



Ollscoil Chathair  
Bhaile Átha Cliath  
Dublin City University



# DCU Women in Leadership Annual Report

2018





# DCU Women in Leadership Annual Report 2018

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# Executive Summary

## DCU Women in Leadership

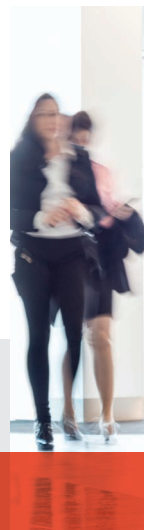
### Annual Report 2018

DCU's commitment to continue to promote principles of equality and diversity is firmly embedded in its Strategic Plan 2017 - 2022 **Talent, Discovery and Transformation**. A significant initiative under this goal is DCU Women in Leadership. Launched by the University's President in November 2015, this progressive initiative was recognised as 'best practice' by the UK Equality Challenge Unit during the Athena SWAN awards ceremony in Dublin in 2016.

This report presents a summary of activities under the DCU Women in Leadership initiative and our external collaborations during 2018.

Key highlights of 2018 were our increased participation on a number of leadership development initiatives, including the Aurora Leadership Programme and the very successful DCU Mentoring Scheme. A number of campus-wide initiatives and external collaborations in celebration of International Women's Day 2018 also helped to showcase the activities of the DCU Women in Leadership initiative to a wider audience.

Another significant highlight was the award of 'Best Workplace Diversity Strategy' to Dublin City University for the Women in Leadership initiative at the 2018 HR Leadership and Management awards. In June 2018, we also launched the Centre of Excellence for Diversity and Inclusion, a central hub for research, advice and information on diversity and inclusion. The Centre assists organisations in building cultures of inclusion by providing access to the very latest in academic research, insights and tools on diversity and inclusion. It supports organisations in all aspects of their diversity and inclusion journeys.



At DCU we recognise that gender equality is a multi-faceted issue, and we are committed to taking the necessary steps to address this. While progress in large institutions is often slow, the DCU gender statistics show some very encouraging trends.

In 2017, the University made a decision to amend academic titles to align them more closely with international practice. As such, the Professor title has been changed to Full Professor; the Associate Professor title to Professor; the Senior Lecturer title to Associate Professor and the Lecturer title to Assistant Professor.

The Women in Leadership initiative is a vital pillar within the Strategic Plan. Given the ever-changing demands of an increasingly diverse workplace, this has never been more important.



# Committee and Action Groups

## Women in Leadership Steering Committee

| Name                          | University Department                           |
|-------------------------------|---|
| Prof Brian MacCraith          | President                                       |
| Prof Eithne Guilfoyle (Chair) | Vice President Academic Affairs                 |
| Marian Burns                  | Director of Human Resources                     |
| Dr Anne Looney                | Dean, DCU Institute of Education                |
| Dr Brian Harney               | DCU Business School                             |
| Fiona Carvill                 | HR Learning and Development                     |
| Prof Anne Sinnott             | Dean, DCU Business School                       |
| Prof Greg Hughes              | Vice President for Research and Innovation      |
| Prof John Doyle               | Dean, Faculty of Humanities and Social Sciences |
| Prof Lisa Looney              | Dean, Faculty of Engineering and Computing      |
| Prof Michelle Butler          | Dean, Faculty of Science and Health             |
| Prof Pádraig Ó'Duibhir        | Deputy Dean, DCU Institute of Education         |
| Sandra Healy                  | Head of Equality, Diversity and Inclusion       |

## **Professor Eithne Guilfoyle, Vice President Academic Affairs/Registrar Chair, Women in Leadership Committee**



Professor Guilfoyle's primary research interests lie in the syntax and acquisition of Irish and other verb-first languages. She graduated with a BA in Linguistics and Old and Middle English from UCD in 1979 and received an MA and PhD in Linguistics from McGill University in 1990. She held postdoctoral fellowships at McGill University and Massachusetts Institute of Technology, and has taught at McGill University, Queen's University (Ontario) and University of Calgary.

Professor Guilfoyle served as the Head of Humanities, and Head of the School of Science and Technology at the Institute of Art, Design and Technology in Dun Laoghaire between 1999 and 2003, and as Executive Dean of Faculty of Humanities and Social Sciences in Dublin City University from 2004 to 2011.

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## **Marian Burns, Director of HR**



Marian Burns, joined the University's Human Resources department in 1990, becoming Director of HR in 2002.

Marian has over 25 years' experience as a Senior Executive, and played a leading role in instigating the Women in Leadership initiative in DCU. To ensure ownership, transparency and engagement, she established a governance structure with a wide membership including the senior management team.

The HR Department has driven and supported the many initiatives under Women in Leadership at DCU. Establishing and acting as Secretary to the Steering Group and Working Group, HR has also championed the Athena SWAN agenda. Initiatives including the Aurora and Mentoring Programmes demonstrate HR's commitment to achieving the University's challenging gender and diversity objectives. Furthermore, the unconscious bias awareness initiative, developed in-house, is an excellent example of an intervention aimed at raising awareness of practices which support a more balanced gender staff profile. We look forward to supporting future initiatives as we further embed the Women in Leadership agenda for DCU.

