



GENOVATE

Transforming Organisational Culture for
Gender Equality in Research and Innovation



**Implementation of Institutional
Gender Equality Action Plans
with sustainable strategies**

**Development of a Social Model of
Gender Equality Implementation
in Research and Innovation**

www.GENOVATE.eu

© University of Bradford 2013



Contents

Context.....	4
GENOVATE Aims and Objectives	4
Core Goal	4
Aims.....	4
What is Gender Equality?	5
Implementation of Gender Equality Action Plans	5
The Overall Strategy of the Work Plan.....	6
Strand 1: Model Development and Methodological Framework	6
Strand 2: Gender Equality Action Plan (GEAP) implementation roadmap.....	6
Strand 3: Evaluation, Reflection and Outputs	7
GENOVATE Change Management Approach	8
Innovative Aspects of GENOVATE	8
Target Audiences	9
The Impact of GENOVATE	10
European Added Value	10
Dissemination Strategy	11

Acronym	GENOVATE
Title	Transforming Organisational Culture for Gender Equality in Research and Innovation
	FP7 funded project under the Science in Society SiS 2012. 2.1.1-1 programme
What is GENOVATE?	<p>GENOVATE is an action-research project which aims to address the issue of gender inequality in research. The project is based on the implementation of Gender Equality Action Plans (GEAPs) in six European universities and brings together a consortium with diverse experience in gender mainstreaming approaches. All of the universities come from different disciplinary backgrounds and have different national context. However, each of the institutions share common gender mainstreaming challenges in research and all have identified three common areas for intervention:</p> <ul style="list-style-type: none"> ▪ recruitment, progression and research support; ▪ working environment, work-life balance and institutional culture; and ▪ standards and diversity in research excellence and innovation. <p>Each partner university will address these areas through their individually tailored GEAPs that will build on existing structures and policies where relevant, or develop new systems and practices where appropriate.</p> <p>GENOVATE is unique in its institutional and cross-disciplinary focus because it addresses gender inequalities in research and innovation across all academic disciplines in each institution. It recognises the different challenges faced by Science, Technology, Engineering and Mathematics (STEM), social sciences/humanities, medicine/health and other disciplines while also acknowledging the role of institution-wide factors.</p> <p>To maximise the shared learning of all consortium members, knowledge will be exchanged among members and on-going evaluation across all universities throughout the project will take place.</p> <p>The main deliverables of the project are:</p> <ul style="list-style-type: none"> ▪ a social model of gender equality implementation, and ▪ guidelines tailored to different actors and settings which highlight the issues, challenges and effective approaches. <p>Each of the main deliverables will be of relevance to institutions across Europe and will be informed by an <i>ePortfolio</i>. The <i>ePortfolio</i> will allow the individual experiences, challenges and thoughts of all partner universities to be documented and collated.</p> <p>Dissemination of the outcomes will be shaped by a communications strategy for learning within institutions, amongst national learning circles, key stakeholders and internationally through networking, media and publication activities. The long-term impact of the project will also be felt within institutions.</p>
Website	www.genovate.eu
Duration	January 2013 to December 2016 [48 months]
Funding Scheme	Coordination and Support Action: Supporting (CSA-SA)
Work programme topics addressed	SiS.2012.2.1.1-1 Ensuring equal opportunities for women and men by encouraging a more gender-aware management in research and scientific decision-making bodies.
Total funding	€3.2 million
Consortium	7 partners from 7 EU countries
Coordinating Institution	University of Bradford
Person Responsible	Professor Uduak Archibong
EC Officers	Carmen Ianosi / Jasna Fabjan Zwicky

Context

Despite the general advancement of equality principles and policies in Europe, an examination of the roles, achievements and career paths of academic researchers highlights a persistence of career patterns and outcomes that differ for men and women. Attention to the issue in Europe has been given a new impetus since the Lisbon Agenda in 2000. The creation of the European Research Area and the recognition of the contribution it can make to Europe's knowledge economy has encouraged a new awareness of the strategic value of gender equality. When looking at the area of research and innovation gender equality is strategically valuable because it is now recognised that:

- research excellence requires accessibility, resources and advancement opportunities for the best researchers, irrespective of gender; and
- innovation demands the diversity of perspective and input that is possible from a truly diverse research pool.

