Genders
Centre for Gender & Equality in Research and Science

PROJECT STAGES
"STRUCTURAL TRANSFORMATION TO ACHIEVE GENDER EQUALITY IN SCIENCE"
(CA N°289051)

Daniela Falcinelli - Politecnico 21-4-2015
Figure 3.1: Proportions of men and women in a typical academic career, students and academic staff, EU-27, 2002–2010

She Figures 2012: 90
AHSS - Arts, Humanities and Social Sciences (University of Milan, 2013)
STEM - Science, Technology, Engineering and Mathematics (University of Milan, 2013)
**Why so slow (Valian, 1999)? Why so few? Why so low?**

**THAW - Time Heals All Wounds argument (Rice, 2012:10)**

**Palomba (2013) 2138 Grade A – Gender Equality in Academia**
LEAKY PIPELINE

1. At risk due to lack of support
2. Support from family and school
3. At risk following motherhood
4. Successful interventions
5. At risk due to women and science initiatives
6. Strategies for success in early career
7. At risk due to isolation and exclusion
8. Strategies for success in senior positions

Source: CEWS 2006
Institutional framework

• FP7 Cooperation, Work programme Science in Society
• Topic: SiS.2011.2.1.1-1 “Implementing structural change in research organisations/universities”
  (Structural transformations: from “fixing the women” to “fixing the organisations and the knowledge”)
• Co-funding from the IGRUE/Inspectorate General for Financial Relations with the European Union, Ministry for Economy and Finance - Italy, Italian Government
• Duration: 48 months (January 2012 - December 2015)
• 7 partners from 5 European countries
STAGES Countries

- **Italy**
  - DPO - The Department for Equal Opportunities of the Presidency of the Council of Ministers, Coordinator
  - ASDO - The Assembly of Women for Development and the Struggle against Social Exclusion
  - University of Milan - UMIL

- **Germany** - Fraunhofer Society for the promotion of applied research - FRAU

- **Denmark**
  - Aarhus University - AU

- **Romania**
  - Alexandru Ioan Cuza University, Iași - UAIC

- **The Netherlands**
  - Radboud University, Nijmegen - RU
STAGES project

The project has three objectives:

1. Applying different self-tailored action plans aimed at introducing gender-aware management at all levels in each of the participating organisations, representing different kinds of research institutions;

2. Producing a deeper understanding of the dynamics surrounding structural change efforts by constantly analysing, monitoring and assessing the process activated in each institution, so to start mutual learning practices among partners;

3. Spreading, among the European universities and research institutes, successful negotiation strategies implemented to build consensus and commitment around structural-level gender-equality initiatives, addressing different leadership levels and the many stakeholders directly or indirectly involved in change.

The Consortium is composed by the following partners:

- Università degli Studi di Milano - Italy
- Fraunhofer Gesellschaft - Germany
- Aarhus Universitet - Denmark
- Universitatea Alexandru Ioan Cuza - Romania
- Radboud Universiteit - The Netherlands
- ASDO Associazione - Italy
Advancing gender equality. How to enhance change in scientific careers (UNIMI)

• The University of Milan is a public teaching and research university (8 faculties, 31 departments and 2 schools and a teaching staff of 2000 professors) is distinguished by its wide variety of disciplinary fields (Humanities, Social Sciences and Law; Medicine and Healthcare; Science).

• UMIL is the only Italian university to be a member of the League of the European Research Universities (LERU).

• A leading institute in Italy and Europe for scientific productivity, the University of Milan is the largest university in the region, with approximately 64,000 students.

• UMIL has a good tradition in EO measures thanks to the Centre for Study and Research Women and Gender Differences. Founded in 1995, it is one of the first centres in Italian universities devoted to gender studies. Since 2007 it has become an interdepartmental research center with a multidisciplinary approach.

• BUT...
Change can happen

Mobilising energy

The "structural change" is not just about structures: the key to success also lies in the ability to "turn on" the people's desire for change, turning policy into action and widespread social life, something that involves the culture, ideas and actions of real people.