## Women in Leadership Action Group

| Name                    | University Department                                    |
|-------------------------|--|
| Dr Brian Harney (Chair) | Associate Professor, DCU Business School                 |
| Deirdre Wynter          | Head of Marketing  |
| Dr Debbie Ging          | Associate Professor, School of Communications            |
| Dr Eileen Brennan       | Assistant Professor, School of Human Development         |
| Fiona Carvill           | HR Learning and Development                              |
| Sandra Healy            | Head of Equality, Diversity and Inclusion                |
| Prof Edel Conway        | Professor, DCU Business School                           |
| Prof Gareth Jones       | Professor, School of Computing                           |
| Michele Pringle         | Faculty Manager, Faculty of Engineering and Computing    |
| Prof Teresa Burke       | Full Professor, DCU School of Nursing and Human Sciences |

**Dr Debbie Ging is Chair of the Action Group for 2019.**





**Dr Brian Harney,**  
Associate Professor,  
DCU Business School

Chair, Women in Leadership  
Action Group, 2018

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**Dr Debbie Ging,**  
Associate Professor,  
School of Communications

Chair, Women in Leadership  
Action Group, 2019

# DCU Women in Leadership

## Mary McAleese

### Lecture Series 2018

In November 2015, the President, Professor Brian MacCraith, officially launched the Women in Leadership at DCU initiative. The vision for this initiative is that DCU will become a University that explicitly values women as leaders and, through this initiative, it will become the lived experience of staff across DCU.

A key pillar of the Women in Leadership initiative is a lecture series which is endorsed by former President of Ireland Mary McAleese, who delivered the inaugural lecture in the series. During her lecture, she highlighted the importance of women becoming self-advocates. "While we have witnessed great institutional achievements in recent decades, much of what we do remains, to some degree, unrecognised. It is vital that women themselves redress the imbalance."

The lecture series is designed to feature a range of high profile, successful female leaders who share their journey to senior positions, the challenges they have encountered and achievements attained. The series also provides a platform to explore leading-edge concepts and ideas which can serve to either help and/or hinder this journey.

During 2018, guests who have delivered insightful and inspiring lectures as part of the series include:

- **18th January 2018:** Fiona Tierney, CEO, Public Appointments Service
- **13th March 2018:** Hughs Kearns, The Imposter Syndrome
- **12th April 2018:** Joanne Cantwell, RTÉ, Trailblazers in Sport
- **6th November 2018:** Prof Andrea Nolan, Vice Chancellor of Edinburgh Napier University

### Fiona Tierney

#### 'Promoting "Healthy Diversity" in Third Level Education'



Fiona Tierney is former CEO of the Public Appointments Service (PAS), the independent office that provides recruitment and selection services in the civil and public service in Ireland. Before joining PAS, Fiona spent most of her career in Eircom, where her final role was Director of Wholesale Business. On leaving Eircom, Fiona spent a number of years with Hay Group, an international consulting firm specialising in people related issues. She applied that experience

subsequently, working with Aer Lingus on a transformation programme. Prior to taking up her current role, Fiona worked in executive search and selection.

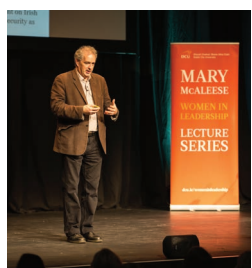
Educated in Trinity College and at UCD, in addition to her executive positions, Fiona is on the Board of the Irish Management Institute and of Trocaire. She is a Chartered Director and a member of the Institute of Directors and a supporter of the 30% Club.

On 18th January 2018, DCU hosted a Mary McAleese Women in Leadership Lecture where Fiona shared her personal leadership journey, the challenge in taking on a CEO role and addressing gender balance in the Public Appointments Service.



### Hugh Kearns

#### "The Imposter Syndrome: How Successful People Often Feel Like Frauds"



Hugh Kearns is recognised internationally as a public speaker, educator and researcher. His areas of expertise include self-management, positive psychology, work-life balance, learning and creativity. He has coached individuals, teams and executives in a wide range of organisations in the public and private sectors.

Hugh draws on the latest research in psychology and education and applies this to high performing groups such as academic staff, PhD students, medical professionals and senior executives. Hugh has

received national teaching awards in recognition of his innovative approach and outstanding outcomes. He lectures regularly at universities across Australia, the UK, Ireland and the USA, and received a national teaching award in recognition of his innovative approach and outstanding outcomes.

On 13th March 2018 DCU hosted a Mary McAleese Women in Leadership Lecture where Hugh delivered a lecture on The Imposter Syndrome. The event was attended by staff, students, graduates and guests of the University.



## Trailblazers in Sport



On 12th April 2018 DCU hosted a Mary McAleese Women in Leadership Lecture on Trailblazers in Sport. Joanne Cantwell, Sports Broadcaster, RTÉ delivered a keynote speech where she shared her personal leadership journey. Joanne has been a Sports Journalist for nearly twenty years and began her journalism career while studying in DCU, covering weekend sport on FM104. In 2001, Joanne joined TV3 where she produced news bulletins and presented the 'Sports Tonight' show. In 2007 Joanne moved to RTÉ where she has worked across a variety of sports and programmes on both TV and radio.

presented the 'Sports Tonight' show. In 2007 Joanne moved to RTÉ where she has worked across a variety of sports and programmes on both TV and radio.

