), mentoring, and better family-leave policies are just scratching the surface of the robust recommendations in AAUW’s latest research.
Another way to close the gap is to seek support from and be supportive of other women. Those early in their careers should be on the lookout for opportunities to learn from people in leadership positions. Those who are more advanced should make it their responsibility to invest in future leaders. “Whatever stage you are in, you can reach out and find other talented women to sponsor and support,” says Powell, who has mentored many women over the years. “It takes time and effort and patience, but we must pull each other along.”

Powell also takes every opportunity to speak at colleges in hopes of encouraging female students in the audience. *Barriers and Bias* found that frequent, high-quality interactions with successful female role models have been shown to improve college women’s self-concepts of their leadership abilities and career ambitions.

Early exposure to various types of leaders—women and men, business leaders, community leaders, and political leaders—can be particularly empowering, helping to debunk the monolithic image of masculine leaders. That was true for Frattini, and that’s why she is pursuing her latest project: a show celebrating women in sports. “We’ve come a long way in women’s sports, especially with Title IX, but we still don’t have the popular programming honoring these women and their accomplishments,” says Frattini. “We need more of these female role models on TV.”

*Salli Frattini, an executive producer, says she prioritizes flexibility and work-life balance for her employees.*

**A Voice in the Room**

Stereotypes and bias affect how we see ourselves as well as how we see others. As early as adolescence, women already tend to diminish their skills and achievements.

When talking with women, Frattini stresses the importance of setting goals and speaking up. “Having a voice in the room is not always easy. But you can—and must—act,” she says.

Of course, having a voice is one thing, but being heard is another. At the launch event for *Barriers and Bias*, NASA Administrator Charles Bolden spoke about how meaningless diversity can be without intentional inclusion. “You can have 75 percent women … and not believe in inclusion, and you may as well have none,” Bolden says. “Because inclusion means that you go to them for counsel, and when they speak, they’re listened to.”

Time will not solve the gender leadership gap; action will. Women must be willing and able to take up leadership positions. Men must be willing and able to share in domestic work. Employers must embrace a more flexible workplace. And we all must intentionally engage in empowering more and diverse women to be leaders on a daily basis.

**Diversity without inclusion can be meaningless.**

Beth Pearsall is a freelance writer in San Diego. You can reach her at beth.pearsall@gmail.com.
The Slow Climb up the Higher Ed Ladder

BY SARA KAPLANIAK

Peggy Ryan Williams (center) at the 2006 Ithaca College commencement. Image courtesy of Gary Gold and Ithaca College
Today, women can set their sights on attending almost any college or university to pursue a field of study that suits their interests. In fact, women now outnumber men in undergraduate enrollment and are more likely than men to pursue an advanced degree.

And yet the very institutions that are educating more women than ever before still lack female leadership. According to Catalyst, women hold 57 percent of lower-ranking positions in higher education, such as nontenured professors. But women make up only 38 percent of full professors and 26 percent of college presidents, even though more women than men pursue doctorates in the United States.

“That isn’t ideal, because along with leadership comes power, privilege, opportunity, and higher pay,” says Peggy Ryan Williams, president emerita of Ithaca College and a former member of the AAUW Board of Directors. “When women aren’t represented in such positions, they are denied that level of compensation and equal opportunity to make a difference in the world.”

As the American Council on Education reports, a college or university president today still tends to be a “white male in his 50s or 60s, married with children, Protestant, holding a doctorate in education with experience in his current position for six years.”

That poses a problem for women, who are underrepresented among tenured faculty, full professors, provosts, deans, and administrators and on boards of trustees.

“The further you go along the pipeline, the leakier it gets,” says Williams, who notes that the best route to a presidency is already being a president. “It is not surprising that men outnumber women as college and university presidents since that is the case at every step along the way.”

When women are hired as college or university presidents, it is almost always via the traditional path. They likely hold a doctorate in an academic discipline and spend more years in the classroom than their male peers before rising through the ranks. Along the way, they gather honors that might include endowed professorships, experience as deans and department directors, and published work.

Although most men follow a similar path, they may also come from law or medical school as well as politics, the military, business, or another nonacademic position, implying that search committees and boards of trustees are willing to take more risks with a man. A frustrating exam-
ple recently emerged when the University of Iowa’s board of regents selected—from a pool of white male finalists—a business leader as the school’s new president and offered him $65,000 more annually than his female predecessor. Far from an isolated occurrence, the Iowa case follows a precedent of colleges and universities appointing nontraditional candidates—all men—as president.

**Motherhood Penalties**
While most college and university presidents are in their 50s and 60s, the path to getting there happens at a time when many academics are raising a family. According to the AAUW report *Barriers and Bias: The Status of Women in Leadership*, women tend to be the primary caretaker of children and others during their peak years in the workforce. They are also more likely than men to work part time and take time off for family commitments. As a result, balancing work and home responsibilities represents one of the most challenging obstacles for women leaders in higher education.

