



GENOVATE

Transforming Organisational Culture for
Gender Equality in Research and Innovation

Convention GENOVATE 2015

March 11 – March 13, 2015
University College Cork



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Introduction

The GENOVATE Convention 2015 was held on March 11th-13th at the University College Cork (UCC).

The annual convention is the occasion for the GENOVATE partners’ consortium to discuss the achievements accomplished during the past months of the project and how to plan the work for the forthcoming time.

The GENOVATE project is in the third year of its realization, and this means that, thanks to the collaborative work made during the previous years, people are more experienced in the project needs and understand better how to profit of the annual meeting. As a consequence, the Convention programmes evolved during the past years: in particular, the programme of the third GENOVATE meeting was jointly developed for helping people in developing their work along the two levels of Gender Equality Action Plans (GEAP) and Work Packages (WPs) implementation.

The present document reports briefly the main topics and most relevant aspects that emerged during the Third Convention of the GENOVATE project.

11th March – Transforming commitment into Actions: Towards Gender Equality for Academic and Research Excellence

Stop&Share Workshop

The Convention started with a Stop&Share dedicated to GEAP implementation.

During the first part, each partner institution had to write down the main enabling and disabling factors for the implementation of their GEAPs in their own local context (summarized in Table 1), and present their choices to the others. Then, a second stage was dedicated to discussions and interaction among partners in order to collect the enabling+disabling factors according to different categories/themes.

UCC	Enabling	<ul style="list-style-type: none"> ● increased focus on gender equality at national level, specifically within Higher Education
	Disabling	<ul style="list-style-type: none"> ● absence of structural focal point for equality generally and gender equality specifically ● legitimacy problem
AU	Enabling	<ul style="list-style-type: none"> ● support of the top managers ● voluntary involvement of the academics from different disciplines ● increase of awareness of gender equality issues related to violence against women ● existence of DE center
	Disabling	<ul style="list-style-type: none"> ● no gender equality perspective of women academics ● increase of general political opposition to gender equality issue ● lack of a network among women working for gender equality at AU
UNIBRAD	Enabling	<ul style="list-style-type: none"> ● a key strategic objective
	Disabling	<ul style="list-style-type: none"> ● engagement of middle managers
LTU	Enabling	<ul style="list-style-type: none"> ● commitment of management for the GEAP implementation ● interaction with a gender research group ● internal and external attention
	Disabling	<ul style="list-style-type: none"> ● how to achieve sustainability
UNINA	Enabling	<ul style="list-style-type: none"> ● cooperation and analytical approach to problems
	Disabling	<ul style="list-style-type: none"> ● lack of awareness in gender issues revealed by sarcastic and uppish behaviours

Table 1. Enabling and disabling factors reported during the Stop&Share workshop (TU members were not present during this session).

The final part of the workshop (30 minutes) was devoted to discussing strategies for dealing with

disabling factors and enlightening positive enabling factors. Examples are:

- look for the achievement of a critical mass of gender sensitive people by involving decision making bodies in the different contexts
- don't give up and insist fighting wrong attitudes against peoples working for gender sensible bodies
- highlight the benefits in addressing gender issues:
 - gender sensitive institution gains in image
 - countries respect the European directives
 - teams are more efficient
- establish relationships with other bodies working in gender issues for ensuring sustainability to the actions promoted by GENOVATE

International Advisory Board meeting

For this section we refer to the minutes of the International Advisory Board meeting provided by UNIBRAD.

Public Event

The Convention continued in the afternoon with a Symposium held in the Aula Maxima of UCC, started with the welcome address by Professor Anita Maguire, Vice-President for Research and Innovation.

Prof. **Uduak Archibong**, the GENOVATE International Coordinator, presented a talk titled *The GENOVATE journey so far*. She highlighted that the characteristic of GENOVATE is the fact that, although the seven institutions involved in the project are located in different places in Europe, they have in common the high level of experience and passion that they bring in their work. Prof. Uduak Archibong gave an overview of what is the approach of the GENOVATE consortium to the gender equality issue, working on three levels: fixing numbers of women in research institutions (improving the gender balance), fixing the institutions (targeting gender bias), fixing the knowledge (enhancing gender and diversity dimensions in research and innovation). Then, she made a summary of its impact and of the challenges the project has to face, among these mainly the necessity of connecting the consortium (WPs) and institutional level (GEAPs) work. Prof. Archibong concluded her speech stressing the importance of taking into account the sustainability of the GENOVATE actions.