Following the keynote address, Joanne also hosted an all DCU graduate panel of speakers to share their personal experiences of leadership in sport. The panel consisted of Fiona Hudson, Dublin's All Ireland Ladies winning team 2017, Jenny Egan, Irish International Canoeist, Lindsay Peat, International Rugby Player, and Greta Streimikyte, Irish Paralympic Athlete.



### Professor Andrea Nolan OBE



Professor Andrea Nolan (MVB, FRCVS, PhD, DVA, DipIECVAA, DipIECVPT) is Principal and Vice Chancellor of Edinburgh Napier University and Professor in Veterinary Pharmacology.

Andrea graduated as a veterinary surgeon from Trinity College Dublin, Ireland. After a short time in veterinary practice Andrea embarked on an academic career which led to her appointment as a lecturer in Veterinary Pharmacology and ultimately Professor in the University of Glasgow.

During the 1990s, Andrea established herself as a research leader in the field of animal pain, its recognition and management. She has published widely and has received awards for her work including the Pfizer Academic Award for Animal Health Research, the Amoroso Award from the British Small Animal Veterinary Association and the Universities Federation for Animal Welfare Companion Animal Award. She has contributed to educational development in animal pain management and welfare over many years. She has been a member of several journal Editorial Boards, was a founding member of the World Small Animal Veterinary Association's Global Pain Council and is currently a Trustee of two animal charities.

Andrea was awarded an Honorary OBE in 2013 for services to Higher Education and Veterinary Science. She is a Fellow of the Royal Society of Edinburgh and of the Royal Agricultural Societies. On 6th November 2018 DCU hosted a Mary McAleese Women in Leadership Lecture where Professor Andrea Nolan shared her personal and leadership journey to Vice Chancellor of Edinburgh Napier University.



# Listening Lunches 2017

Over the past year, DCU President, Prof Brian MacCraith and Director of HR, Ms Marian Burns, have co-hosted monthly Listening Lunches as part of the DCU Women in Leadership initiative. Eighty-eight female staff members have attended the lunches to date and, as of early 2017, male staff have also been welcomed to attend these events.

The main focus of the lunches is on exploring the culture for women in DCU and on exchanging ideas and views within the context of women in leadership in the University. The lunches also provide a forum to exchange views and ideas with the hosts and each other. Attendees were asked to consider up to three ideas to share with the group that could have a positive impact on the culture of the University. Positive and progressive suggestions generated from these lunches will inform and influence future events and activities under the DCU Women in Leadership initiative.

The lunches also facilitate the development of stronger internal networking platforms for women across the expanding university.

**The first Annual Listening Lunch Networking Coffee morning will take place in the first quarter of 2019.**



# DCU Women in Leadership Research Projects

In 2017 a dedicated research funding scheme was put in place to advance DCU's commitment to ensuring it meets best practice in terms of supporting gender equality in relation to leadership.

The DCU Women in Leadership Steering Committee developed three research themes and a call for submissions went out in May 2017.

- Academic Career Tracks: Enhancing Return to Work Experiences Following Leave
- Best Practice in Unconscious Bias Training
- Establishing Best Practice to Enhance Individual Potential through Career Development

The following three projects were awarded funding and have presented their work in progress to the Women In Leadership Action Group. They will submit their research findings to the Women in Leadership committee in early 2019.

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## “Academic Career Tracks: Enhancing Return to Work Experiences Following Leave”

Faculty: Dr Yseult Freney, Dr Lisa van der Werff, and Dr Sinead Smyth

### **Rationale/Challenge**

Resocialisation into work after a period of leave is a critical career juncture for many academics. The re-entry period after maternity leave is characterised by a myriad of uncertainties for women, with many struggling to resocialise into the workplace while also renegotiating their personal identity. Periods of renegotiation and difficulties in navigating the unconscious perceptions of others in the workplace may be particularly pronounced for women, having specific implications in an academic context.

### **The Research Approach**

To address this enquiry adequately, a number of perspectives are being pursued, those of returning academics are of paramount importance, but determining the push and pull factors also requires an interrogation of the systems and management support that make up the work context for these individuals. The project team are employing semi-structured interviews to explore the experiences of 11 returnees to date from a range of disciplinary backgrounds and five of the returnees' line managers. This provides a dyadic perspective on the resocialization experience. The team is currently in the process of seeking further insights from three senior DCU managers to triangulate its findings.

## “Ensuring a ‘Level Playing Field’ in Recruitment and Selection Practices at DCU: The Role of Unconscious Bias Training”

Faculty: Dr Melrona Kirrane and Kirsten Bayly-Parker, MSc

### **Rationale/Challenge**

Attending to unconscious bias in all contexts is becoming increasingly important. Professional organisations regard it as a core feature of their business model and a central pillar in their ability to attract and retain high quality employees. Initiatives designed to ensure best practice in this field are a worthy endeavour.

### **The Research Approach**

The purpose of the research was to establish best practice in unconscious bias training and to make recommendations for DCU's activities in this area. This study reviewed the delivery of unconscious bias training in DCU and nine further organisations. These included four academic institutions, four corporate organisations and one government department. The study also collated insights from the academic literature on best practice in unconscious bias training. Data were reviewed according to the context, content and outcomes of unconscious bias training practices across participating organisations. Context refers to the background to delivering unconscious bias training, what the organisation was intending to address, whether it was mandatory training and the hoped-for outcomes. The content of the training explored how the training was introduced, how participants reacted to the announcement, the type of training and why this particular type was chosen. Finally, the outcomes of the training were considered in terms of its reported effects and measurement of its impact.