Greater diversity and equality of opportunity are crucial to enhancing excellence in research and innovation. The higher education sector is a key axis of the European research sector: universities are the foundation of researcher development and a focal point for original research and innovation. The GENOVATE project's emphasis on research in the academic sector is a strategy that targets the heart of the research and innovation enterprise as a whole.

Policies for gender equality in research and innovation have had limited success, and there is a need to address the policy-outcome gap through more contextualised approaches. GENOVATE will bridge the policy gap through the production of an accessible body of knowledge on the actual process of implementing locally-appropriate gender equality strategies in a range of academic organisations in different historical and political contexts.

GENOVATE Aims and Objectives

Core Goal

To ensure equal opportunities for women and men by encouraging a more gender-competent management in research, innovation and scientific decision-making bodies, with a particular focus on universities

Aims

1. To implement innovative, locally-appropriate, structural, cultural and sustainable strategies for change in universities and research organisations to better support gender diversity and equal opportunities in research and innovation for men and women
2. To promote the ways in which gender equality and diversity benefit excellence in research and innovation as well as sustainable growth
3. To facilitate meaningful knowledge exchange between European universities with very different levels of experience in relation to implementing actions for gender-competent management in research and innovation, and to involve key stakeholders in supporting and promoting change for gender-competent research management
4. To develop and widely disseminate a sound management approach for abolishing gender inequalities and contributing to the improvement of working conditions for male and female researchers

What is Gender Equality?

Gender Equality is an overarching term that is used to address all areas of gender related issues in different settings and promote equal opportunity for both men and women. It means different things to different actors dependent upon the area of expertise it is being applied to. For example, reference is often made to:

Gender Mainstreaming which means the integration of gender perspective into all other policies. Whilst Gender Mainstreaming is not the only tool that can be used, it is a globally accepted strategy for promoting and helping to achieve gender equality.

Gender Competence reflects the ability to identify where difference on the basis of gender is significant, and act in ways that produce fairer outcomes for men and women. The meaning of gender competence is contextually specific and is therefore multidimensional. Gender competence in the GENOVATE context is applicable to:

- leadership and management;
- research practices; advocacy and decision making;
- policy development and implementation;
- innovation systems;
- workplace culture; and
- learning environments.

Implementation of Gender Equality Action Plans

GENOVATE is unique in its institutional and cross-disciplinary focus. The project addresses gender inequalities in research and innovation across all academic disciplines in each institution. It recognises the different challenges faced by Science, Technology, Engineering and Mathematics (STEM), social sciences/humanities, medicine/health and other disciplines while also acknowledging the role of institution-wide factors. At the same time, the gendered nature of the wider structures, systems and cultures of which the institutions are a part, are recognised. GENOVATE seeks to address these nuances through:

- recognition of the wider research system itself, shared aims of partners, combined actions and knowledge exchange activities of the project;
- the implementation of Gender Equality Action Plans (GEAPs) with sustainability strategies for each institution to ensure that there is organisational ownership of the integrated gender-competent agenda; and
- adopting an institutional approach to gender equality in research and innovation.

GENOVATE involves the implementation of GEAPs in six core European universities. The core institutions are at different stages of gender equality in terms of their gender dynamics and relations institutional approaches to gender equality, research and innovation organisational culture and needs.