Mr. **Muiris O'Connor**, from the Higher Education Authority of Ireland gave a lecture on Gender equality in Higher Education in Ireland. Then, the keynote Prof. **Inés Sánchez de Madariaga**, Professor of Urban Planning at Madrid School of Architecture and Advisor to the European Commission on Gender and Research, recalled the efforts for introducing gender into European research, starting from the creation, in 1999, by the European Commission of the Women in Science Unit. The talks were followed by a discussion stage during which the presents had the possibility of asking questions to the speakers. Finally, the closing remarks by Dr. **Caitriona Ní Laoire**, GENOVATE Scientific Coordinator for the Cork University, concluded the Symposium.

Learning market

The learning market session of the GENOVATE meeting allows each partner to show to the other GENOVATE members the progresses in the implementation of GENOVATE within their institutions. It is organized as an open space where each team can illustrate their materials and address

questions from the other members of the consortium walking around. In this way, each team has the opportunity to share the achievements from their institutions and, on the other hand, each consortium member the opportunity to learn from the other experiences. In Appendix photos of the material showed by the GENOVATE consortium members are collected.

12th March - Consortium Leads' Sessions

The second day of the Convention was devoted to the WP's sessions. Each WP, with the exception of WP7 (that led a longer workshop on the evaluation on the third day), had 50 minutes to discuss their WP planning.

WP1 - Consortium Management and Project Planning Lead UNIBRAD

The Project Coordinator, Prof. Uduak Archibong led the WP1 management session. The presentation was divided in two parts: the strategic management and approach to the GEAP implementation and the operational planning.

During the first part, the need of pursuing the ongoing process of reviewing and refining the institutional GEAPs was emphasized. The GEAP implementation requires partners to map actions by performing a fine-tuning and ensuring a shared GEAP, by considering alternative courses of action, by expanding GEAP into a more detailed implementation plan, by assigning roles and responsibilities and setting up appropriate structures for delivering GENOVATE. The reflection/evaluation on the actions is crucial to map progress and to examine and diagnose problems. The identification of the general learning, which should be made public, closes the cycle. A critical reflection on how many action research cycles have been completed is also promoted.

In the Operational Planning part of the session, Prof. Archibong recalled that peak time calendar has been published on the Community platform. For what concerns the forward planning, there are 2 working documents and 3 deliverables that are due in 2015, and 2 working documents and 7 deliverables in 2016. Furthermore the Periodic Report 2 is due at month 36 (December 2015). Taking into account the work related to deliverables and working documents, Prof. Archibong asked to reflect on what other approach could assist partners during the peak delivery time; how can partners work best together to ensure that delivery during the peak months is achieved; what challenges do partners envision; how can the consortium make best use of existing structures in overcoming these challenges. The timeline for the Periodic report 2 was also discussed: the WPs and GEAPs periodic report will be due to UNIBRAD by December 7th; the form C will be uploaded on January 20th 2016; UNIBRAD will assess submissions and request further information by January 26th; the draft report for partners' comments will be sent on February 12th and feedback will be due by February 19th; the final submission to European Commission will be on February 23rd.

WP2: Development of a social model of gender equality implementation Lead TU and UNIBRAD

Prof. Uduak Archibong and Dr. Alexandra Bražinova reported on the WP2 work. In the last year a

second round of written and verbal reflections were collected and a further call for written reflections will be approximately around month 36 (December 2015), while the final verbal reflections will be collected at month 42 (June 2016). During the WP2 session, a PESTLE analysis of GEAP/factors, challenges and influences that may affect GEAP implementation was realized with the partners.

The main Political, Economic, Social, Technological, Legal, Environmental factors affecting the GEAP implementation emerged during the discussion are listed below:

- Political limiting factors: limited extent of the HEI autonomy and their governance; differences between local, regional and national level of politics and ideologies.
- Economical limiting factors: economic crisis, and budgeting cuts with negative effects on women (such as an increased pay gap).
- Social factors: broken work-life balance; intersections of different equalities issues and different social realities.
- Technological factors: mobile technologies, global media and social networks.
- Legal limiting factors in specific countries are the rules for promotion based on a gender insensitive evaluation procedure; positive legal factors are the rules which impose the monitoring of the gender equalities in the institutions, as for instance the commitment of publishing a gender budgeting asked to public institutions in certain countries.
- Environmental limiting factors: the absence of rules for the extensions of work deadlines for health or maternity leaves.