## “Academics’ Well-Being and Career-Related Experiences”

Faculty: Dr Janine Bosak, Dr Melrona Kirrane, and Dr Yseult Freeney

### Rationale/Challenge

Research has clearly demonstrated that globally, women fail to advance into the upper ranks of many work environments, including academia. This is problematic on a number of fronts. It renders upper echelons of academic institutions homogenous and lacking diversity, which compromises effective decision-making, reduces female academics’ confidence in the relationship between performance and promotion, and serves to limit the availability of role models to inspire early career women. While many factors have been identified that are associated with this situation, including women’s personal style and characteristics, attention is now turning to contextual features (e.g., work overload, opportunities for recovery) that may be contributing to this state of affairs.

### The Research Approach

This study investigates the linkages between job demands, work-life interface issues, well-being and career aspirations of both female and male academics. A survey was disseminated to DCU academic staff and further attempts to build the response rate are underway to ensure meaningful conclusions can be drawn from the data. The intended outcome of the study is to direct attention to areas of improving policy and practice with respect to academic careers in DCU.



# Leadership Development at DCU

## Martin Leavy, Head of Learning and Development, HR




Martin Leavy, has close to 30 years' experience in all aspects of the Human Resources function and latterly leads a team which designs, delivers and evaluates staff learning programmes as well as significant organisational development initiatives.


The HR, Learning and Development team is currently focused on talent development identified in the current Strategic Plan. It delivers on the plan through the expansion of a number of professional development initiatives, including the enhancement of leadership and management development courses, as well as expansion of the coaching and mentoring programmes.

HR Learning and Development helps maximise learning and growth by providing a range of courses, events and solutions at individual, team and organisational levels. The team deliver practical, up-to-date and relevant development opportunities to the staff and researchers at DCU.





The Women in Leadership initiative is a key strategic priority for the DCU Human Resources function. Under the directorship of Marian Burns, there is ongoing focus on gender equality in recruitment and promotion processes. All HR staff regularly attended workshops on diversity and inclusion in hiring processes. In 2018 Dr Melrona Kirrane delivered a HR workshop on examining gender nuanced language in writing job descriptions and advertisements. HR Learning and Development also deliver a number of development programmes, some of which have a specific female development focus. Under the Women in Leadership initiative, additional investments and commitments have been made in relation to participation on these programmes:

- **Aurora Leadership Development Programme:** a commitment to increase the number of DCU participants by 33% in 2017 was made and this has been continued in 2018.
  - **DCU Mentoring Scheme:** a commitment to increase the number of participants on the very successful DCU Mentoring Scheme by 5% year on year was surpassed in 2017, and this has been continued in 2018.
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# Aurora Leadership Development Programme and DCU Mentoring Scheme

Aurora is an innovative leadership development programme for women established by Advance HE, formerly known as the Leadership Foundation ([www.advance-he.ac.uk](http://www.advance-he.ac.uk)). This programme is designed to help address the issue of the low number of women in senior posts in the higher education sector. The objective of this programme is to embed a leadership mindset whereby women identify themselves as leaders and seek appropriate opportunities to develop capabilities, skills and networks to support them in their developing careers. Aurora consists of five interlinked days – four development days and an action learning set. Participants are women, both academic (up to Associate Professor level) and equivalent administrative staff who must be matched with a mentor for the duration of the programme.

The DCU Mentoring Scheme began in 2012 for early career academics. The scheme is now open to all staff. The aim of the scheme is to build a culture across DCU where informal mentoring readily happens. The benefits of the mentoring scheme for DCU include:

- Leadership – to grow and develop the future leaders of DCU,
- Focus – to provide an opportunity to reflect on career and research goals,
- Connectedness – share knowledge and experience through the promotion of collegiality and networking.

Since 2015, 35 women from DCU have participated on the Aurora Programme. There were 27 mentoring pairs in 2018. This includes 26 female mentees. Three of these were from STEM areas.

**“My mentor’s vote of confidence in me allowed me to look at the bigger picture and I started to work on a new project as a direct result of that” — Mentee**

## Interview with Jennifer Bruton, Head of School of Electronic Engineering



Jennifer attended the Aurora Leadership Development Programme in 2018 and also participated on the mentoring scheme. Jennifer has held a number of leadership positions within her school and across the University and is currently the Head of her school. This is what Jennifer said about the programme.

“The Aurora programme allowed me to take stock of my career and what I needed to change to advance my career and what support I needed from DCU to do this.” Jennifer said that she found “a lot of other participants were in a similar situation to herself in that they felt they were doing a good job but didn’t know how to get this recognised and

how to take the next step in terms of their career.”

Jennifer described the mentoring scheme “as having someone who didn’t really know me look in an objective way at my career and where I wanted to go and give advice.”

Jennifer said that “I didn’t realise the effectiveness of the reflection both the Aurora and mentoring scheme encouraged me to do until I was doing it.” Jennifer concluded by saying that she would recommend the Aurora programme and mentoring scheme to other colleagues in her school and she said, “I am very grateful to my Dean and DCU for sponsoring me to attend the programme as I have benefitted so much both personally and professionally.”