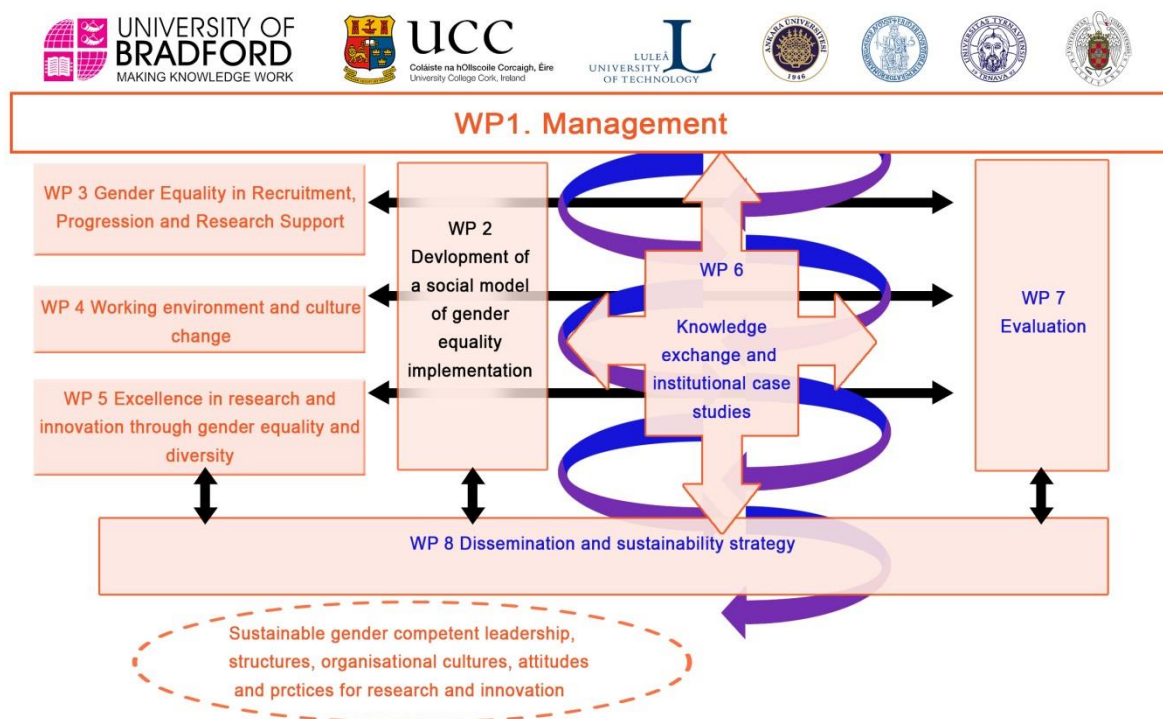
Implementation of GEAPs in the six core partner institutions is based on meeting the specific requirements and needs unique to each partner institution. Areas covered in the action plans include:

- gender equality in recruitment, progression and research support;
- working environment and culture change;
- gender equality competence in peer review, assessment and innovation systems;
- development of positive working environments and gender-competent organisational cultures;
- embedding gender equality perspectives into the University Management;
- development of a social model of gender equality implementation; and
- gender equality benchmarking of excellence in research and innovation through knowledge exchange and dissemination.

Following implementation of the GEAPs they will continue to be built upon and expanded beyond the lifetime of the project to ensure equal opportunities for women and men in research and research-relevant decision-making within universities.

The Overall Strategy of the Work Plan

The planned activities are organised in three Strands and eight Work Packages (WP) which reflect the logical structure of the GENOVATE work. The University of Bradford (United Kingdom) is the coordinating institution and is responsible for management (**Work Package 1**) of the GENOVATE consortium. The diagram below is a pictorial display of the project strands followed by detailed description of the project activities.



Strand 1: Model Development and Methodological Framework

The first strand of GENOVATE involves the development of a contemporary model for a comprehensive and multidimensional implementation of Gender Equality Action Plans in consortium institutions drawing from the Change Academy Model underpinned by the social model of equality. The model will evolve iteratively from the process and outcomes of the GENOVATE project. This strand will be developed throughout the project and will be structured under **Work Package 2** (led by Trnava University, Slovakia) with input from core GEAP implementation work packages.