During the discussion, a question was also raised about the term 'social model' and its meaning. The suggestion that 'structural model' could be used, in place of social model, emerged. However, it was deemed inappropriate to use the term 'structural' in some country contexts. Further thoughts to be given to the title of the model will come in due course. At the 2016 Convention a skeletal for the social model will be available.

WP 3 - Gender Equality in Recruitment, Progression and Research Support

Lead UCC

Dr. Sarah Field and Nicola Maxwell illustrated the WP3 tasks, by means of an activity session. In particular a word cloud emerging from the experience of implementing the WP3 through the GEAP was constructed. The loudest words turned out to be relationships, other interesting words emerging were: sustainability, realistic approach, engagement, gender awareness, persuasion, trust and advocacy. Many of these words were recognized to be part of the meaning of the word advocacy.

Partners were also asked to identify one success and one setback in implementing strategies for gender equality in recruitment, promotion and progression, or in setting gender targets for academic and research positions, or in supporting women academics and researchers in accessing opportunities for advancement in their careers.

Finally, partners were asked to identify two pieces of advice they would extend to another institute embarking on GEAP implementation.

We finally report the post-convention actions relevant for WP3:

- Partners will continue to implement WP3 actions through their GEAPs
- UCC will liaise with partners with regard to capturing the learning from the process of implementation
- UCC will liaise with partners with regard to the workplan for completing Deliverable 3.1

WP 4

Lead AU

The WP4 session was led by Dr. Ciler Dursun and Dr. Murat Çınar and dedicated to the discussion of the deliverable D4.1, **Online Learning Package on gender competent leadership and management**. After a presentation on online learning given by Dr. Murat Çınar, Dr. Ciler Dursun presented the content of the online learning package. Then partners gave their input in the following discussion, which emphasised some key points:

- The content aspect of the online leadership needs improvement.
- The question of audience and aims arises.
- Clarification on copyright issues should be sought before making any material publically available.
- Care should be taken so as not to reinforce stereotypes/prejudices in material.
- What will happen to the e-learning package after the project? It will be publically available once complete.

Partners were asked to send feedback to the WP4 team by March 23rd.

WP5

Lead LTU, in collaboration with UNIBRAD and UCC

The WP5 session was organised by LTU and facilitated by Paula Wennberg, the WP5 leader. The WP5 workshop started as always with WP5 reflections of partners from the last time. What did you take with you from the last time, i.e. from February 3rd 2015? The WP5 workshops have now a fixed meeting schedule on the first Tuesday of a month at 13-14:50 if not otherwise advised.

WP5 is designed to support joint knowledge development in innovation and gender between partners and between partners and stakeholders, to show benefits of gender equality and diversity, to go from the needs and drivers of people involved and to engage internal and external stakeholders early in the process. WP5 has a joint leadership in the two tasks of T5.1 and T5.2 to support collaboration, co-creation and joint work, both among the task leads and all partners.

After this short presentation of the WP5 leader the partners' presentations of their target groups and their planned contributions to the D5.2 Toolkit to integrate gender and diversity perspective in innovation systems were presented and discussed.

Each partner had been previously asked to send to the WP5 lead 2 slides with their point of view on 1) the target groups; 2) their contribution to the toolkit.

The main questions emerged were:

- What is innovation and who is the target audience?
- All partners are contributing to one toolkit.
- The learning process is as important as the toolkit.
- Question was raised as to how to integrate gender into social innovation?
- UNINA reminded all to use the Community Blog as a tool for recording processes.
- The toolkit will be built on what it has already been produced in the project.
- Question was raised of overlapping contents appearing on different deliverables: this will be monitored and revisited.
- Vision of toolkit: checklist or record of progress on GEAP implementation.