Jennifer Nash, an assistant professor and director of the Women’s Studies Program at George Washington University, says that while good parental leave policies exist, “It’s impossible to think about parental leave apart from gender equity at home.” Nash says that if women typically parent on leave but men are using leave to produce academic work, that imbalance reproduces inequality.

Men outnumber women at every rung on the ladder.

Academia is clearly not immune to what is known in the professional world as the “motherhood penalty.” In fact, *U.S. News and World Report* recently reported that, in higher education, men with children and child-free women are 35 percent more likely to get tenure than other candidates. And when women do achieve these positions, they often find themselves in supporting rather than leading roles. “All too often women, especially at the associate level, are pushed into far too much service work like advising” instead of being able to research, write, and lead, says Nash. “Which means at the rank of full professor, you still see far too few women.”

**Price of Perception**
But it’s not all about the pipeline. According to Williams, it is also about perception. “Women studying on college campuses, seeking involvement in student government, and even considering jobs in higher education lack role models who can illustrate what is possible and influence how we develop and assess our own leadership abilities,” she says.

The effects of that deficit are pervasive. A 2012 study co-authored by Massachusetts Institute of Technology economist Esther Duflo surveyed families in India to compare attitudes about education and achievement in regions with and without female political leadership.

“In areas with long-serving female leaders, the gender gap all but vanished,” says Duflo. “Parents were 25 percent more likely to have ambitious education goals for their daughters, and the girls set higher goals for them-
College and universities serve as our national think tanks, advancing learning across the country. The leadership of those institutions should better reflect our nation’s cultural and gender diversity.

“Until we make a cultural change about who is qualified and prepared to be a leader, we will continue to lack the unique perspective, talent, experience, and problem-solving approaches that well-educated women and other underrepresented groups have to offer,” adds Gangone.

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AAUW MEMBERS LED THE WAY IN HIGHER ED

“The number of women in positions of leadership in this country, either appointed or elected, is ridiculously low. And that goes for the government, the universities, business, and just about every other organization.”

Former AAUW president Anna Rose Hawkes made those remarks at AAUW’s 75th anniversary celebration in 1957. Unfortunately, they’re as true today as they were then, but AAUW leaders like Hawkes, who was a dean of women at George Washington University and other schools, helped dramatically improve women’s access to higher education by pursuing leadership at colleges and universities.

Women students saw huge shifts in accommodations when AAUW leaders in the late 19th and early 20th centuries took the helm. When Ada Comstock Notestein, the first full-time president of Radcliffe College, was dean of women at the University of Minnesota starting in 1907, she advocated for housing for women students and started an all-female student government. Laura Drake Gill, dean of Barnard College, also advocated for women’s dorms and helped found the country’s first job-placement bureau for women in the early 1900s. Alice Freeman Palmer was a president of Wellesley College and was the first dean of women at the University of Chicago starting in 1892; women’s representation among students went from 24 percent to nearly 50 percent during her tenure. May Lansfield Keller was the founding dean at Westhampton College and helped institute standards for women’s education in the South at the turn of the 20th century.

The days of women being relegated to satellite campuses, forbidden to attend labs, and denied degrees after years of study may be over, but it’s only because women like these AAUW leaders were there to fight for future alumnae. Learn more about AAUW’s historical leaders at www.aauw.org/blog.
Since 1872, more than 50 women have run for president, but the United States has yet to elect a woman to the highest office in the land—an oddity in a nation that purports to lead the world in women’s rights.

Some other countries have seen greater women’s representation in political leadership. According to a Pew Research Center report, 18 countries across the globe had female leaders in 2015; in half of those countries, the current leader was the first woman to govern her country. India leads the pack, with women in the world’s largest democracy holding their country’s top office for 21 of the last 50 years.

“In terms of national legislature, the U.S. ranks very low in comparison to countries with democracies and countries that are less developed,” says Christina Wolbrecht, associate professor of political science at the University of Notre Dame. Other countries use specific tools that increase women’s likelihood of getting elected, such as quotas and proportional representation, where the number of seats a party occupies is based on the number of votes the party received.

In the United States, however, emphasis rests on the individual: “Our system is very candidate-centered, and candidates have to put themselves forward for the nomination in order to get elected,” says Wolbrecht. That process makes it more likely that gender bias will influence how women are perceived as leaders.

AAUW’s latest research report, Barriers and Bias: The Status of Women in Leadership, found that the more powerful a political role is, the less likely it is for a woman to fill it. And the problem is exacerbated for women of color. But women of many different backgrounds have been blazing a trail to the White House for more than a century.

Continued on page 16
Avant-Garde Achievers

Victoria Woodhull first announced her presidential candidacy in 1870 and ran again several more times. One of 10 children and the daughter of a con man who often posed as a lawyer and a doctor, Woodhull had an unconventional childhood. But the Homer, Ohio, native became an entrepreneur, founding a newspaper and becoming the first woman, along with her sister, to own a brokerage firm on Wall Street.