Strand 2: Gender Equality Action Plan (GEAP) implementation roadmap

Overall coordination of this strand will be provided by University College Cork, Ireland. This strand covers three core work packages [WP 3 led by University College Cork, Ireland; WP4 led by Ankara University, Turkey; WP5 led by Luleå University of Technology, Sweden] for implementing GEAP roadmaps at local and institutional levels. All six core partners will participate in these work packages on the basis of the actions identified in their GEAP, with each partner delivering actions within their own institution to contribute to the objectives of the work packages.

Work Package 3 (WP3) seeks to strengthen selection processes relating to recruitment, promotion and progression of, and support for, researchers.

Work Package 4 (WP4) aims to promote and sustain working environment and culture change to support gender equality in research and innovation

Work Package 5 (WP5) aims to promote the benefits of gender and diversity perspectives in enhancing excellence in research and innovation systems

Strand 3: Evaluation, Reflection and Outputs

The objective of the final strand of the project is to integrate the tasks within the previous stages into coherent and tangible outcomes. Strand 3 deals with

- transfer of learning across the partnership;
- formative and summative assessments at different levels of the project for improvement, enlightenment and accountability;
- dissemination of GENOVATE work to end users; and
- sustainability strategy.

Strand 3 is made up of three Work Packages (WP6 led by Università degli Studi di Napoli, WP7 led by Universidad Complutense de Madrid and WP8 led by University of Bradford) and involves on-going evaluation, reflections and shared learning within and outside GENOVATE partners with a clear sustainability strategy.

Work Package 6 (WP6) provides the mechanisms for GENOVATE partners to exchange information and learn from each other's skills, unique expertise and experiences in support of the implementation of the GEAPs.

Work Package 7 (WP7) involves formative and summative assessments at different levels and all stages of the project providing on-going knowledge; and an overall assessment of success.

The evaluation will be iterative, providing a balance between process and outcome, allowing a combination of uniform outcome measures across the institutions as well as site specific outcome measures. A mixed-method approach [combining both quantitative and qualitative techniques] is used. The evaluation aims to produce a richer, credible, nuanced, contextual and more comprehensive understanding of the project's accomplishments and learning. The evaluation team will work with all consortium institutions to support the generation of site specific data at all levels of the project.

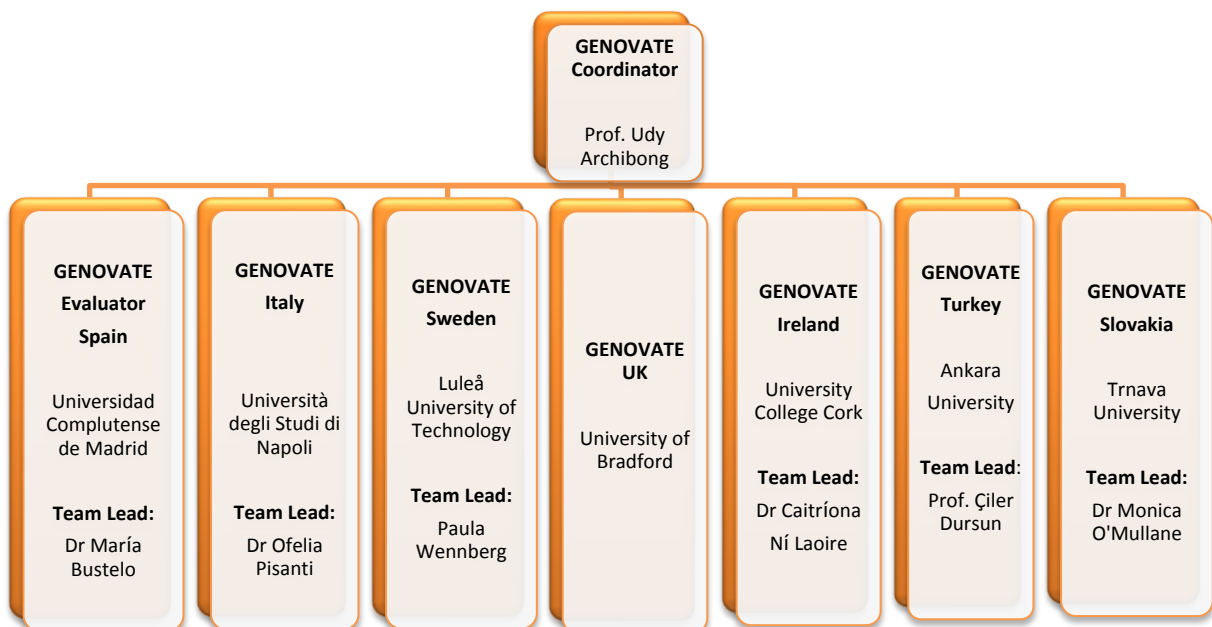
Work Package 8 (WP8) works in parallel with other work packages, with regular dialogue to provide the best possible dissemination material. Valuable input to WP8 comes from the full-scale evaluations and corresponding involvement of GENOVATE strategic collaborators and all relevant stakeholders.