The next steps in the development of D5.2 Toolkit are as follows:

- May 7th 2015: Stop&Share on Inclusive innovation
- September 1st 2015: partners edit and modify the draft in Google docs or send contribution

to paula.wennberg@ltu.se

- September 17th 2015: Skype meeting on Toolkit preparation
- October 15th 2015: deadline for partners contributions to the draft on Google docs
- November 3rd 2015: presentation of the first prototype
- November-December: partners' local pilots, tests, interactive WSs for feedback on the usability of the toolkit
- January 12th 2016: partners' feedback on usability
- April 6th-8th 2016: toolkit presentation during the Ankara convention
- May 2016: Delivery of toolkit

WP6 - Knowledge Exchange and Case studies

Lead UNINA

This session, organized by UNINA, was devoted to the discussion of the work related to the Deliverable D6.2, due in December 2015 (M36), which concerns a portfolio of institutional cases studies from each consortium partner. How to build the case studies for the GENOVATE project? The UNINA team suggested that each institution proceeds along a three steps process:

1. choose a theme which represents a challenge;
2. choose an action of the GEAP and reflect why this action is connected with the identified challenge;
3. report an illustrative episode connected to this theme/action.

During this process, it is necessary to put emphasis on context, mechanism, and outcome. Some suggestions were given:

- Let people and facts speak.
- Let the peculiarity of your experience emerges.
- Recognise differences and commonalities among different contexts.
- Ask yourself: is this action/episode also connected to another challenge? Could this action answer to new possible emerging challenges?

The case studies are strictly related to the topics of the Institutional Blog of the GENOVATE Community. At this regard, each partner is invited to:

- identify which of the Institutional Blog categories reflect better the challenges of their GEAP;
- write a post every time they reach **a goal** and in any case write at least a post **every three months** (April, July, October, January).

The deadlines for the work connected with the case studies deliverable are 1) May 1st: send three main challenges; 2) July 1st: send the corresponding actions; 3) October 31st: send the corresponding illustrative episodes.

The WP6 session was closed by a dynamic during which each partner outlined a main challenge in their GEAP and these were collected in macro-categories.

WP8 - Dissemination and sustainability strategy

Lead UNIBRAD

The WP8 session was led by Prof. Uduak Archibong and Dr. Nazira Karodia.

After a short review of the 2014 activities, the discussion was focused on the social media framework. In particular on the YouTube content, was decided to have Vox pop and video content

from all institutions as well as thematic videos linked to GENOVATE produced by target audiences. All the material, once available, and the Twitter link should be embedded into the GENOVATE website. For what concerns Facebook and LinkedIn, UNIBRAD suggestion was to create them only after having enough content.

Then, the discussion went on the plan for the international conference that GENOVATE will organize in Brussels. The arguments touched were: the aims of the conference, how it should be presented, the target and the best constituency to bring to the conference (e.g. vice-chancellors, EU Commission, research funding councils, research leaders, etc). In order to avoid clashes it was decided to check which major conferences will be happening during that period, and to check the possibility for a joint conference with any of the gender structural projects. Other points briefly discussed are:

- the overarching theme of the conference e.g. "Careers in Academia" (suggestions on themes will be sent to UNIBRAD);
- the IAB members should be actively involved in the Conference;
- keynote and main plenary speakers should be identified and included in the conference plan;
- UNIBRAD will provide a draft of Deliverable 8.3 (Plan for international conference) with details of marketing plan.

13th March: WP7 Evaluation workshop

The third day of the Convention was devoted to a workshop on the Evaluation led by Prof. Maria Bustelo and Dr. Julia Espinosa of the UCM team.

As stressed many times, the WP7 work is twofold: 1) GENOVATE project is evaluated as a whole and 2) partners are followed in the process of evaluating the implementation of their GEAPs. So, during this workshop the evaluation team treated both these two aspects of evaluation.

As for the first theme, Prof. Maria Bustelo made a summary of the GEAP evaluation step-by-step cycle:

- delimitate the project;
- engage stakeholders;
- develop questions;
- create strategies for collecting data;
- analyze data;
- seek new understanding.

She stressed that the model for the evaluation of GEAP implementation is presently under development. It is flexible and it is being constructed using contributions from partners. In particular, it considers areas of intervention in three fields: 1) Ideas, 2) Structures and mechanisms, 3) Peoples.

Then, she briefly illustrated the evaluation practice that GENOVATE partners sent to the evaluation team during the past months.

After this part, the UCM team proposed a dynamic to be worked together. Partners were asked to answer to the question: To what extent has the GEAP promoted gender changes in the following areas? In particular, they had to consider areas related to the three fields considered above: Ideas, Structure and mechanisms, People. In order to help partners in this evaluation, the evaluation team showed examples of areas connected to the previous three fields.

