

# Asia-Pacific Women in Leadership (APWiL) Workshop 2017

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This article was first published on the University of Sydney website on <https://sydney.edu.au/news-opinion/news/2017/11/06/how-can-we-get-more-gender-diversity-in-university-leadership-.html>.

## How can we get more gender diversity in university leadership?

– Accelerating change in gender diversity and inclusion

The Association of Pacific Rim Universities (APRU) and University of Sydney co-hosted the 2017 Asia-Pacific Women in Leadership workshop on 1 - 3 November.

“Currently, 31 percent of professors at the University are women; our target is to reach 40 percent by 2020.”

- Vice-Chancellor and Principal Dr Michael Spence



*Attendees at the 2017 Asia-Pacific Women in Leadership workshop.*

The theme of this year’s workshop was ‘Accelerating change in gender diversity and inclusion’, exploring how university leadership can drive culture change through innovation and deliver practical solutions based on best practice.

Women are chronically underrepresented in leadership positions at universities in Australia and abroad. A 2013 report by the APRU – which surveyed 45 leading universities in the Asia-Pacific region – found that for every female manager at the university executive management level, there were three males in similar positions.

Leadership at Australian universities is similarly skewed towards men, with only one in four vice-chancellors and one in six chancellors a woman.

Participants, who came from a variety of universities and public institutions across the Asia-Pacific, were invited to contribute ideas and knowledge to improve the representation of women in senior leadership positions’.

The keynote speakers for the opening plenary were [Professor Jane Latimer](#) from the University’s [School of Public Health](#) and Lieutenant General David Morrison AO, former Chief of Army. Professor Latimer was a last-minute addition who was called to stand in for former Sex Discrimination Commissioner Elizabeth Broderick (who also happens to be her identical twin sister!).

Vice-Chancellor and Principal Dr Michael Spence opened the workshop and confirmed the University’s commitment to diversity and inclusion.

“Currently, 31 percent of professors at the University are women; our target is to reach 40 percent by 2020. Initiatives like the University’s [Science in Australia Gender Equity](#) (SAGE) program along with [our cultural strategy](#) which imbues gender equality in rule as well as in spirit across the University will help us get there,” Dr Spence said.

Director of Policy and Programs at APRU Christina Schönleber spoke about the progress on gender equality in the Asia Pacific and the next steps needed.

“Case studies presented by APRU member universities have shown the great work that is taking place to address challenges in gender equality. At the same time, we are hearing of a growing global backlash. We’re hearing that investment in women’s education does not result in increased contribution by women to the workforce. This tells us that there’s still room for networks such as our Asia Pacific women in Leadership program to continue to drive change in gender equality,” Ms Schönleber said.

Chairing the session was [Professor Katherine Belov](#), Pro-Vice-Chancellor (Global Engagement) at the University of Sydney, who told the assembled guests about her experience as the first female to be promoted to professor in the University’s Faculty of Veterinary Science.

In her speech, on behalf of Ms Broderick, Professor Latimer emphasised the need for both individual stories and hard data backing them up.

“To transform organisations like universities we must take the case for change from people’s heads and lodge them in their hearts. We don’t take action because of the statistics we’ve read... we take action because of our interactions with other human beings,” Professor Latimer said.

Speaking about his time as the Chief of Army and his work with Ms Broderick to improve gender equality in the army, David Morrison said the personal stories he heard from female soldiers changed his life.

“I think I have led with passion and from the heart ever since. What we need now is for 100 percent of us to hear the stories around us and use them to motivate us all to create a better world for our sons and daughters.”

# Asia-Pacific Women in Leadership workshop

## Accelerating change in gender diversity and inclusion

1-3 November 2017

### Meeting aims

This year's theme, Accelerating change in gender diversity and inclusion, will explore how university leadership can drive culture change through innovation and deliver practical solutions based on best practice. Participants will hear from individuals working within and outside of academia and will share their own experiences in this discursive, solutions-based workshop.

Through a range of sessions, participants will:

- Share experiences and case studies, from within and outside higher education, which deliver gender diversity and inclusion.
- Identify examples of innovation and best practice in changing organisational systems and culture to advance gender diversity and inclusion.
- Provide a forum in which participants can discuss existing challenges and generate potential solutions.
- Enable the participants to network and deepen relationships with their international colleagues.
- Discuss how APRU can accelerate change in gender diversity and inclusion, and identify actions for updating the APRU Gender Gap Report.

The programme is structured to encourage participants to work from challenges through to solutions over the course of the workshop.

### Workshop programme (as of 9 October 2017)

The current programme for the workshop is provided below and it will be updated regularly.