Although the project has been clearly structured in different work packages each of the work packages runs in parallel.

GENOVATE Change Management Approach

A Gender Change Academy Model (GCAM) for delivering innovative, locally appropriate, structural, cultural and sustainable change for gender equality in research management within partner institutions will be developed. This model will be extremely beneficial and timely in the higher education sector in Europe (and will build upon the work of Jackson's (2004) Change Academy model. GCAM recognises that each system, organisation or institution, is unique in its approach to introducing gender-competent management in research and innovation. GENOVATE Partners

The GENOVATE Europe-wide consortium includes universities that have active national and institutional gender equality agendas and others that are seeking to gain experience in this area, along with an experienced evaluator of gender equality projects. The gendered nature of the organisations' research management systems, cultures and structures, however, are shared by all of the partners and reflect international patterns. Consortium is made up of:



Innovative Aspects of GENOVATE

GENOVATE will be innovative at national levels in a number of ways. In particular, the implementation at Ankara University is expected to be a revolutionary example for other universities in Turkey and Trnava University will provide an excellent example for other universities in Slovakia, as being the first to explicitly plan for improved gender-related workplace policies. GENOVATE will be an innovative project at international level in the following ways:

- Involvement of partners and addressing gender inequalities research from wide range of disciplinary areas including (STEM, social sciences, health and management)
- Involvement of partners from north, south, east and west of Europe
- Involvement of partners with different levels of experience in implementing gender equality plans
- Primary focus on university research management with wider impact through involvement of key stakeholders
- Implementation of GEAPs tailored to each institutional context but harmonised within a coherent consortium project framework
- Structural transformation underpinned by Change Academy Model
- Integration of iterative and formative evaluation process into all project stages
- Development of contextualised guidelines for implementation
- Development of a code of practice for embedding gender equality and diversity into research and innovation excellence standards based on the principles of transparency, consistency, accountability and inclusivity
- Use of case-study and 'buddy' systems and virtual feedback tools for knowledge exchange between partners

Target Audiences

A broad cross-section of the European public will benefit from the GENOVATE project. . These include:

- Policy makers at the European and national level
- Academics and graduate students
- Professional bodies
- Member states and other international audience
- Decision makers in higher education
- Research and equality institutions, and other end users
- Trade Unions
- Non-Governmental Organisations
- Journalists – media professionals

The Impact of GENOVATE

- Development of a social model of gender equality implementation
- Production of sustainable strategies
- Creation of tangible and measurable results in terms of attracting, recruiting, and advancing men and women in research at all levels of seniority in project institutions
- Enhancement of the benefits of a work/life responsive workplace
- Improvement of the culture and organisational structures of research organisations and universities
- Significant impact across Europe
- Contribution to public debate
- Raise awareness of institutional issues hindering the career advancement of men and women
- Provision of empirical evidence that contributes to the business case for more gender-competent management

