



KØBENHAVNS UNIVERSITET



## DIVERSITY AT KU - More Women in Research and Management

Niels Balslev Wendelboe  
Head of HR  
KU

3. december 2010  
Dias 1

## Why we need more women researchers and managers

- Talent attraction!
  - We need to attract the best academic minds – both men and woman!

“Fishing in both sides of the lake”



## Overall trends for possible explanations

- **There is no problem** – women have the same opportunities as men.
- **It's the women's own choice** – the barriers for women are primarily internal. Women are not willing to “play the game”
- **The system is biased against women and favors men**
- **Society is responsible** families and institutions still socialize boys for leadership and women for caring positions
- **There are innate differences that make men better suited for leadership** – biological differences and hormones are responsible for differences between male and female leaders...
- ...



## What do we hear at the universities? More explanations

- Women are more hesitant to apply
- Lack of risk willingness and competitiveness among women
- Uncertain career structure and/or uncertain future prospects
- The working environment at universities is often non-inclusive – dominated by one gender
- Women have a stronger desire to work with others
- In many cases, jobs are only advertised in narrow forums
- Women don't participate enough in informal networking
- Women have an internationalization backlog
- ...



## What works?

Conference board report from 2010

- Business goals are a starting point
- Change is driven from the top
- Senior men are involved and accountable
- The business, not just HR, owns the initiative
- Women's programmes enable women to be themselves



## No more!

No more studies! No more explanations!

Not important how we got here. But how we move forward

Practical and effective suggestions for moving forward

A task force was set up by Rector in September 2007



A catalogue of Ideas



3-point plan adopted by the Board spring 2008



## The essence of the 3-point plan

- Women should **NOT be favored** as applicants and offered positions in preference to more qualified male applicants.  
No quotas!
- The aim is to **increase the number of qualified women applicants and nurture the pipeline.**

More women applicants should be attracted by

- a) *strengthening* the incentive for managers to identify and develop women talents,
- b) *boosting* the internationalization of women, and
- c) *motivating* women to apply for researcher and manager positions



## The 3-points plan (2008-2013)

- Financial Incentives for Faculties and Departments
- Internationalisation
- Talent and Leadership Development



## 1. Financial Incentives for Faculties and Departments

- The University rewards faculties that are able to identify and employ qualified women as professors. Two types of rewards are proposed:
  1. **a reward principle**: appointment of women professors by a faculty releases an extra professorship (for a man or woman) for 5 years. (3/2/1 for 1)
  2. **a central bonus pool**, so that faculties, increasing the *ratio* of newly appointed women professors by 5 percentage points compared with the period 1 January 2006 to 31 December 2007, receive a bonus. (3/2/1 million)



## 2. Internationalisation

- 16 stipends/scholarships established - 12 million DEK p.a.
- Distributed within areas where the underrepresented gender constitute 40 % or less



### 3. Talent and Leadership Development

The third point concerns women's motivation to pursue a research career (to professor level) – or a university management career (Head of research group, Department, Dean, etc.).

- An *interdisciplinary mentor program* is established for women post docs/assistant professors – approximately 100 women.
- The University funds a *central pool* of DKK 2 million in 2009, from which faculties/departments can apply for funding for talent development in relation to the under-represented gender
- The University establishes *leadership development programmes* for potential women applicants for positions as Head of Department, Dean, Head of Faculty, etc. 3rd group starts next week.



## Does it work ?

## Yes ! Double Up!

Women in percentage of the newly appointed professors

2006-2007: 15,7 %

2008-2009: 28,5

Newly appointed Professors

In numbers

	Kvinder	Mænd
2006-2007	21	113
2008-2009	47	118

Percentage

	Kvinder	Mænd	
2006-2007	15,7	84,3	%
2008-2009	28,5	71,5	%



## It pays to fish in both sides of the lake

### More women professors from 2007-2009

2007: 15,3%

2009: 17,5% of the professors are women

### More women associate professors from 2007-2009

2007: 29,9 %

2009: 31,6 of the associate professors are women



## Do we discriminate men???

Recruiting process and formal demands the same

Academic assessment committee/Bedømmelsesudvalg ensures quality

Still a 70/30 ratio for newly appointed professors...

The answer is no



## It´s not an easy problem to fix...

"Remember, Ginger Rogers did everything Fred Astaire did, but she did it backwards and in high heels"



## A luxury problem ??

The younger men fall behind in terms of education

Uneducated men – the new social problem?

