

## **Summary of the Panel Discussion of the fourth conference of the FFNT at the University of Twente on November 6<sup>th</sup>, 2008 (by Liudvika Leisyte).**

Rosendal's reaction: Facing the global competition it is important to emphasize performance. In science productivity is not linear in time, it has law of diminishing returns. Scientists do not work for organization or university, but for themselves. In 10 years 50% of professors will need to be replaced in the Netherlands.

The lack of transparency in the recruitment procedures at universities is a general problem in the Netherlands. He agrees that the quality of publications in recruitment process is much more important than the number of publications. Working part-time at the university is difficult to measure and does not make sense, since one does not measure how many hours the academic stays at the desk.

He thinks positive action has conflicting messages. The example with Aspasia that showed that there are talented women in science raises the question –why they were not visible in the first place? Second- how can we make use of cultural differences to increase collaboration, and not vice versa.

### 1. Is the quota a good policy instrument and does it work?

It is the best instrument that we have at the moment. What gets measured gets done as the voluntary measures usually are dispersed. It is also a useful instrument if the supply of the market is taken into consideration. It is important to make a realistic quota, but it has to be also a part of other activities. Shell does not use the word quote, they use targets. They are realistic and you can plan them, but it is important to have a holistic view and to address all the levels. But the targets also need to be ambitious. Internal promotion is a feature of the Dutch universities - thus strong retention policy should not be promoted.

### 2. Is having men in the Ambassador's network a good instrument?

It is very important to attract and seek strategic partners at the top level of universities who usually are men and bring them into strategic alliances. You need them on board if you want to reach the targets. Contacting at a personal level works very well, one should be careful with the pseudo ideological approaches that may not work in attracting prominent people to the Ambassador's network.

### 3. What policy instrument would be useful to raise gender awareness among men at UT?

Raising of gender awareness needs to be throughout the whole organization –it's a journey. Shell provided an example of a US program of white males as diversity partners. They are made aware of their privileges because of being white males. Such awareness raising was a key to make a larger population aware what needs to happen. For example, women are timid to speak up sometimes in the meetings. Having a male partner who can work as a team who can invite her to speak can be a strategy in such cases.

Another example within the UT is the mentor-mentee program – it is wonderful and is working both ways. It raises the awareness of the mentors as well as the mentees. An idea of mentoring – mentoring circles. Key members of the organization serve as

mentors and they have 6-12 people as mentees. They meet a couple of times in half a year to discuss certain topics brought up by the members of the network. Then the mentoring procedure moves quicker than in one-to-one conversation.

Recruiting is another area that needs gender awareness training. Two points are crucial – change in the composition of the recruiting committees and the mindset. Two pieces of advice from Yvonne: gender awareness training for recruiters and bring in people who are professional recruiters. A lot of improvement is needed in the recruitment procedures.

The question is also what kind of university strategies are put in place for recruitment. When 50% of professors will need to be replaced the question is if the situation will be handled at the center of the university or in the faculties. It is important that the recruitment committees have all stakeholders involved and that the university strategy is picked up. The suitability choices have to be avoided and this has to be implemented through the rigorous recruitment procedures. Thus recruitment can become a strategic instrument in the organization.

Finally, emotional intelligence is important. Different genders read messages differently. Women need to tell their superiors that they are ambitious and that they are excellent, then they can be heard.