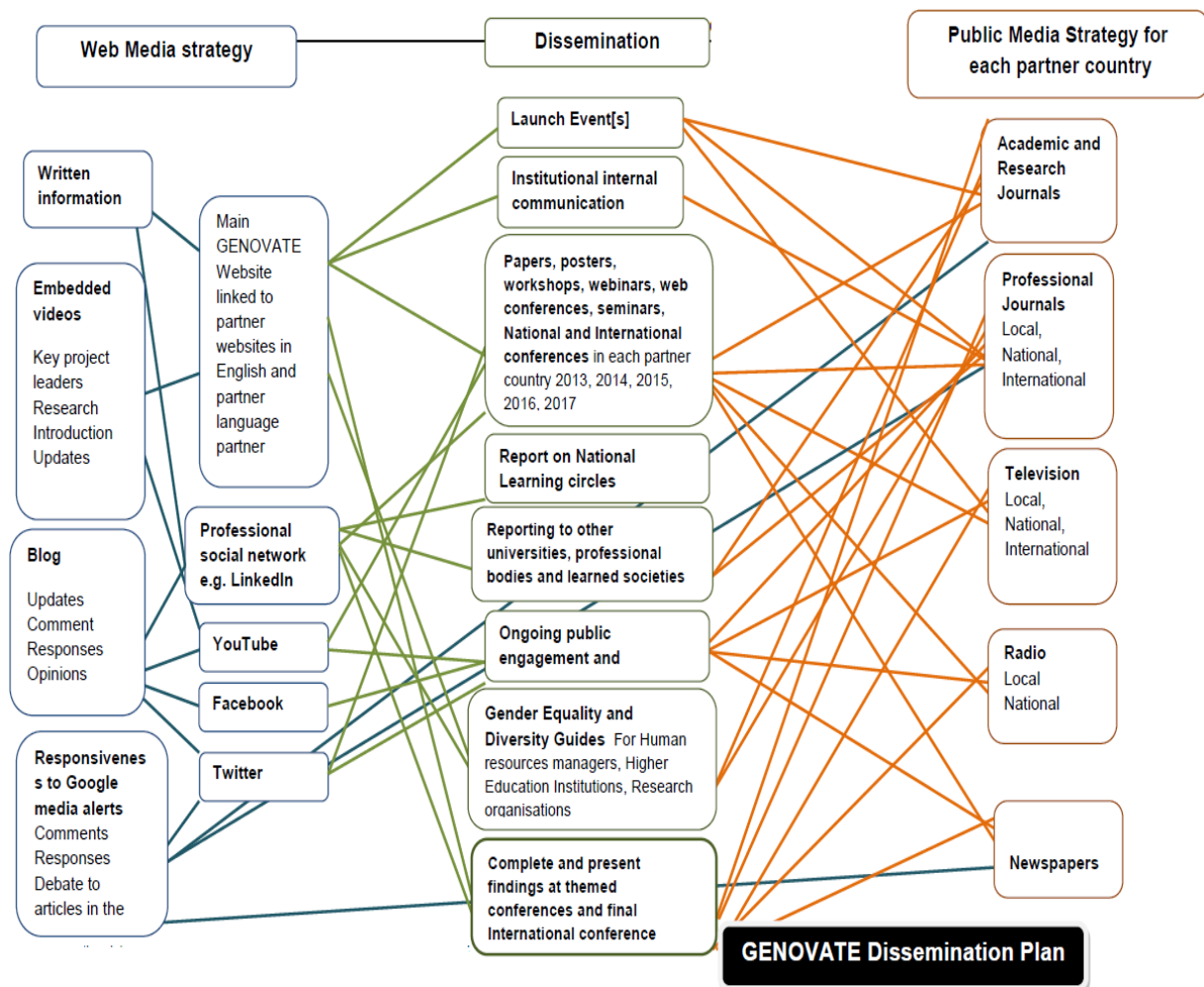
European Added Value

- Partners are better placed to successfully implement Gender Equality Action Plans and achieve institutional goals
- GENOVATE will accelerate progress and provide a solid framework within which to achieve change
- The consortium will make it possible to further develop strategies for change at a high level strengthening sustainability
- There will be continued transfer of learning, knowledge and expertise across partners and other stakeholders
- By working with other European universities with different histories, national contexts and levels of experience with gender equality strategies, the core gender issues that are shared by all become evident
- The European consortium approach provides further development towards gender-aware management in research
- Identification of barriers and facilitators of gender equality through implementation of the Social Model of Gender Inequality
- A methodology for structural change that is relevant Europe-wide will be developed

Dissemination Strategy

GENOVATE will disseminate project outcomes widely to maximise impact. A dissemination plan including an outline of the media and publication strategy is shown in the diagram below. Project findings will be disseminated to the various target groups through the following mechanisms:

- project website with information about the project, latest news, document databases for both internal consortium and external stakeholder communication;
- on-going stakeholder engagement throughout the project, including participation in GENOVATE Conventions;
- in-country learning circles involving gender networks and key stakeholders;
- endpoint international conference for the project; and
- good Practice Guide brochures.



The Consortium

Coordinator

University of Bradford, UK **GENOVATE Coordinator**
Professor Uduak Archibong

Other team members
Dr Nazira Karodia
Dr Anita Sargeant
Professor Peter Hopkinson
Dr M C A Oltean-Dumbrava
Jeremy Bulmer
Juliet Maynard
Julie Smith
Sean Whiley

Partners