Wednesday 1 November 2017	
16.00-16.45	<b>Registration</b> Office of Global Engagement, John Woolley Building, The University of Sydney
17.00-19.00	<b>Welcome reception</b> Nicholson Museum, Manning Road, The University of Sydney <ul style="list-style-type: none"> <li>• Professor Pip Pattison, Deputy Vice-Chancellor (Education), University of</li> </ul>

	<p>Sydney</p> <ul style="list-style-type: none"> <li>• Professor Duncan Ivison, Deputy Vice-Chancellor (Research), The University of Sydney</li> </ul>
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<b>Thursday 2 November 2017</b> <b>Sutherland Room, Holme Building, University of Sydney</b>	
08.30-09.00	<p><b>Welcome and introductions</b></p> <p>Welcome remarks:</p> <ul style="list-style-type: none"> <li>• Ms Christina Schönleber, Director (Policy &amp; Programs), APRU</li> <li>• Professor Kathy Belov, Pro-Vice-Chancellor (Global Engagement), The University of Sydney</li> </ul> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Welcome attendees and note the overarching workshop aims.</li> <li>- Reflect on previous meetings and the APRU Gender Gap report.</li> </ul>
09.00-10.00	<p><b>Opening plenary: Accelerating culture change</b></p> <p>Chair: Professor Kathy Belov, Pro-Vice-Chancellor (Global Engagement), The University of Sydney</p> <p>Two keynote speakers, followed by discussion:</p> <ul style="list-style-type: none"> <li>• Elizabeth Broderick AO, Australia's former Sex Discrimination Commissioner</li> <li>• Lieutenant General David Morrison AO, Male champion of change and Australia's former Chief of Army</li> </ul> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Set the scene for the workshop by asking how far we have come and what lies ahead.</li> <li>- Discuss the role of leadership and culture in improving gender diversity and inclusion.</li> <li>- Consider the role of male champions of change.</li> </ul>
10.00-10.10	Group photo
10.10-10.30	Morning tea
10.30-12.30	<p><b>Session 1: What can university leadership do to support gender diversity and inclusion in the higher education workforce?</b></p> <p>Facilitator: Associate Professor Rae Cooper, Associate Dean (Undergraduate Business), University of Sydney</p> <p>The format of this session will be an open space/world café style discussion, in which participants identify key challenges. Session aims:</p> <ul style="list-style-type: none"> <li>- Identify and prioritise key issues for discussion during the workshop, by working in small groups, which might include current challenges and areas where participants are seeking best practice.</li> <li>- Generate a 'gallery walk' of the key challenges and ideas to refer back to throughout the meeting.</li> </ul>

12.30-13.30	Lunch <i>During lunch participants will review the 'gallery walk' generated during session 1</i>
13.30-14.00	<p><b>Reflections from session 1: Review key discussion points and emerging themes</b> Facilitator: Associate Professor Rae Cooper, Associate Dean (Undergraduate Business), The University of Sydney</p> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Summarise key discussion outcomes from the small group discussions.</li> <li>- Identify emerging themes and challenges for consideration throughout the workshop.</li> <li>- Provide an opportunity for participants to reflect on the open discussion, the gallery walk and their conversations over lunch.</li> </ul>
14.00-15.00	<p><b>Session 2: Science in Australia Gender Equity (SAGE)</b> Session led by Associate Professor Renae Ryan, Academic Director, Science in Australia Gender Equity, The University of Sydney</p> <p>Contributors:</p> <ul style="list-style-type: none"> <li>- Ms Fiona Krautil, Founder &amp; Principal, Diversity Knowhow</li> <li>- Professor Emma Johnston, Dean of Science, University of New South Wales</li> <li>- Professor Nalini Joshi, Georgina Sweet Australian Laureate Fellow and Chair of Applied Mathematics, School of Mathematics and Statistics, The University of Sydney</li> <li>- Professor Tim Bedding, Head of School of Physics, The University of Sydney</li> </ul> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Learn about Australia's national programme for promoting gender equity and gender diversity in science, technology, engineering, mathematics.</li> <li>- Consider wider lessons that might be learned from the initiative.</li> </ul>
15.00-15.30	Afternoon tea
15.30-16.15	<p><b>Session 3: How are APRU members accelerating change in gender diversity and inclusion?</b></p> <p>Chair: Professor Joanna Regulska, Vice Provost and Associate Chancellor, Global Affairs, UC Davis</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>- Dr Yuiko Morita-Fujimura, Leading Research Administrator, Specially Appointed Lecturer, Center for Gender Equality Promotion, Tohoku University</li> <li>- Professor Fanny M.C. Cheung, Pro-Vice-Chancellor / Vice-President, The Chinese University of Hong Kong</li> <li>- Dr Denneal Jamison-McClung, Associate Director, UC Davis Biotechnology Program, Program Coordinator, UC Davis ADVANCE</li> </ul> <p>Speakers from three APRU members provide 10 minute summaries of an impactful intervention from within their own institution, answering the following points:</p> <ol style="list-style-type: none"> <li>1. What is the intervention?</li> <li>2. What was the initial goal?</li> </ol>