When Woodhull made her second attempt in 1884, another woman, Belva Lockwood, was also running. A pioneer in her own right, Lockwood pursued a legal education after becoming a widowed single mother. Rather than remarry right away, Lockwood sent her child to live with a relative while she pursued her degree. When she did get married again, she was the primary breadwinner. Lockwood ended up drafting the law that allowed women to argue cases before the U.S. Supreme Court and later became the first woman to do so.

A century later, several women of color attempted presidential runs. Japanese American Patsy Mink, who was an AAUW member and a co-author of Title IX, became the first woman of color elected to Congress in 1965. Seven years later, Mink ran on an anti-Vietnam platform in Oregon’s presidential primary and also appeared on ballots in Maryland and Wisconsin.

That same year, 1972, Brooklyn native Shirley Chisholm announced her candidacy for president four years after becoming the first black woman elected to Congress. Chisholm was known for her no-nonsense motto of being “unbossed and unbought.” She later became one of the founding members of the Congressional Black Caucus and the Congressional Women’s Caucus.

In 1996 and again in 2000, Native American environmentalist Winona LaDuke ran for vice president on the Green Party ticket. There’s a disappointing lack of data available about Latina candidates, though Gloria La Riva is running in 2016. The New Mexico activist initially ran for office in 2008. Other women ran from the 1960s on, some as single-issue candidates and others as representatives of smaller parties; several candidates ran when they were too young to legally assume the presidency.

Contenders at Last

In 1940, comedian Gracie Allen ran for president on the “Surprise Party” ticket. The San Francisco native received 1,000 write-in votes. Her platform included teaching people 200 things to do with an old toupee and how to milk cows by mail. A campaign song chimed, “Vote for Gracie in the presidential racey.”

Allen’s run was more about ribbing the political process and garnering publicity for a cross-country tour than about actually winning the White House. But her motives aren’t so different from those of other women who ran for president to bring attention to otherwise ignored issues.

Debbie Walsh, director at the Center for American Women and Politics, says that the idea of presidential victory was actu-
“Any woman running for president in the 1880s was by definition controversial.”

DEBBIE WALSH, CENTER FOR AMERICAN WOMEN AND POLITICS

...rally rarely a motivation for early candidates. “Neither Victoria Woodhull nor Belva Lockwood was going to win the presidency. ... Any woman running for president in the 1880s was by definition controversial,” says Walsh. “When Shirley Chisholm ran, she did it not necessarily to win but rather to raise important issues that she believed wouldn’t get discussed by the other candidates if she wasn’t part of the debate.”

Historical runs did garner publicity for women’s issues. Woodhull and Lockwood fought for women’s suffrage and workers’ rights in their platforms. Chisholm said other candidates weren’t speaking for those affected by urban poverty; she championed education funding, extended hours for child care, and a federal school lunch bill, among other issues. The U.S. Library of Congress describes Mink’s 1972 race as intended to challenge the view that only men should run for president.

But perhaps it’s finally true that women candidates can be serious, major-party contenders instead of symbols. In 1964, Sen. Margaret Chase Smith (R-ME) blazed trails by being the first woman to be listed among potential nominees at a major party’s convention (she earned 27 delegates). Twenty years later, Rep. Geraldine Ferraro (D-NY) became the first female vice presidential nominee for a major party, followed by Gov. Sarah Palin (R-AK) in 2008. In the 2016 primaries, Carly Fiorina partic-ipated in the Republican candidates’ debates but dropped out of the crowded field in February. Former Secretary of State Hillary Clinton is currently in the race for the Democratic nomination.

If the United States elects its first female leader in 2016, Walsh cautions that having a woman running the executive branch does not mean gender disparity has ended. “We rank 95th in the world in the percentage of women in our national legislatures, and women make up about 18 percent of mayors. Congress is about 19 percent,” she points out. “Even if we break through that glass ceiling of the presidency, it would be an incredible milestone, but we shouldn’t forget there is still so much work to be done throughout our political system.”

Frieda Wiley is a freelance writer in Texas.

ELECT HER

TODAY STUDENT GOVERNMENT, TOMORROW CONGRESS?

According to a survey by AAUW collaborator Running Start, more than half the women in the current U.S. Congress started their political careers in student government. Although women make up a majority of the electorate, the Center for American Women and Politics reports that women make up only 19 percent of Congress, 25 percent of state legislatures, 12 percent of governors, and 25 percent of statewide executive offices. Even though women candidates overall win races at the same rate as men, fewer women run.

That’s why AAUW and Running Start’s Elect Her is so important: It’s the only national program that trains college women to run for student government. Engaging women in political careers early is the key to increasing women’s representation in government overall. Elect Her is expanding the field of candidates for future office and training college women to run—and win. More than 1,000 students attended an Elect Her workshop in 2015, and 76 percent of participants who reported running for student office won.

You can bring Elect Her to a campus near you by applying in August to host a 2016–17 workshop. Visit www.aauw.org/what-we-do/campus-programs/elect-her for details.
The Science behind Implicit Bias
Are you biased against women leaders? Most people reading this article would quickly and resolutely answer no. But when AAUW posed that question to members and supporters in February, researchers found a different answer. It turns out, most people still associate leadership with men more strongly than they do with women.