**“The Aurora programme allowed me to take stock of my career ... and what support I needed from DCU to do this”**

### University Leadership and Management Programme (ULM)

The University Leadership and Management Development Programme developed by HR Learning and Development is a blended learning programme designed to support staff, appointed to, or interested in, taking up leadership positions within the university. The programme addresses the theory and practice of leadership and management through an online programme, placing it in the context of DCU. This programme was first delivered in 2014. Since then the programme has grown from strength to strength.

Modules include leadership and management, organisational culture, managing people, strategy and managing resources. The programme achieved ILM accreditation in 2017. The numbers of women completing the programme has increased from 10 in 2014 to 20 in 2018, tangible recognition of the University's commitment to supporting women developing their leadership skills.

The following are quotes from participants on the programme:

**“I learned the difference between leadership and management and how to work through scenarios when each comes into play as well as the knowledge gained from those in positions of leadership and management.”**

**“I improved my networks within the University. The programme increased my confidence in my ability to do my role.”**



# DCU Women in Leadership

## Measuring Success

| Academic Posts (as at 31 December)    |                       |        |       |            |        |                       |        |       |            |        |                       |        |       |            |        |                       |        |       |            |        |
|---------------------------------------|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|
| Breakdown of academic staff by grade: | 2015                  |        |       |            |        | 2016                  |        |       |            |        | 2017                  |        |       |            |        | 2018                  |        |       |            |        |
|                                       | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        |
|                                       | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female |
| Full Professor*                       | 42.8                  | 11     | 53.8  | 79%        | 21%    | 43                    | 12     | 55    | 78%        | 22%    | 38                    | 16     | 54    | 70%        | 30%    | 42                    | 18     | 60    | 70%        | 30%    |
| Professor**                           | 14                    | 8      | 22    | 64%        | 36%    | 15                    | 12     | 27    | 55%        | 45%    | 15                    | 12     | 27    | 55%        | 45%    | 14                    | 10     | 24    | 58%        | 42%    |
| Associate Professor***                | 49                    | 31     | 80    | 61%        | 39%    | 69                    | 45     | 114   | 60%        | 40%    | 66                    | 51     | 117   | 56%        | 44%    | 72                    | 60     | 142   | 54%        | 46%    |
| Assistant Professor****               | 111                   | 129    | 240   | 46%        | 54%    | 192                   | 234    | 426   | 45%        | 55%    | 184                   | 229    | 413   | 45%        | 55%    | 165                   | 221    | 386   | 43%        | 57%    |

| Non-Academic Posts (as at 31 December)           |                       |        |       |            |        |                       |        |       |            |        |                       |        |       |            |        |                       |        |       |            |        |
|--|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|-----------------------|--------|-------|------------|--------|
| Breakdown of non-academic staff by grade:        | 2015                  |        |       |            |        | 2016                  |        |       |            |        | 2017                  |        |       |            |        | 2018                  |        |       |            |        |
|  | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        | Whole Time Equivalent |        |       | Percentage |        |
|  | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female | Male                  | Female | Total | Male       | Female |
| Pay scale with maximum point above €70,000       | 25                    | 29     | 54    | 47%        | 53%    | 31                    | 32     | 63    | 49%        | 51%    | 46                    | 45     | 91    | 50%        | 50%    | 47                    | 53     | 100   | 47%        | 55%    |
| Pay scale with maximum point on or below €70,000 | 106                   | 227    | 333   | 31%        | 69%    | 131                   | 299    | 430   | 30%        | 70%    | 121                   | 311    | 432   | 28%        | 72%    | 130                   | 320    | 450   | 29%        | 71%    |

Equivalent Academic staff titles up to 2016:

- \* Professor
- \*\* Associate Professor
- \*\*\* Senior Lecturer
- \*\*\*\* Lecturer





# DCU Staff Workshops

## Dr Margaret Kiley

### The Doctoral Exam as a Positive Learning Experience Workshop



In September 2018 we were delighted to welcome Dr Margaret Kiley to DCU. Margaret is a leader in the field of research on supervision and her work has informed the supervisory training provided by the Graduate Studies Office and Learning and Development, Human Resources in DCU.

For many years Dr Margaret Kiley's research and teaching interests have been related to the education of future researchers. In addition to working in Further/Higher Education in Australia, Indonesia, Malaysia and the UK she has also presented workshops on research education and training in New Zealand, Myanmar, Canada and the USA. Margaret now holds an adjunct position at the Australian National University. In 2017 she received the Australian Council of Graduate Research (ACGR) Award for Excellence in Graduate Research Leadership. Recent publications by Margaret include: Taylor, S., Kiley, M., and Humphrey, R. (2017). *A handbook for doctoral supervisors (2nd ed.)*. Oxon: Routledge.

Making the assessment process more meaningful for students is key to good outcomes from research. The two-hour DCU workshop focused on the examination process and how it might (or might not) assist in student learning. The role of the supervisor in preparing candidates for examination, and how the process can be part of a positive experience rather than, as it is often portrayed in the literature, as something to dread.



## Dr Tom Clonan

### International Men's Day 2018, 'The Future is Possible'



Dr Tom Clonan is a retired Irish Army Captain, author, security analyst and a PhD alumnus of DCU. Tom graduated from Trinity College, Dublin, in 1987 and joined the Army in 1989, serving at home in Ireland and on active duty in Lebanon before becoming Defence Forces Press Officer.