Then, a brief summary of data collection tools was made and suggestions were given for helping people in gathering the information needed for the evaluation process: for instance, use mixed

(quantitative and qualitative) approaches, take into account different voices, social systems and specific context, use triangulation of methodology and information sources.

Finally, the next stages in the GEAP evaluation work were summarized:

- mid May: partners were invited to identify three aspects (one for each area: ideas, structures and mechanisms, and peoples) from which to gather information
- June: organization of a webinar for further working on evaluation of the GEAPs' results
- next evaluation workshop: Ankara Convention 2016
- report from E-Portfolio: July 2016

Regarding the evaluation of GENOVATE as a whole, the UCM team gave several suggestions in connection with:

- synergies between WPs: the project WPs can be divided between "core" WPs (WP3, WP4, and WP5) and "learning" WPs (WP2, WP6, WP7), connected by the WP1, and helped by WP8 in promoting dissemination and sustainability
- connection between WPs and GEAPs: this is important for being successful in building the Social Model for Gender Equality
- knowledge exchange: the core WPs work in defining strategies and actions for confronting gender inequality problems, which are then shared among partners thanks to the work of the learning WPs
- joint work: partners "walk together" thanks to several tools: emails, GENOVATE Community, virtual meetings, document reviews

Some of these suggestions are:

- better/more frequent use of the Community platform
- more videoconferencing meetings
- bi-lateral relationships within the consortium
- use of peak time calendar

The timeline for the WP7 activity was also described:

- 2nd Ongoing Evaluation Report: April 2015
- 3rd Ongoing Evaluation Report: 2016
- final evaluation report: October 2016

Some post-convention actions emerged from the discussion. Regarding the D.7.1. Guidelines for evaluating GEAPs, based on the evaluation toolkit, the GEAPs' evaluation model and the GEAPs' evaluation practices:

- On-going support to partners in the evaluation of their GEAPs until May, 2016. Please, do not hesitate to email UCM team if you need specific support. We can also plan Skype meetings to help partners in this regard.
- First draft of the Guidelines for evaluating GEAPs. This first draft will include the 70% of the deliverable and will be shared by 10th March, 2016.
- Partners' feedback to the first draft Guidelines will be sent by 17th March, 2016. There will be a clear template for contributions in this regard.
- Ankara Convention: advances and discussion on Guidelines for Evaluating GEAPs.
- Partners send their GEAPs evaluation report by 2nd May, 2016.

As to the D.7.2. Report from e-portfolio:

- Report from ePortfolio for feeding UNINA's institutional case report will be shared by 4th November, 2015.
- Partners' feedback to this report by 11th November, 2015. There will be a clear template for contributions in this regard.
- Draft of the final report from ePortfolio to be shared with partners by 15th June, 2016.

- Partners' feedback to final draft report from ePortfolio by 22nd June, 2016. There will be a clear template for contributions in this regard.

In relation to Final Evaluation Report:

- Interviews to project coordinator, project manager and WPs' leaders: November-December, 2015 and January, 2016.
- Result questionnaire to partners by 15th January, 2016.
- Partners' feedback to result questionnaire by 22nd January, 2016.

A most complete list of actions is included in the calendar on the GENOVATE Community and in the document 'GENOVATE_EndprojectdeliveryPlanv1.3' sent by Juliet.

Appendix



Figure 1. UNIBRAD presentation



Figure 2. AU and UCC presentations



Figure 3. LTU and UCM presentations

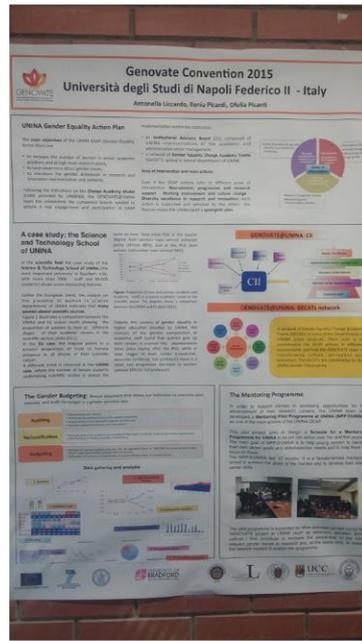


Figure 4. TU and UNINA presentations