Of course, no one expressed those opinions outright. Rather, they were the results of an Implicit Association Test (IAT) created by AAUW and Harvard’s Project Implicit team to measure the subconscious biases that help explain why, despite all the strides women have made, they’re still woefully underrepresented in the highest leadership positions.

Developed in 1998 by Anthony Greenwald of the University of Washington, Mahzarin Banaji of Harvard University, and Brian Nosek of the University of Virginia, the IAT asks test takers to sort words into categories and measures how long it takes to make a correct categorization. A typical IAT instructs participants to sort words or images as quickly and accurately as possible into categories that range from the innocuous flower/insect, good/bad to the more loaded black person/white person, good/bad or, on the AAUW test, men/women, leader/follower. The researchers who created the test argue that a faster sorting speed indicates an easier mental association between categories. The IAT compares your individual responses only with your own results, measuring the relative differences between your implicit associations.

“Basically, to the extent that people are faster at doing categorizations when white is paired with good and black is paired with bad is an indirect way of assessing their association between white and good and black and bad, their implicit attitude,” says Kate Ratliff, an assistant professor at the University of Florida and executive director of Project Implicit, a nonprofit collaboration among researchers working on implicit social cognition.

Why the Unconscious Mind Matters

“These sorts of tests allow us to get at the things that sometimes people literally don’t even know that they know,” says AAUW Senior Researcher Kevin Miller, who helped develop AAUW’s gender and leadership IAT. Although people may be quick to disavow old-fashioned or prejudiced notions, their subconscious mind is still subject to the influence of their environment. In the United States, that environment often still tells them that women are bad at math, and only men are presidents. And it’s those implicit associations, not conscious values, that dictate how most people treat anyone who isn’t a tall, thin, conventionally handsome, white, cisgender male.

“There’s been a lot of research done that correlates people’s scores on a test like the IAT with their actual behavior,” says Ratliff. “And we see pretty strong correlations. Or at least we see correlations that are stronger than if we try to correlate their self-reported attitudes with their behavior.”

Continued on next page ➔
In the book *Blindspot: Hidden Biases of Good People*, IAT creators Banaji and Greenwald list troubling behaviors accurately predicted by race IAT scores. These include preferring white job candidates to identically qualified black candidates in simulated hiring scenarios and doctors prescribing the “optimal treatment” for a given condition more often to white patients, despite their presenting the same symptoms as black patients.

**Imperfect Humans, Imperfect Science**
Banaji and Greenwald call these errors in judgment “mind-bugs,” short circuits in the otherwise extraordinarily efficient and effective cognitive processes of the human brain. But so far, social scientists know only that mindbugs happen, not necessarily how or why.

The IAT can’t explain the bias; it simply detects it. But it’s far from a perfect measurement, in part because the human brain is notoriously susceptible to suggestion. One study described in *Blindspot* asked subjects questions about admirable black men such as former Secretary of State Colin Powell and white criminals such as “Unabomber” Ted Kaczynski before they took a race IAT. The subjects showed a weaker association between white and good than did the control group.

“In an ideal world, you’d use a tool that could just take a snapshot of someone’s brain and tell us their exact level of bias, but each tool only gives you a limited slice,” says Miller. And that slice is “influenced by a wide variety of things: the setting, the other things you’ve done that day, if you’re thinking about what you’re going to do next, and so on.”

The test has other limitations as well. It can only evaluate two pairs of categories at one time so that, for example, women can be compared with men, but other differences can’t be taken into account at the same time. The test also still requires a computer keyboard to complete, though Ratliff says that a mobile version is in the works.

And, perhaps most crucially, the test is created by humans, which could explain why an older gender and leadership IAT, created by a different organization, paired leader words such as “dynamic” and “assertive” with so-called follower words like “compassionate” and “understanding,” two words that may indeed describe followers but that also carry gendered connotations. (Never mind the fact that “compassionate” is a word that describes some of the most successful leaders.)

“Some of the words on the list didn’t really seem like fundamental traits of someone who follows. In many ways they seem like fundamental traits, in our culture, of femininity. And so we thought the lists were problematic,” says Miller.

That meant that coming up with new, more neutral words for the categories of male/female and leader/follower. So Miller

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**TAKE THE TEST**

**ARE YOU BIASED AGAINST WOMEN LEADERS?**

Only 11 days after AAUW posted the gender and leadership Implicit Association Test online, 4,000 people had already completed the test. Of the early respondents, 40 percent were AAUW members, 86 percent self-identified as feminists, and 83 percent were women. Although not a particularly representative sample of the general population, the results were illuminating: Even among this group of people who are likely to be advocates for empowering women, all demographic groups in the sample tended to associate leadership with men more readily than with women. But AAUW members and allies can take some comfort in being less biased than average: A 2015 study by Cecilia Mo, an assistant professor at Vanderbilt University, used a similar IAT and found a higher level of bias in a more representative national sample.