As an Officer, Tom completed ground-breaking doctoral research on bullying, sexual harassment and the sexual assault of soldiers within the Irish Defence Forces (2000). His PhD led to an independent government enquiry, in 2003, which fully vindicated his findings and recommendations and in turn transformed the equality culture of the

Irish Defence Forces with measurable benefits for more than 20,000 full-time and part-time soldiers, sailors and aircrew.

In 2000, Tom retired from the Army to pursue an academic career. Tom currently lectures at the Dublin Institute of Technology (DIT) School of Media in the fields of Journalism, Political Communication, Public Affairs and Research Methodology. Tom is a Security Analyst, writing for publications such as The Irish Times and thejournal.ie He has written two best-selling books, **Blood, Sweat and Tears** (2012) and **Whistleblower, Soldier, Spy** (2013). In celebration of International Men's Day, on 19th November 2018, Tom delivered a talk on 'The Future is Possible'. The event was attended by DCU staff, students and guests, and held in the new DCU Student Centre, Solas Room.



# Athena SWAN

DCU was awarded the prestigious Athena SWAN Bronze Award in March 2017 recognising the progress and commitments made towards advancing gender equality across DCU. When being presented with the award specific mention was made by the awarding body (Equality Challenge Unit UK) of the DCU Women in Leadership initiative as best practice. The ultimate aim of the Athena SWAN Charter for the University is to achieve enhanced job satisfaction and a better working environment for all DCU employees through a focus on gender equality and equal opportunities for all employees.



Since receiving the Bronze Award a structured programme management approach has been implemented to ensure that the ambitious action plan, created as part of the original application process, is achieved and the benefits experienced by all.

Led by the Chair, Professor Greg Hughes, the Athena SWAN Self-Assessment Team (SAT) will oversee the delivery of DCU's Athena SWAN commitments and progress towards Bronze re-certification in 2019 and the achievement of a Silver Athena SWAN Award in the future.

“DCU is committed to the principles that underpin the Athena SWAN Charter and is delighted to have that commitment recognised by a Bronze Award. Our Athena SWAN submission has provided an opportunity to consult widely with staff, reflect on where we are in terms of gender equality, identify the main challenges for the University and develop a strong action plan to address these issues over the three year lifetime of the award. I would like to acknowledge the huge efforts of the DCU Athena SWAN Committee in collating and interpreting the data to chart a course towards full diversity and inclusion for the university.”



— Greg Hughes

| SAT Committee Members | Title and Department  |
|-----------------------|---|
| Prof Greg Hughes      | Vice President for Research and Innovation                    |
| Aisling McKenna       | Director of Quality Promotion and Institutional Research      |
| Dr Lorna Fitzsimons   | Assistant Professor, Mechanical and Manufacturing Engineering |
| Dr Melrona Kirrane    | Assistant Professor, DCU Business School                      |
| Fiona Carvill         | HR Learning and Development                                   |
| Martin Leavy          | HR Learning and Development Manager                           |
| Sandra Healy          | Head of Equality, Diversity and Inclusion                     |

### Throughout 2018 DCU implemented a number of initiatives:

- **Maternity and paternity 'Buddy' Scheme:** We have designed a maternity and paternity 'Buddy' Scheme for DCU staff. The aim of the scheme is to support staff who are preparing for, taking or returning from maternity, paternity or adoption leave by providing access to a 'buddy'.
- **Women in STEMM:** To address the under representation of female students at undergraduate level in the specific STEM Schools (Engineering, Computing, Maths and Physics) and to increase the profile of these Schools amongst the second level student population.
- DCU (in conjunction with the 30% Club) is providing a fee scholarship which can be used for part-time study on a master's programme in one of the areas of Computing, Electronic and Computer Engineering, or Mechanical and Manufacturing Engineering. This is a valuable opportunity to impact positively on a career in the ICT or engineering sectors. The scholarship is focused on part-time study, in recognition of the high employment rate in these sectors.

### Project 50:50

Introduced in 2017 as part of the DCU Women in Leadership initiative, Project 50:50 represents a commitment by DCU to name 50% of its major buildings and lecture theatres after inspiring female figures. Key to this initiative are recognition, visibility and inspiration.

On 3rd December 2018, a special ceremony took place to mark the official naming of the Ann Louise Gilligan Lecture Theatre at DCU's St Patrick's Campus, Drumcondra. The event saw one of the university's major lecture theatres in its Institute of Education renamed in honour of Dr Gilligan, who passed away in June 2017. In 2017, three DCU buildings were named in honour of Irish female trailblazers in the fields of computing, crystallography and astronomy.

# DCU Diversity and Inclusion

DCU believes that a diverse community is among a University's greatest strengths. An inclusive university environment enhances the living, learning, and working experience for staff and students.

We aim to develop a diverse community that is resilient, accomplished and adaptable and which creates a positive impact on our students and society. Through our commitment to equality, diversity and inclusion, we will create a workplace that that is inclusive at all levels, one that embraces and celebrates our visible and invisible differences.

The health and wellbeing of our staff are of critical importance and we aim to create a culture that is inclusive at all levels and in every system and process, where all members of the DCU community demand the highest standards from each other.