**University College
Cork, Ireland**

Team Lead
Dr Caitriona Ni Laoire

Other team members
Aifric Ó Gráda
Prof Geraldine Boylan
Dr Linda Connolly
Dr Carol Linehan
Prof Anita Maguire
Prof Helen Whelton
Dr Siobhan Cusack

**Lulea University of
Technology, Sweden**

Team Lead
Paula Wenberg

Other team members
Mikael Börjeson
Michal Nilsson
Ylva Fältholm
Ewa Gunnarsson
Lena Abrahamsson
Eva Källhammer
Ingegerd Olofsson

**Ankara University,
Turkey**

Team Lead
Prof. Dr. Çiler Dursun

Other team members
Prof. Dr. Ruken Öztürk
Assoc. Prof. Dr. Bedriye
Poyraz,
Assoc. Prof. Sema Becerikli,
Assoc. Prof. Güzin Yamaner
Assistant Prof. Emel Memis

**Università degli
Studi di Napoli, Italy**

Team Lead
Prof. Ofelia Pisanti

Other Team members
Prof. Guglielmo
Tamburrini
Dr. Ilenia Picardi
Prof. Emilio Balzano
Prof. Giuliana Fiorillo
Prof. Antonella Liccardo

**Trnava University,
Slovakia**

Team Lead
Dr. Monica O'Mullane

Other team members
Dr Daniela Kalláyová
Dr. Andrej Kállay
Dr. Alexandra Bražinová
Dr. Ľubica Ilievová

**Universidad
Complutense de
Madrid, Spain**

Team Lead
Maria Bustelo

Other team member
María Velasco,

Members of the International Advisory Board

- Ellen Pugh, Senior Policy Adviser with responsibility for gender, Equality Challenge Unit, UK
- Prof. Jackie Ford, Professor of Leadership and Organisation, Leeds University Business School, UK
- Prof. Teresa Rees CBE, Director, Leadership Development (Wales),
- Joan Donegan, Assistant General Secretary, Irish Federation of University Teachers, Ireland
- Jan Andersen, Chair, EARMA (European Association of Research Managers), Brussels
- Kris Dejonckheere, Secretary General, UNICA: Network of Universities from the Capitals of Europe, Brussels
- Prof. Mariarosaria Masullo, National Institute of Nuclear Physics (INFN), Italy
- Professor Miroslav Kusý, UNESCO Chair for Human Rights Education, Faculty of Social and Economic Studies, Comenius University, Bratislava, Slovakia
- Inés Sánchez de Madariaga, Director of the Unit Women and Sciences Research, State Secretariat within the Ministry of Economy, Spain