The gender and leadership IAT is an ongoing initiative of AAUW (the test has been taken more than 30,000 times), so members should take the test and share it with their networks—and encourage men to participate. To take the test and to see an analysis of the early results, visit [www.aauw.org/article/implicit-association-test](http://www.aauw.org/article/implicit-association-test).

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and the other researchers compiled a list of synonyms for leader and follower instead of traits that describe leaders and followers.

The AAUW researchers also had to choose male and female names to sort on the test, so they zeroed in on the 25 most common men’s and women’s names in the United States, with a focus on names with an average age of 35–55 years old in order to avoid names that might be too linked to a younger or older generation. That list had its own problems: “Donald was one of the most common names,” says Miller, so it had to be dropped because its association with a presidential candidate might skew the results. “Hillary wasn’t one, but if it had been we would have dropped it,” he adds.

**Now That You Know, What Now?**

So how do people who consciously reject their unconscious bias counteract it? The answers are still unclear.

“We think of awareness of bias as being the first step,” says Ratliff. “It’s a completely necessary step on the path to preventing bias from influencing your behavior, but on its own it certainly isn’t enough.”

Ratliff and Miller both point to blind musical auditions, which dramatically increased the numbers of women and people of color in symphonies. The spirit of this practice can be invoked by removing identifying details from résumés or other applications and by setting concrete, objective standards where possible.

But the real first step may just be admitting you have a problem. As part of her work, Ratliff studies respondents’ reactions to their IAT scores. “You might not be surprised that people are more defensive when they get a score that they don’t want than they are when they get a score that they do want,” she says.

So what would she tell a group of feminists who just found out that they express a slight bias toward male leadership? “The biggest thing to keep in mind,” Ratliff says, is that the tests “don’t reflect what we want, they don’t reflect what we consciously believe, so they’re going to contradict our values and our beliefs. Men are in leadership positions more often, men are stereotyped as being leaders more than women are, and I think to a larger extent our scores on these tests reflect that.”

Elizabeth Bolton was an editor at AAUW for eight years before becoming a brand strategist and project manager for a leading design firm. Her IAT results show a slight association between women and leadership.
Help AAUW Tap into the New American Electorate

The 2016 election season is well under way, and for the first time ever, unmarried women, people of color, and millennials—voters of what’s called the “rising American electorate”—make up the majority of voting-eligible citizens in the United States. But while these groups have the power to influence elections and set policy priorities, they are also significantly underregistered and underrepresented in elections. In 2014, more than 75 million members of the rising American electorate did not vote. Research shows that the biggest reason members of these groups might not vote is that candidate information isn’t widely available and that debates don’t address issues that are significant to these voters.

The AAUW Action Fund’s It’s My Vote: I Will Be Heard campaign is focusing on registering and turning out members of the rising American electorate, including college-educated millennial women, ages 18–31. Visit www.aauwaction.org, which has been updated with the latest tools and resources, to learn more about how to work with state leaders, branches, and coalition partners to register and cultivate informed voters through registration drives, nonpartisan issue forums, debates, and meet-the-candidate events in your community.

We Need a Few Good Women (and Men) for the AAUW Board

If you’ve never considered running for the AAUW Board of Directors, you should. And now is the time to start preparing. The call for candidates is posted at www.aauw.org/resource/national-election, along with tips about what it takes to serve on the board.

The selection of AAUW’s national leadership is part of the 2017 AAUW National Election, which will take place in the spring of 2017. Members will vote for AAUW board chair, board vice chair, and 10 directors. Elected officers will serve a two-year term beginning July 1, 2017. Keep an eye on AAUW’s website and publications for updates about the election process, including your chance to propose and comment on amendments to the AAUW Bylaws and Public Policy Program later this year.
Notice of Annual Meeting
The AAUW annual meeting will be held June 5, 2016, in Chicago in conjunction with an AAUW Board of Directors meeting. No business will be transacted at the annual meeting.

AAUW Speaks Out for Girls’ Education at the U.N. Commission on the Status of Women
AAUW staff, alumnae, and members made up an impressive delegation of advocates at the 60th U.N. Commission on the Status of Women in March. U.N. Representative Melissa Guardaro and AAUW girl advocate Aasha S. joined five member leaders from across the country and thousands of women’s rights activists from around the world to ensure that the 17 new Sustainable Development Goals are implemented in ways that elevate women and girls. AAUW Vice President of Fellowships, Grants, and Global Programs Gloria Blackwell, AAUW alumnae Claire Thomas and Jessie Duncan, and former AAUW Student Advisory Council member Chiedza Mufunde also presented a panel at the event that focused on decreasing violence and increasing education around the world. They discussed the importance of reproductive health education in keeping girls in school and reducing child marriage, laws that can help refugees continue their studies, and ways gender advocacy can stem human trafficking.