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## Our Diversity and Inclusion Commitments:

- We strive to achieve fair and equal representation for all, allowing everyone in our community to contribute and reach their full potential
- We will foster and maintain a safe environment of respect and inclusion for faculty, staff, students, and members of the communities we serve
- We will ensure fair and inclusive access to our facilities, programmes, resources, and services, and ensure that all of our policies and practices are inclusive and equitable
- We will advance and build our workforce by assessing hiring practices and performance review procedures to attract, retain, and develop talented faculty and staff from diverse backgrounds

## Core Diversity and Inclusion Pillars:

- Women in Leadership
- Athena SWAN
- Inclusive Workplace Policy Development
- Health and Wellbeing



**Sandra Healy**

Sandra Healy is Head of Equality, Diversity and Inclusion at Dublin City University. Before moving to DCU, Sandra held a number of leadership positions spanning 20 years in the telecoms industry. She is also Head of the recently launched DCU Centre of Excellence for Diversity and Inclusion. The Centre provides access to the very latest in academic research, insights and tools on workplace diversity and inclusion and supports organisations in all aspects of their journeys.

Sandra holds an Honours Degree in Psychology and First Class Masters in Organisational Psychology from DCU. Over the past ten years Sandra has championed and driven Diversity and Inclusion practice in Irish Industry and contributes hugely to the work of the Ibec Diversity Forum, CWIT and 30% Club Ireland.

Sandra is the Education advisor for CWIT (Connecting Women in Technology), and has contributed to projects such as the Teacher Internship Programme, ICT Skills Government Action plan for Ireland (2018) and the National Strategy for Women and Girls (2017).

Sandra represents DCU on the Athena SWAN National Committee and 30% Club Ireland.



**Ahmed Mansour**

#### **Diversity and Inclusion Intern**

Ahmed Mansour joined the DCU Equality, Diversity and Inclusion team in November 2018. Ahmed is a BSc HRM Graduate from DIT with a keen interest in the area of cultural diversity in the workplace.

Ahmed is a co-creator of the 110% Film project, exploring the difficulties of ethnic minority youth with gaining employment. For his final year thesis, Ahmed explored how culturally diverse teams provide a competitive advantage to their organisations, providing him with multiple perspectives of cultural diversity in the workplace, the perspective of employees and that of management.

# DCU Diversity and Inclusion Events

## DCU and the 30% Club Diversity and Inclusion in Action

In February 2018 DCU and the 30% Club hosted a Diversity and Inclusion in Action workshop. Seven best practice roundtables were hosted by Diversity and Inclusion practitioners to share their practices with 30% Club members working to develop and implement strategies to improve diversity and inclusion within their organisations.



## Connecting Women in Technology (CWIT)

CWIT was founded by Dell, Microsoft and Accenture in 2011 to bring together technology companies with the vision of “connecting and supporting the development of women in the technology industry, now and for the future”. Since then, CWIT has grown to 19 member companies, including LinkedIn, IBM, HP, EY, Eir, BT, Virgin Media, Google, Facebook, Vodafone, Ericsson, Dropbox, Intel and Twitter.

CWIT’s objective is to Attract, Retain, Inspire and Empower women in the Technology Industry. Representatives from member companies collaborate on a voluntary basis to deliver programmes that deliver against these objectives. Sandra Healy represents DCU on the CWIT Advisory Board and CWIT member companies support the DCU Teacher Internship Programme launched in 2017. Professor Brian MacCraith and Sandra Healy contributed to the CWIT submission for the ICT Skills Government Action plan for Ireland (2018).



In February 2018, eir and DCU hosted an event for CWIT member organisations: ‘Let’s Make Possible’. Professor Lisa Looney, DCU Dean of Engineering and Computing, delivered a keynote on the STEM Pipeline and hosted a panel on Engineering through the Generations.



## iWish

iWish (Inspiring Women in STEM) is an award-winning initiative to inspire, encourage and motivate secondary school female students to consider careers in STEM.

The organisation runs an annual conference for 5,000 students over four days in Cork and Dublin. DCU partnered on the showcase in 2018 to deliver the new Teach IT zone to support teachers to better advise their students on opportunities in STEM available to them. The zone was hosted by representatives from DCU's CASTeL (Ireland's largest research centre in STEM education) and the Lego Innovation Education Studio.

Teachers who attended the iWish conference in Dublin, participated in unconscious bias workshops led by Deirdre O'Neill, DCU. The workshop sought to increase awareness of teachers biases, student biases and biases in the media. The teachers discussed possible strategies for minimizing unconscious bias in the classroom.

Led by Professor Deirdre Butler and her team, DCU Institute of Education showcased the Lego Innovation Education Studio at the Dublin event.

# International Women's Day Celebrations 2018

On 9<sup>th</sup> March 2018, DCU collaborated with Enterprise Ireland and Bank of Ireland to host an event in Bank of Ireland, House of Lords, Dublin: **The Entrepreneurial Mindset: Lessons from Women Innovators**. The event featured women innovators who are successfully leading the way in business. The event explored insights into the entrepreneurial mindset that drives the global ambition of contemporary women innovators.

**Professor Maura McAdam**, DCU Business School, Director of Entrepreneurship, on the Entrepreneurial Mindset, delivered a keynote on The Role of the Entrepreneur in Driving Innovation Within the Organisation.

