



EUROPEAN
WOMEN
RECTORS
ASSOCIATION

7th European Women Rectors Conference

Leadership in Higher Education and Research
in Times of Dynamic Global Change

09-10 June 2021, Online

Co-organized by ETH Zurich & EWORA





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PROGRAM



09/10 June, 2021, Online

7th European Women Rectors Conference

"Leadership in Higher Education and Research in Times of Dynamic Global Change"

Program Time Zone: CEST

WEDNESDAY, JUNE 09 2021

- 15:00-16:00** **Conference Opening Ceremony**
MC: Hilal Tekmen

Gulsun Saglam, President, EWORA
Sarah Springman, Rector, ETH Zurich
Liu Jinan, President of World Women University Presidents' Forum (WWUPF)
Arne Fløyen, President, NordForsk
- 16:00-17:00** **Opening Keynotes**
Chair: Christina Ullenius, Former Rector, Karlstad University

Alia El-Yassir, UN Women Regional Director for Europe and Central Asia
Sonia Seneviratne, Professor, Atmospheric and Climate Science, ETH Zurich
- 17:00-17:30** **Q & A**

THURSDAY, JUNE 10 2021

- 09:00-10:15** **Plenary Session I:**
Leadership in Higher Education and Research in Times of Global Climate Change
Chair: Sarah Springman, Rector, ETH Zurich

Nouria Hernandez, Rector, University of Lausanne
Rik Van de Walle, Rector, Ghent University & President of CESAER
Ferruccio Resta, Rector, Politecnico di Milano
- 10:15-10:30** Coffee Break

10:30-11:45	Plenary Session II : Gendered Impacts of the Pandemic in the context of Higher Education Chair: Prof. Kerstin Tham, Vice-Chancellor, Malmö University Pam Fredman, President, IAU Helena Pereira, President, the Portuguese Foundation for Science and Technology Gabriele Siegert, Vice President, University of Zurich Guðbjörg Linda Rafnsdóttir, Vice-Rector, University of Iceland
11:45- 12:00	Break
12:00-13:15	Plenary Session III : What's Next?: New Models of Leadership in Academia in Times of Dynamic Global Change Chair: Krista Varantola, Former Rector, Tampere University Mamokgethi Phakeng, Vice-Chancellor, University of Cape Town Andrea Schenker-Wicki, President, University of Basel M ^a Vicenta Mestre, Rector, University of Valencia Zehra Sayers, Former Rector, Sabanci University
13:15-14:15	Lunch Break
14:15-16:15	BREAKOUT SESSIONS Moderators: Eileen Drew, Director, Trinity Centre for Gender Equality & Leadership, Trinity College, " <i>Gender-Sensitizing Decision- making in Universities: The Leadership role</i> " Fanny M. Cheung, Former Pro-Vice-Chancellor, The Chinese University of Hong Kong, " <i>Value-based Diversity & Gender Equity Policies and Practices in Universities</i> " Liisa Husu, Senior Professor of Gender Studies, Örebro University, " <i>Gendered impacts of the pandemic on academic work and well-being – responses of academic leaders</i> " Louise Morley, Professor of Education, University of Sussex, " <i>Can women make a difference in university leadership?</i> "
16:15- 16:30	Break
16:30- 17:00	Evaluation of the Breakout Sessions
17:00- 17:30	Conclusions by EWORA BoD Members and Farewell

EWORA and the Recognition of Successful Implementation of Gender Equality Policies



EWORA and the Recognition of Successful Implementation of Gender Equality Policies

EWORA was established as a non-profit association in 2015, but its activities started already in 2008 in the format of European Women Rectors Platform. From the start, the aim of EWORA has been to advocate gender equality in higher education and to build up the self-confidence of female academics to apply for academic leadership positions. In 2018, to celebrate its ten years of existence, the Board of Directors of EWORA agreed to pinpoint major gender equality achievements by an Honorary Award granted on the International Women's Day in March. The aim of this honorary recognition is to highlight actions and initiatives that turn policies into practice and empower women to become fully-fledged citizens in academia and in their respective societies.

EWORA's Honorary Award in 8 March 2021 goes to Sanna Marin, The Prime Minister of the Republic of Finland, in recognition of the outstanding contribution of the Finnish Government to equality, inclusion and female leadership.

The overarching purpose of EWORA is to increase the number of women at decision-making levels in all walks of life. Ms. Marin's government illustrates what equal opportunities can achieve in national politics. Ms. Marin's coalition government consists of five parties, all currently headed by female leaders who also hold ministerial positions in the Finnish government.

Ms. Marin's government, as all governments in the world, have had to deal with the consequences of an unprecedented pandemic in the past year. EWORA would like to express its appreciation for the course of action that the Finnish government has adopted to address the crisis. In this difficult situation, their primary concern has been the health and welfare of all citizens and an unwavering policy to combat the disease.

The Finnish government has based its policies solidly on ethical values and expert scientific evidence. These consistent and trustworthy principles have won the approval of the vast majority of the population and resulted in a successful fight against this unpredictable virus.

EWORA applauds these efforts by the Finnish Government and is very proud that Prime Minister Sanna MARIN has agreed to accept our Honorary Award.

Photo Credit: Marinin hallituksen nimitys 10.12.2019 / Hallituksen ryhmäkuva ©Laura Kotila/Valtioneuvoston kanslia

EWORA Honorary Awards

The EWORA Honorary AWARD 2021 to Ms. Ms. Sanna Marin, the Prime Minister of the Republic of Finland

Mr. Ari Mäki, Ambassador of Finland to Turkey kindly accepted the Award in the Ceremony held on 3 June 2021 at Kadir Has University in Istanbul, Turkey.