An Important Step toward Salary Transparency
AAUW’s Vice President of Government Relations Lisa Maatz testified on behalf of AAUW before the U.S. Equal Employment Opportunity Commission in March. The hearing focused on a proposed EEOC rule to tackle the persistent gender and racial pay gap through improved data collection on the Employer Information Report form. The rule, which AAUW strongly supports, would collect summary pay data from the form, which some employers already fill out annually to report race, sex, and ethnicity data about their workers. In her testimony, Maatz noted that the proposal outlines a more efficient and less burdensome process for businesses, uses existing mechanisms to report data for more workers, promotes the kind of transparency that is associated with closing the pay gap, and facilitates voluntary compliance with existing laws. If the Office of Management and Budget approves the rule, the new data collection will begin in fall 2017.

AAUW Launches D.C. Initiative to Train Women to Negotiate Salaries
In April, AAUW, the Younger Women’s Task Force Washington (DC) Chapter, Mayor Muriel Bowser, and the Mayor’s Office on Women’s Policy and Initiatives announced that Washington, D.C., will offer working women in the nation’s capital free AAUW Work Smart salary negotiation workshops. The program will train 15,000 women to negotiate their salary and benefits in the next five years. D.C. is the second major city, after Boston, to launch a citywide AAUW Work Smart initiative. “Equal pay is more than a women’s rights issue. It is a matter of economic security for middle-class families,” says Bowser. “When women are paid less for equal work, we all suffer.”
Empowering West Virginia Women

In February, students at West Virginia University got a much-needed stress reliever in the midst of midterms while learning about women’s history and activism at the same time. The school’s AAUW student organization hosted its second annual Women’s Empowerment Night, an evening of activities that brought together more than 20 student groups. Attendees got to play a feminist version of a popular card game, take photos as the new face of the $10 bill, register to vote, get information about women’s sports at WVU, try women-in-science trivia, do yoga, and much more.

The ambitious event also featured a mobile component—students could participate in some games from smartphones—and sponsorship from Amazon Student, Victoria’s Secret PINK, and local businesses. Speakers included a career center representative and local pageant winners, who spoke out about mental health issues and sexual assault.

Student org President Sabrina Ridenour, a junior engineering major, says that the group was inspired to take action after several founding members attended the National Conference for College Women Student Leaders. The group’s other big event is Equal Pay Day, but they aren’t satisfied with working on just a few issues. “I do not want WVU to get stuck doing the same thing every year,” Ridenour says. “I make it a point to listen to all women’s issues that our members are concerned about.”

A Whale of a Good Time for Fundraising

Do fundraisers get any more relaxing? In March, the AAUW Maui (HI) Branch hosted its annual whale-watching cruise, a 20-year tradition, to raise money for local scholarships. The cruise generates about $4,000 every year to benefit women who plan to study at the University of Hawaii, Maui College. Janet Go, who handles communications for the branch, says that attendees got to see some of the thousands of humpback whales that migrate across the Pacific every year, including mothers teaching calves, males fighting for mates, lots of tail slapping, and even some breaching.

YWTF Launches Inaugural Intersectionality Week

A group of Younger Women’s Task Force leaders from across the country organized a series of events May 1–7 to address intersectionality: the idea that discrimination and oppression work in multiple, overlapping ways depending on an individual’s social identities such as gender, race, ability, sexual orientation, and more. Events included a film screening, speakers, happy hour gatherings, and more.

“For decades, social justice movements have excluded or sidelined the most oppressed groups while centering the struggle of the majority,” says co-director of the YWTF Baltimore (MD) Chapter Aisha Springer. “Feminists can’t allow that trend to continue if we claim to believe in social justice and equality.”
Maryland Advocates Celebrate Equal Pay Legislation
In April, AAUW of Maryland members cheered the passage of the Equal Pay for Equal Work Act, which they spent months advocating for at the state’s General Assembly. The bill promotes fair pay by protecting workers from retaliation for sharing their salary information and by clarifying the defenses that employers can use for paying employees differently for performing similar jobs. The victory was the culmination of a campaign by a broad coalition of groups involved in the Maryland Legislative Agenda for Women, which involved calling state representatives, writing letters, and testifying before the assembly.

AAUW of Maryland Public Policy Vice President Anita Rosen spoke at two hearings in March, armed with AAUW’s research on the pay gap nationally and by congressional district. Rosen emphasized the toll that the pay gap takes in retirement and spoke about her own experience. Even though she and her husband both have doctorates, she almost always made less during her career. “That translated into a considerably lower retirement and pension income than my husband’s,” Rosen says. “Lower pensions combined with widowhood or divorce impact older women in regard to the quality of their later life.” As of press time, it is still unclear whether Gov. Larry Hogan (R) will sign the bill into law.

California Students’ Busy Semester of Advocacy
Since formalizing their group in January, the members of the AAUW student organization at California State University, San Marcos, have embarked on an ambitious set of activities to empower local women and girls. Before their group was even official, students volunteered at a hackathon event that taught girls and women computer science skills and college readiness, a career fair for middle schoolers, and a tech conference for girls.