## DCU's Popcorn with TED for DCU Staff

Screenings of inspiring TED talks took place across DCU campuses. Talks included: Tom Clonan - The Future is Possible; Chimamanda Ngozi Adiche - The Danger of a Single Story; Michael Kimmel - Why Gender Equality is Good for Everyone, Men Included; Reshman Saujani - Teach Girls Bravery, Not Perfection. DCU Women on ScreensFor International Women's Day, all screens across all campuses featured profiles of some of DCU's female leaders.

## DCU Women on Screens

For International Women's Day, all screens across all campuses featured profiles of some of DCU's female leaders.



## National Diversity and Inclusion Day 2018: Leading Through Adversity

DCU, in collaboration with Ibec, hosted 'National Diversity and Inclusion Day 2018' in June 2018. Over 80 organisations participated in a workshop on Leading through adversity.

Speakers included Seonaid Ó Murchadha from the Employer Disability Information Service, Ahmed Mansour, 110% Project: Experience of young people from migrant and minority ethnic backgrounds, Dr Tanya Ní Mhuirthile from DCU on Managing Self Identification in the Workplace and Sandra Healy Head of Equality, Diversity and Inclusion presented on the DCU Centre of Excellence for Diversity and Inclusion.

The theme of the day was to offer practitioner advice and examples of good practice diversity and inclusion initiatives which are taking place across a range of organisations.

# DCU's Centre of Excellence for Diversity and Inclusion

Ireland's first Centre of Excellence for Diversity and Inclusion was launched on 21st June 2018. The DCU Centre of Excellence for Diversity and Inclusion focuses on diversity and inclusion research and practice in Ireland for industry, higher education and Government. The first of its kind in Ireland, the Centre will help organisations to build cultures of inclusion by providing access to the very latest in academic research, insights and tools for diversity and inclusion.

Announcing the launch of the Centre, President of DCU, Prof. Brian MacCraith, said: "DCU's long-standing primary aim has been to enable our students to prepare for the 21st Century. By establishing Ireland's first Centre of Excellence for Diversity and Inclusion, we are transcending that and reaching out to the public and private sectors, from sole traders to multinationals, individual academics and policy officers to higher education institutions, and government departments to state agencies. Diversity and Inclusion is the right thing to do – it needs to be at the top of everyone's agenda, and we are proud to help position it there."

Speaking at the launch, Director of the new Centre of Excellence, Sandra Healy, said: "The new Centre at DCU will create a formal engagement for industry and others to directly access expertise on diversity and inclusion."

To coincide with the Centre of Excellence launch, a celebrated champion of diversity and inclusion in the Arab world, H.E. Dr Amal Al Qubaisi, Chairperson and Speaker of the Federal National Council (FNC - the United Arab Emirates Parliament), received an Honorary Doctorate in Philosophy from DCU. In 2015, Dr Amal made history when she was elected Speaker of the FNC, becoming the first woman in the Arab world to hold such an office.

Speaking at her conferring, Dr Amal Al Qubaisi said: "Challenges sometimes define who we are. The greater those challenges, the greater the achievements. Tolerance, inclusion, accepting others and co-existence - these are all based on respect."

Dr Amal described the opening of DCU's Centre of Excellence for Diversity and Inclusion as "a huge step forward, especially in an academic arena. Being available as a role model in this way and setting an example that others will follow is so important".

Addressing the honouree before a large attendance at the ceremony, Prof. Brian MacCraith commented: "If there's one word that captures what Dr Amal stands for, it is tolerance - an increasingly rare attribute in a world of coarsening values, xenophobia and rampant populism. Dr Amal, you have embodied active tolerance and, through that, you serve as a critically important role model, especially for our students, and you represent the values that we wish to instil in them in our mission to transform lives and societies."

Among the special guests that participated in the launch were former President of Ireland, Dr Mary McAleese; social entrepreneur and autism advocate, Adam Harris; social justice advocate, Michael Barron; Employer Disability Information HR and Disability Project Manager, Seonaid O'Murchadha; founder of Empower The Family, Deborah Somorin; and Group Business Editor of Independent News and Media, Dearbhail McDonald.

## 30% Club Research Report

The 30% Club was officially launched in Ireland in January 2015. The 30% Club is a global movement of International Chairs and CEOs who are committed to better gender balance at all levels of their organisations through voluntary actions. The movement seeks to gain support for gender balance in business from leaders of public, private, state and multinational companies and other interested groups.



DCU's Business School, the 30% Club and Ibec publish an annual report, produced as part of a five-year study on women in business leadership and management positions in Ireland. The purpose of the study is to examine women's participation in organisational leadership, not just at its apex, but also throughout the leadership pipeline.

Commenting on the Women in Management – the Leadership Pipeline Report 2018, Professor Brian MacCraith, President of DCU said:

**“The findings of this survey show that while women are better represented at the highest levels of management, progress is irregular with some disciplines performing better than others. While much work has already been done by business, there remains considerable scope for all stakeholders to engage in further initiatives to overcome structural and attitudinal barriers that may still exist for female participation.**

**The importance of female leadership contributions cannot be overstated and is well documented in global research. It is therefore imperative that business takes real action to support female advancement continuing to provide opportunities and support as well as a business environment where the talents of all are valued.”**

# Purpose consis



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[dcu.ie/womeninleadership](https://dcu.ie/womeninleadership)

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