It is therefore important that there is what we call a "transformational group", i.e. people who for various reasons are flanked by the project staff to support them in some aspect of its construction: a network of independent researchers is one of the best ways to ensure that change continues to move forward, regardless of the project and after its end.

The dynamics of change

[Diagram of change process]
Gender Action Plan: STAGES at UMIL

http://www.stages.unimi.it

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<tr>
<th>STRATEGIC AREA</th>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
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<tr>
<td>Women-friendly environment</td>
<td>Actions promoting change in organisational culture and formal/informal behaviours</td>
<td>Course on equal opportunities and scientific careers (Faculty of Agriculture and Faculty of Medicine)</td>
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<td>Research on S&amp;T professional contexts (Faculty of Medicine)</td>
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<td>Actions supporting early-stage career-development</td>
<td>School of Strategies for improving publishing for doctoral students (Faculty of Agriculture and Faculty of Medicine)</td>
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<td>Gender-aware science</td>
<td>Actions challenging gender stereotypes and consequent horizontal segregation</td>
<td>Crash courses on equal opportunities and gender stereotypes in science for top management (Faculty of Agriculture and Faculty of Medicine)</td>
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<td></td>
<td>Actions aimed at gendering S&amp;T contents and methods</td>
<td>Workshops on “Gender Medicine” (Faculty of Medicine)</td>
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<td>Women’s leadership of science</td>
<td>Actions promoting women’s leadership in the practice of research</td>
<td>School of project drafting and management of European projects for post-doctoral and young researchers (Faculty of Agriculture)</td>
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<td>Actions promoting women’s leadership in the management of research</td>
<td>Annual reporting to the Academic Senate (whole University)</td>
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<td>Actions promoting women’s leadership in scientific communication</td>
<td>Annual reporting to the Faculties (Faculty of Agriculture and Faculty of Medicine)</td>
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<td>Launch conference (whole University)</td>
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<td>Week of Women and Science (whole University)</td>
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CRASH COURSES ON EQUAL OPPORTUNITIES AND GENDER STEREOTYPES IN SCIENCE FOR THE TOP MANAGEMENT
**Ore 14:00 - Saluti Istituzionali**

Chiara Tonelli  
Protertrice al Coordinamento e alla Promozione della Ricerca  
STAGES International Board of Advisors

Michele Palma  
Consigliere PCM, Dipartimento per le Pari Opportunità - Capofila STAGES

Daniele Falcinelli  
Coordinatrice del Progetto STAGES-UNIMI

Claudia Sorlini  
Responsabile Scientifica del Progetto STAGES-UNIMI

Bianca Beccalli  
Presidente Centro Interdipartimentale Donne e Differenze di Genere

Marino Regini  
Delegato per i Rapporri con la LERU

Raffaella Di Iorio  
Provincia autonoma di Trento; Comitato Nazionale STAGES

**Ore 14:30 - Coordinatore: Prof. Antonio Chiesi, STAGES Project**

**Alice Hogan**  
Ideeatrice e Diretrice dei Programmi ADVANCE (USA)  
*Advancing Gender Equality: How to Enhance Change in Scientific Careers*

**Curt Rice**  
Prorettore alla Ricerca & Sviluppo, Università di Tromsø, Norvegia  
*6 Steps to Gender Equality: How Every University Can Get More Women to the Top and Why They Should*

**Simone Buitendijk**  
Vice-Rettore dell'Università di Leiden; Componente dello ‘Steering Group for the Advice Paper on Gender in Academia’ della LERU  
*LERU Report on Gender Equality Action*

**Ore 17:30 - Aperitivo conclusivo**

Il corso è rivolto alle figure apicali dell'Università degli Studi di Milano.  
E' previsto il servizio di traduzione simultanea  
Per eventuali informazioni contattare: stages@unimi.it
COME VALORIZZARE I TALENTI?

