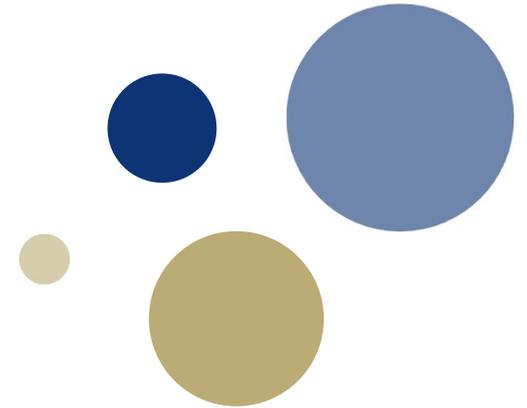




Norwegian University of
Science and Technology



The **GENDIM** digital toolbox

Gender-NET Plus Webinar, June 15, 2022

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The GENDIM toolbox for improving gender balance in higher education

- <https://www.youtube.com/embed/YdtMVzbXTis>



Research & Data



- **Gender equality from below.** Action research project on how to make department heads change agents for gender balance
- **GENDIM** - Understanding gender imbalances among university professors: the shaping and reshaping of epistemic living spaces. A continuation of this approach
- Evaluating gender balance measures at NTNU. Applied research project funded by NTNU)
- Learning from gender balance and equality measures (Research project funded by the BALANSE program, NRC)

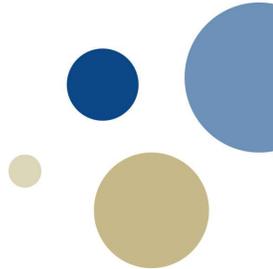
More information: <https://www.ntnu.edu/genderbalance>

Follow: <https://twitter.com/GenderBalancing>

Approach

- Gender balance problems have to be solved by local efforts
- Initiatives from above have to be translated and implemented in order to have effect.
- For that to happen, local leaders and actors need to be motivated and have sufficient knowledge of how to do it.

The importance of local knowledge-making



Local knowledge-making was critical to develop motivation, knowledge and awareness. It involved:

- (1) Acquisition and discussion of research-based knowledge about gender balance and gender equality
- (2) Mapping, discussing and developing knowledge about the local gender balance situation in the department ('local theory').
- (3) Design and implementation of measures
- (4) Evaluation of the results

But, department heads needed help → we made a toolbox

The GENDIM toolbox – key principles

- Tailoring measures and anchoring them locally is critical for creating better measures and action plans for gender balance
- Action plans should be based on local knowledge-making
- It may be used for a diversity of interventions
- Change is often the result of individual efforts
- Should be practical and easy to use

Step 1: Self-evaluation

What have been done to improve gender balance so far?

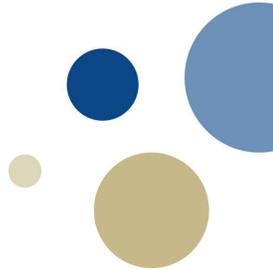
- Work environment,
- Mapping
- Gender balance policies and awareness
- HR
- recruitment

→ Output: A summary

Step 2: Local knowledge-making.

- What is the gender balance situation, with regard to different job categories? Between research groups?
- How has the balance developed the last five (or ten) years?
- Are there particular striking patterns, e.g., leaking pipelines (Where does it leak?), lack of women to recruit, etc.
- Are there any sections/research groups that stand out as positive or negative?
- Analyzing the last five hiring processes – how was the proportion of men and women applicants, comparing to the gender of those who were appointed and eventually employed.
- → In the digital tool, we have a tool where numbers and statistics can be downloaded from a national databases for statistics on higher education (DBH)

Involving employees in assessment of the situation and developing a shared understanding ('local theory')



- How do employees/colleagues experience the gender balance and the situation in your unit?
- Is it considered to be a problem? If so, by who? And why?
- What kind of improvements are wished for?

→ Possible tools:

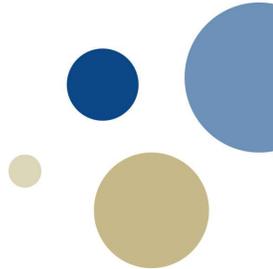
- Department seminars
- Simple surveys
- Focus groups
- Appraisals

Step 3: Making an action plan

- Making clear goals
- Choosing measures (30-40 to choose from distributed on six categories) but they can also make up their own measures.
- Choosing who to be responsible for each measure and deadline for implementing the measure
- Measures should be supported both on the top leadership and among employees
- → This generates an action plan in Word format

Extra resources

- Where to find research/references
- Examples of how action plans may look like



What we hope to achieve

The GENDIM toolbox should

- Encourage and facilitate local knowledge-making as a point of departure for the action plan (which creates awareness, ownership, and engagement)
- It will encourage anchoring action plans among employees
- Make it easier to make an locally tailored action plan (have gathered 30-40 measures to choose from)
- Make it easier to evaluate their own situation, by repeating the toolbox regularly.

Publications

- Lagesen, V. A. (2021) How Heads of Departments Find It Meaningful to Engage with Gender Balance Policies, *Science and Public Policy*, 2021; Volume 48, Issue 4, August 2021, Pages 582–591.
- Suboticki, I., & Lagesen, V. A. (2021). Uncertain, collective and heroic leadership approaches to gender balance change among local leaders in academia. *Journal of Higher Education Policy and Management*, 1-16.
- Lagesen, V. A., & Suboticki, I. (2021). Department heads enacting gender balance policies: navigating voices of ambiguity and concern. *Critical Policy Studies*, 1-19.
- Sørensen, S. Ø., Lagesen, V. A., Sørensen, K. H., & Kristensen, G. K. (2019). Kjønnbalanse gjennom aksjonsforskning og lokal kunnskap. *Tidsskrift for kjønnsforskning*, 43(02), 108-127.