Strategic collaborators – collaboration at all stages of project

GENOVATE proposes to collaborate with a wide network of stakeholders throughout the project. This engagement will occur through direct involvement of some key stakeholders in the Institutional GENOVATE Management Boards in each institution, in the International Advisory Board and in the virtual link-up sessions, while all stakeholders will be invited to the National Learning Circles and will receive regular progress reports and copies of deliverables throughout the project through a consortium stakeholder mailing list. Personnel at different levels within stakeholder organisations will also be invited to participate in institutional development activities. The network of stakeholders will include among others:

National level

United Kingdom

- Equality Challenge Unit (ECU),
- Leadership Foundation for Higher Education,
- Universities UK (UK),
- Higher Education Wales
- Universities Scotland,
- The Higher Education Academy
- WISE - Promoting Female talent in Science, Engineering and technology from classroom to boardroom
- Higher Education Institutions including University of Leeds and University of Wolverhampton.

- Research councils including the Economic and Social Research Council (ESRC)
- Engineering and Physical Sciences Research Council
- Medical Research Council
- Trades Unions e.g. University College Union

Ireland

- Science Foundation of Irish Federation of University Teachers
- Molecular Medicine Ireland
- Irish Research Council
- Irish Universities Association and other relevant bodies such as Teachers Union of Ireland (TUI) Irish Congress of Trade Unions (ICTU)
- Higher Education Authority Ireland

Sweden

- IDAS
- Luleå ICT Council
- EARMA European Association of Research Managers and Administrators
- SOGETI - Sogeti Sverige AB
- LTU Career

Italy

- Women in Science (Coordinamento Napoletano Donne nella Scienza);
- Fondazione Bellisario
- Campania Innovazione S.p.a.
- Conference of Italian University Rectors (CRUI),
- National Institute of Nuclear Physics (INFN)
- Italian Physical Society (SIF - Società Italiana di Fisica).

European level

- European Association of Universities;
- European Association of Research Managers and Administrators
- European Commission's Directorate General for Research and Innovation
- ESOF - Euroscience Open Forum
- NESSE Network of Experts in Social Sciences of Education
- European Centre for the Strategic Management of Universities
- European Association of Institutions in Higher Education
- European Association for Quality Assurance in Higher Education

Turkey

- KSGM (General Directorate of Status of Women)
- KADER (Association for Support and Training of Women Candidates)
- Hürriyet (most circulated national newspaper)
- Women Studies Centres of other Universities and other organisations including Koc University, Middle East Technical University, Hacettepe University, Cukurova University, Istanbul Technical University, Turkish Association for University Women.
- Scientific and Technological Council of Turkey (TUBITAK)
- Ankara University's Alumni Association
- Council of Higher Education in Turkey

Slovak Republic

- Ministry of the Interior - Human Rights Unit
- Ministry of Education, Science, Research and Sport
- Gender Studies Centre, Comenius University;
- Institute of Gender Equality
- Confederation of the Trade Unions of the Slovak Republic
- Media sources may include, the Slovak Spectator, Pravda (newspapers) as well as radio and TV sources, including TV Joj, TA3, TV Markiza, ,
-

GENOVATE Secretariat
Centre for Inclusion and Diversity
University of Bradford
Richmond Road
Bradford, West Yorkshire
BD7 1DP
Tel: +44 (0)1274 236347
Email: genovate@bradford.ac.uk
Fax: +44 (0)1274 233003
Website: www.genovate.eu