Corso per il Top Management della Facoltà di Scienze Agrarie e Alimentari

4 giugno 2013
Aula Maggiore (Via Celoria, 2)

Ore 14:00 - Saluti Istituzionali

Bianca Beccalli
Presidente Centro Interdipartimentale Donne e Differenze di Genere

Dario Frisio
Presidente del Comitato di indirizzo della Facoltà di Scienze Agrarie e Alimentari (da confermare)

Ore 14:30 - Coordinatore: Claudia Sorlini, Responsabile Scientifica STAGES

Alice Hogan
Founding Director, National Science Foundation SF ADVANCE Program (US)

Rossella Palomba
IRPPS, Istituto di Ricerche sulla Popolazione e le Politiche Sociali

Daniela Falcinelli
Coordinatrice del progetto STAGES

Saranno presenti i Direttori di Dipartimento Francesco Bonomi, Claudio Gandolfi e Marisa Porrini, Responsabile STAGES presso la Facoltà di Scienze Agrarie e Alimentari

Ore 17:30

Verso un Network per le Ricercatrici:

APERITIVO con le ricercatrici, assegniste, dottorande

Coordinano: Daniela Falcinelli e Elena Del Giorgio
Per info: stages@unimi.it
Expected impacts listed in the work programme

<table>
<thead>
<tr>
<th>ACTION PLAN</th>
<th>INDICATOR</th>
<th>BASELINE</th>
<th>TARGET (by the end of the project)</th>
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<tbody>
<tr>
<td>1. University of Milan (Italy)*</td>
<td>** Female representation in UMIL’s top-level boards**</td>
<td>32.6%</td>
<td>36 – 40%</td>
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<td>*** Women’s applications for European research funding (faculty of Agriculture)**</td>
<td>Number of women’s applications (2007-2010) 12</td>
<td>+ 50 – 70%</td>
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<td>**** Women’s publications in scientific journals (faculty of Agriculture)**</td>
<td>Mean of women’s publications (2009-2010) 76.5</td>
<td>+ 20 – 30%</td>
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<td>***** Top managers attending EO courses (faculty of Medicine)**</td>
<td>/</td>
<td>50 – 60%</td>
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Notes and discussion

* A general reform of universities and research was approved on January 29th 2011, after the submission of the Stages proposal. The Reform dramatically restricted universities’ capacity of intervening in the hiring processes, since most competitive examinations for selecting faculties have been moved to the national level. Different kind of targets have therefore been selected.

** The top governance of UMIL is composed by two main boards: the Academic Senate and the Board of Administration. In the table, female representation in both is considered together.

*** In the time range 2007-mid 2011, in the framework of the 7th Framework Programme and other European type of financing (i.e. Cost), out of 13 funded projects, 11 beneficiaries were men and only 2 were women. The data gathered so far clearly show that men currently tend to apply consistently more than women. To rebalance this situation, the number of applications from women will be increased through the foreseen School of Project Drafting and Management, so that also the number of beneficiaries is likely to increase.

**** Only publications in international scientific journals have been considered

***** The category “top managers” at the Faculty of Medicine includes: Heads of Department, Heads of the Schools of Specialisation, Presidents of the Boards of Didactic Coordination, Delegates of the Head of the Faculty. Total number: 125 Professors of which 75% men and 25% women. Other faculty members will anyway be invited.
Lessons learned

1. Why so slow?
It’s a *Sisyphean job* removing cultural, legislative, organisational barriers to gender equality in careers and decision-making
«Changes take time and we have to be persistent»
«It takes a long time to realise actions and to identify effects»

2. Matrix - Early Career actions support women’s career and are supported by other actions (e.g. Courses for top managers)
Thank you for your attention!

Email: daniela.falcinelli@unimi.it

Overall project website: www.projectstages.it

University of Milan STAGES website: www.stages.unimi.it
facebook: stages-unimi