Transforming pipelines in academia and leadership/Peter Møllgaard, UM
Gender Summit 17, Amsterdam 4 Oct.’19
SBE’s Gender & Diversity report

Relevance of gender issue not given among Heads of Department:
- Gender balance competes for priority on 2 levels: ‘best candidate’ & other aspects of diversity

Degree of urgency:
- Time will close the gap: retirement & outperforming young female academics
- Diversity outside realm of HoD influence
I wish that women (...) were much more rebellious and stubborn. That would help them enormously (...) If you want to achieve something, you really have to fight. And I have the impression that women in this area have to fight harder than men.
Quote 2

... gender equality (...) Very important, but I don't know if it is fundamental, (...) in my opinion, inequality ... is a much bigger problem in this society. Frankly, I don't want to call it a luxury position, because I don't think you can be envied, but I think there are much bigger problems that are much more important to solve, actually.
But you have to offer equal opportunities (...) People [should] feel at home [in the department]. (...) We try to create a culture in which people dare to say what is bothering them. (...) We have clearly put down on paper what we expect from people in various fields in order to make assessments more objective, so that is certainly something you can do.
The Academic Pipeline

Two sides to the approach to the assessment of academic performance

1. Expectations as to the content at each level.
2. Requirements for the transitions (passages P1-P4)

Lessons from the Leadership pipeline
- Prepare before the passage
- Development activities after the passage
Academic Pipeline: REEAD

1. Research
2. Education
3. External funding
4. Academic citizenship
5. Dissemination & outreach

Aligning expectations to academic performance

A dialogue with SBE
REEAD 2.0 Improving performance and impact of CBS through academics: All talents in play!

Objective Breakdown Structure (OBS)

Purpose
Aligning expectations

Purpose
Improving quality in recruiting and retention of faculty

Purpose
Improving HR policies

Success criterion
Transparency regarding CBS criteria

Success criterion
HoDs and DIR exploit current HR policies to the fullest

Success criterion
CBS employs best-practice HR policies

Intermediate objective
Recruiting and retaining the best possible talent

Intermediate objective
Developing talent

Intermediate objective
Sharing of knowledge on implementation of HR practices among HoDs

Intermediate objective
Ambitious and realistic plan for developing HR policies

Success criterion
Clarity regarding what employees can expect of CBS

Success criterion
Clarity regarding what CBS expects of employees

Success criterion
All position levels discussed among HoDs

Success criterion
HoDs, DIR and HR agree on new HR policies to be developed 2017-2018

Delivery 1
Departmental REEAD entry criteria

Delivery 2
Departmental REEAD job descriptions

Delivery 3
REEAD used in staff dialogues (MUS) and for other development activities at dept.

Delivery 4
REEAD criteria regarding all position levels discussed with HoDs

Delivery 5
Project plan for development of new HR policies 2017-2018
(Tenure-track model, promotion possibility, associate professors initiative, scouting...)

Partial deliveries
Departmental sub-strategy REEAD 1.X

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Partial deliveries
MUS concept adapted to accommodate REEAD

Partial deliveries
Plenary discussions of Professors, MSO, associate professors, TT assistant professors, assistant professors, postdocs, and PhD students

Partial deliveries
REEAD 2.0 document synthesizing REEAD discussions

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Concrete actions

• Create awareness and change the culture through dialogue on assessing academic performance (REEAD)
• Open calls for all roles at SBE
• Diversity in tenure-track committee, in the Faculty Evaluation Committee and in other selection committees
• Equal pay for full professors
• Develop talent: SBE – where all talent can flourish! (Make that true).
Transforming pipelines in academia and leadership

Comments and questions are more than welcome!