But the CSUSM members launched their own events this spring as well: Their CV workshop featured an academic counselor, a recent doctoral candidate, and video and audio instruction to help students improve their curricula vitae. The group also worked with the career center to begin hosting two AAUW Start Smart salary negotiation workshops per semester; the first two trainings were in March and April. The student organization’s Public Relations Representative Anne Decker says that the group has diverse priorities. “We are very passionate about motivating youth to pursue a higher education, giving our members leadership and networking opportunities, and raising awareness ... about the gender pay gap and the high rates of sexual assaults on campuses,” says Decker.
“The simple truth is that it is expensive to be poor,” says Joyce Kim, a 2003–04 AAUW Selected Professions Fellow and the co-founder of the nonprofit Stellar.

Kim knows what it’s like to struggle and what it’s like to be an immigrant. “I know [about the challenges] because I am one of the people who made it,” Kim says. So after starting off as an attorney, she looked for ways to help disadvantaged communities become economically empowered. That’s how Stellar was born. Stellar is a financial network that allows cash to be moved digitally, eliminating or greatly reducing the cost of transferring money.

When immigrant workers send money back to their home countries, that support is often a lifeline for families. But the fees for transferring money eat away at that assistance. “Working families spend $44 billion a year on Western Union and similar fees,” says Kim. “For people living on $2 a day, they can spend up to 15 percent of their daily income on a single transaction fee.”

In its pilot operation, Stellar saved end users more than $150 million in fees. The latest implementation took place recently in Nigeria, where Stellar reached approximately 300,000 clients, of whom more than 90 percent were women.

Kim could have put Stellar to use for profit instead of advocacy. But Kim says she went the direction she did because she is determined to “leave the world a better place” than it was before she arrived.

Kim’s nonprofit has saved working immigrants millions by eliminating transfer fees.
2015–16 Fellow and Grantee Highlights

Anastasia Bailey
American Fellow Anastasia Bailey’s dissertation topic uses international business and entrepreneurship research to study immigrant entrepreneurs. Bailey examines how human and social capital interact and affect the development of novel business ideas, how culture affects decision making, and how entrepreneurs overcome the barriers that immigrants sometimes face as business owners. The Ohio State University student also serves as a mentor to women business owners.

Nicole De La Loza Rivera
Career Development Grantee Nicole De La Loza Rivera is pursuing a master’s degree from Antioch University in nonprofit management with a focus in women’s economic development. She has five years of experience leading social enterprise and job readiness programs for women in poverty in Los Angeles, California, and Tanzania. Her passion is to continue to help marginalized communities of women to improve their quality of life.

Young Women in the Lead
The Yavapai College Foundation of Prescott, Arizona, was awarded a two-year Community Action Grant to implement Young Women in the Lead, which helps recent high school graduates successfully transition to college. Led by Stuart Blacklaw, the project will include visits to museums, engagement with current women’s issues, discussions examining barriers to success, and mentoring.

Ana Gonzalez
International Fellow Ana Gonzalez explores women’s empowerment and the obstacles to management positions in the Mexican public sector. Her research focuses on how governments can increase women’s participation in decision making in the workplace. After she completes her master’s degree at Columbia University, her goal is to return to Mexico and run for office to improve women’s economic and political conditions.

Valentine Khaminwa
International Project Grantee Valentine Khaminwa is a Kenyan lawyer living and working in Nairobi. Her project educates women in Kenya about the importance of registering their marriages to protect their property interests. The project also includes research to help Kenyan women promote their equality in marriage.

Carmen Sebro
Selected Professions Fellow Carmen Sebro is pursuing an MBA at Northwestern University with majors in strategy and social enterprise. She is interested in how technology can resolve education inequalities and economically empower underserved communities. She is a leader in both the Black Management Association and the Women’s Leadership Workshop.
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Bill Would Restore Women Pilots’ Arlington National Cemetery Honor

In March, the U.S. House unanimously passed a bill to restore the rights of Women Airforce Service Pilots (WASPs) to have their ashes rest at Arlington National Cemetery. The WASPs were a unit of more than 1,000 civilian pilots who helped train male pilots, test repaired planes, and tow targets for in-flight shooting practice. The first group of women to be trained for military aviation, the WASPs fought for basic accommodations during their service (like getting room and board paid for) and fought for decades for benefits.

Although the group was granted veterans status in 1977 and received the Congressional Gold Medal in 2009 through legislative action in Congress, in 2015 the U.S. Army reversed a decision to allow the women pilots’ inurnment, with full military honors, at the cemetery. Now legislators are trying to reestablish the honor.

“As a veteran, I find it disgraceful that women who served their country with courage are not being properly honored in death,” says AAUW CEO and U.S. Army veteran Linda D. Hallman. AAUW Action Network supporters helped advance the issue by sending messages to their members of Congress. The bill remains in committee in the Senate.