	<p>3. How does it work? 4. What have been the outcomes (to date)?</p> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Learn about specific examples from across APRU members of initiatives that aim to deliver gender diversity and inclusion.</li> <li>- Consider how these initiatives can help to address some of the issues identified in session 1.</li> </ul>
16.15-17.00	<p><b>Session 4: Investing in Women initiative in the Asia Pacific Region</b> Session will be led by Professor Marian Baird AO, Chair, Discipline of Work and Organisational Studies, The University of Sydney</p> <p>Additional contributors:</p> <ul style="list-style-type: none"> <li>- Dr Sandra Alday, Lecturer, Discipline of International Business, The University of Sydney</li> <li>- Dr Elizabeth Hill, Chair, Dept of Political Economy, The University of Sydney</li> </ul> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Consider the wider global context for gender diversity and inclusion, and the role of research in delivering effective programmes.</li> <li>- Consider how countries can work effectively alongside each other to address gender diversity and inclusion challenges.</li> </ul>
17.00-18.00	Drinks reception
18.00-20.00	Workshop dinner

<p><b>Friday 3 November 2017</b> <b>Sutherland Room, Holme Building, University of Sydney</b></p>	
09.00-10.00	<p><b>Session 5: Confronting challenges and the myth of merit</b> Session will be led by:</p> <ul style="list-style-type: none"> <li>- Professor Jane Latimer, School of Public Health, The University of Sydney</li> <li>- Professor Robyn Overall, Emeritus Professor, The University of Sydney</li> <li>- Ms Annika Freyer, Chief Executive Officer, Male Champions of Change</li> </ul> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Explore reasons for the lack of female representation in University leadership and pose solutions to this persistent challenge.</li> <li>- Highlight the role of organizational culture in determining whether women make it to the top</li> <li>- Consider institutional approaches that focus on fixing women versus fixing systems that disadvantage women.</li> <li>- Explore innovative approaches from within and outside of academia that focus on system redesign, in particular, systems designed to judge merit.</li> <li>- Describe a national initiative that uses collective action to progress gender equality in Australia</li> </ul>
10.00-10.40	<p>Morning tea <i>During tea, everyone will be encouraged to return to the gallery walk:</i></p>

	<ul style="list-style-type: none"> <li>- Participants will be invited to add actions they will take after the workshop to respond to the challenges identified.</li> <li>- Panel members for session 6 will have a chance to review and understand the nature of the challenges identified.</li> </ul>
10.40-12.00	<p><b>Session 6: Driving culture change from the top to accelerate gender diversity and inclusion</b></p> <p>Chair: Associate Professor Jennifer Barrett, Director, Culture Strategy, The University of Sydney</p> <p>Panel members:</p> <ul style="list-style-type: none"> <li>- Professor Margaret Sheil AO, Provost, University of Melbourne</li> <li>- Professor Ralph Hexter, Provost and Executive Vice Chancellor, UC Davis</li> <li>- Professor Terry Au, Vice-President and Pro-Vice-Chancellor (Academic Staffing and Resources), The University of Hong Kong</li> </ul> <p>The format of this session will be a panel discussion with senior leaders, including Vice-Chancellors and Deputy/Pro-Vice-Chancellors. Session aims:</p> <ul style="list-style-type: none"> <li>- Hear from senior higher education leaders about the challenges they face and the role of gender diversity and inclusion.</li> <li>- Understand the role of initiatives driven from the top.</li> <li>- Discuss the role of APRU in accelerating this agenda.</li> </ul>
12.00-12.30	<p><b>Closing plenary: How can we all accelerate change in gender diversity and inclusion?</b></p> <p>Chair: Professor Jenny Dixon, Deputy Vice Chancellor (Strategic Engagement), University of Auckland, and Chair, APWiL Program Core Group</p> <p>Session aims:</p> <ul style="list-style-type: none"> <li>- Summarise key messages from the workshop (Professor Kathy Belov)</li> <li>- Summarise the potential role of APRU and the value of future workshops.</li> <li>- Outline actions for updating the Gender Gap report in 2018, and consider development of a report of broader impact</li> </ul>
12.30-13.30	Lunch
13.30	Close

Further information, including about registration, is available from:

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- [elaine.hung@apru.org](mailto:elaine.hung@apru.org) at the APRU International Secretariat

[Click here to access the texts and presentations of the workshop.](#)

[Click here to view workshop photos.](#)