Two-Thirds of Workers Don’t Have College Degrees

In March the Economic Policy Institute reported that 65 percent of workers in the U.S. labor force do not have four-year degrees. Meanwhile, wages have stagnated for decades, and jobs for non-college educated workers have become less available and less stable. People without a college degree make up the majority of the labor force in every state. Washington, D.C., is the only place in the nation where that’s not the case; only 34 percent of D.C. workers do not have four-year degrees.

High Schools Also Faltering on Sexual Assault

A Huffington Post investigation found that high schools are failing to properly address reported cases of sexual assault and protect survivors. A student who reported an assault at her Michigan school was expelled. After two girls came forward at a school in Indiana, the girls were bullied by classmates and had to rearrange their schedules to avoid having to see their alleged attacker. When a girl in Arizona told her mother she was raped at a school dance, the school allegedly didn’t investigate or inform parents that an attack had been reported.
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The problem of sexual assault on college campuses has gained much-needed attention in the past few years, but young women in high school also face barriers to their safety and education. Right now, the U.S. Department of Education is investigating 83 high schools for violating Title IX by mishandling sexual assault allegations. According to the Centers for Disease Control and Prevention, 42 percent of women rape survivors experienced their first assaults before age 18. Title IX, which protects against gender discrimination in federally funded schools, mandates that schools address sexual harassment and sexual assault among students. And U.S. Department of Education guidance says that schools must allow survivors to avoid contact with any alleged attackers at school and must ensure that anyone who reports is not retaliated against.

President Announces Suffrage Monument
On Equal Pay Day, April 12, President Barack Obama designated the Belmont-Paul Women’s Equality National Monument at the Sewall-Belmont House in Washington, D.C. The historic building, which sits steps away from the U.S. Capitol, served as the National Woman’s Party headquarters and was the place where suffragists Alva Belmont and Alice Paul (and many others) worked to get women the vote. The house was an essential work space for women’s suffrage organizing, with women filling the rooms to draft legislation, write letters, and organize protests, including daily picketing at the White House. Suffragists faced harassment, arrest, and force-feeding during hunger strikes. “I want young girls and boys to come here 10, 20, 100 years from now and know that women fought for equality,” said Obama at the dedication. “It wasn’t just given to them.”

Study: Advocating for Diversity May Harm Women and People of Color
A study from the Academy of Management Journal found that the very people who might benefit from diversity face retaliation if they advocate for it. Researchers from the University of Colorado interviewed 350 executives and found that women and nonwhite executives who frequently exhibited “diversity-valuing behaviors” were deemed less competent and lower performing than women and nonwhite counterparts who didn’t promote diversity. The study also found that white and male executives didn’t benefit from encouraging diversity. When the researchers replicated the study with a hypothetical hiring scenario, managers who hired someone demographically like them were judged as less effective—unless the managers were white men.
A Feminist Grammarians’s Best Friend

Part glossary, part enormous coffee-table book, Unspinning the Spin is a 543-page style guide that delves into the evolution of words and the implications of their sometimes oppressive, exclusionary, or plain hateful roots. But despite its heft, the book is clearly the work of writers and designers with an appreciation for white space and simple navigation.

To help readers dismantle labels and find the right word, the guide is peppered with intriguing mini lectures. Wonder why we consider “people with disabilities” the correct phrasing? See the “people first” rule. You can also learn how pinning “mother” to “nature” may propagate rape culture, or you can take a closer look at the racial undertones of words like “urban” and “riot.” Running throughout is a simple message: Words are powerful, and language is the property (and responsibility) of all the people who speak it, so we must choose our words thoughtfully.

Even so, the guide’s entertainment value lightens its serious content. The narration is so droll at times that it’s easy to imagine it as a Maggie Smith voice-over: “The greatest objection to ‘Ms.’ has been that you can’t tell if she’s married or not. The only sensible reply is that we have managed for centuries to get along without knowing whether a ‘Mr.’ is married or not.” The term “feminazi” is attributed to Rush Limbaugh, who “would probably be hurt if anyone else used it, so don’t.”

For those who enjoy the rabbit hole of linguistics, there’s plenty to chase. The “woman” entry traces the mutation of the word, whose Old English roots are “wif” (“female”) and “man” (“human being”). Over time, the male version of the term lost its prefix (“wer”), and men got to claim the human being suffix for their own. In fact, English is full of false friends; the “his” in history has nothing to do with the male pronoun (see “herstory”).

And how about the singular “they”? AAUW is taking the advice of Unspinning the Spin (and other style guides) and adopting it, not only because it’s a gender-inclusive option for the third-person singular pronoun but also because it’s been in use since medieval times, despite centuries of misplaced grammatical furor that tried to replace it with the masculine “he.”

Kathryn Bibler is AAUW’s senior editor, and she would be delighted to talk pronouns or prose with you at biblerk@aauw.org.
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Ida Hyde was an American physiologist who earned an AAUW fellowship to work on her doctorate at Heidelberg University in Germany. Upon arrival, she was barred from the classroom, but she managed to graduate anyway. A lifelong AAUW member, she went on to establish the physiology department at the University of Kansas, where she also advocated for women’s restrooms in the science building.