The EWORA Honorary AWARD 2019 to Mr. Pedro Sanchez, the President of the Spanish Government

Dr. Pedro Duque, the Minister of Science, Innovation and Universities of Spain kindly accepted the Award in the Ceremony held on 13 May 2019 at Malmö University, Sweden.



The EWORA Honorary AWARD 2018 to the Government of Sweden

Helene Hellmark Knutsson, the then Minister for Higher Education and Research of the Swedish Government kindly accepted the Award in the Ceremony held on 25 May 2018 at the Ministry of Science, Technology and Higher Education of Portugal.



PRESIDENT'S MESSAGE



Dear Colleagues,

It is my pleasure to welcome all of you today in our first online conference co-organized with ETH - Zurich. Before I start I would like to thank Prof. Sarah Springman, Rector of ETH Zurich who kindly accepted to host the conference in her university. However due to the Covid-19 pandemic; we have decided to conduct this conference as an online virtual event.

We have been experiencing very difficult times since the beginning of 2020 and have become aware of "How happy we were" before the pandemic. My grandmother passed away because of Spanish Flu in 1919 when she was 28 years old during the independence war of Turkey. Some 100 years ago many people young and old throughout the World lost their lives because of the Spanish Flu pandemic.

We were probably thinking that pandemics like Spanish Flu will not come back as there have been many scientific and technological developments and human kind is now very well equipped to prevent such pandemics. Unfortunately, COVID-19 showed us that we are not really prepared for this kind of global crisis. This fact is becoming more and more powerful since March 2020 and making us to "rethink-reinterpret-re-design" our previous assumptions about the way we live our lives.

Dear Colleagues

COVID 19 had a very strong impact on all educational activities including those in Higher Education. It has been a challenge to secure the education of our young generations and protect their mental health and cultural developments. There are a wide variety of proposals for how this could be done and we are still in the middle of discussing the pros and cons of these emerging proposals to ensure the uninterrupted and uncompromised education of our future generations. There is however somewhat of consensus on the fact that: "nothing will be the same as before covid-19". It is also widely accepted that "presence learning" cannot fully be replaced by online systems.

Some questions:

- *Will online teaching/learning continue after the pandemic?*
- *Should online educational experiences try to mimic the face-to-face education?*
- *Will blended/hybrid learning/teaching become the mainstream?*
- *Is there a need to re-design all the curricula according to these changes?*
- *What impact is expected on educators and researchers during this change processes?*
- *Are HE institutions ready pedagogically to handle all this change?*
- *What happened to our ideals about achieving gender equality in HE&R?*
- *Have women leaders been successful to lead their countries and their universities in an efficient and effective ways?*

All these questions and the change process that we are going through has made us re-consider the importance of effective leadership and management in higher education. In fact, the change process has not only been triggered by the pandemic but also climate crisis and global warming. The forces of change require prompt decisions and actions in the highly competitive Higher Education and Research area. Conflicting demands and the necessity for rapid responses can create challenging situations for decision-makers, where they may be required to choose between conflicting priorities. Accordingly, this conference will be another chance for us to learn the strategies that leaders apply while dealing with complexities such

as the pandemic or climate change that has been affecting every aspect of our lives including educational systems worldwide.

On the other hand, as the main objective of EWORA is to advance gender equality in leadership, this conference will question how gender equality can be incorporated in decision-making processes especially during the times of dynamic global change. For instance, the gendered consequences of COVID-19 is a significant issue that has been highlighted frequently during the pandemic. As we highlighted in our 1st Webinar Report, women are considered "as one of the most vulnerable to the effects of global crises such as financial deprivation, climate change, natural disasters or pandemic". Therefore, how has this crisis influenced women academics differently when compared to their male counterparts or why "gender" matters in climate change are other subjects to be examined in this meeting?

I would like to conclude my opening address with a lighter and much happier topic, the announcement of the EWORA Honorary Award for 2021;

EWORA's Honorary Award 2021 goes to Ms. Sanna Marin, The Prime Minister of the Republic of Finland, in recognition of the outstanding contribution of the Finnish Government to equality, inclusion and female leadership. The overarching purpose of EWORA is to increase the number of women at decision-making levels in all walks of life. Ms. Marin's government illustrates what equal opportunities can achieve in national politics. Ms. Marin's coalition government consists of five parties, all currently headed by female leaders who also hold ministerial positions in the Finnish government. EWORA applauds the Finnish Government and is very proud that Prime Minister Sanna MARIN has agreed to accept our Honorary Award.

Based on the decision to organize 7th EWORA Conference online we decided to hold the Award ceremony in Istanbul. We communicated with the Finnish Prime Minister's Office. We are so happy that the Finnish Prime Minister Office proposed Ambassador of Finland to Turkey Mr. Ari Maki to represent the Finnish Prime Minister in the award ceremony. I would like to thank EWORA Honorary Member Krista Varantola for her contributions to every stage of the EWORA Honorary Award 2021.

Kadir Has University and its distinguished Rector Sonda Feyiz Durukanoğlu kindly hosted the ceremony in their historic buildings located along the Golden Horn on 3rd of June last week. We had a very limited audience but on the other hand we have had two eminent players Cihat Aşkın (violin) and Can Okan (piano) who gave a short recital of two Finnish composers in the ceremony. At the end of this session we are going to show you the short version of the Award Ceremony. I also would like to take this opportunity to thank to the designers of the award, Ela Cindoruk and Nazan Pak.

Dear Colleagues,

We are so happy that EWORA webinars have attracted many members and many women leaders across Europe. Now more than 120 registrations we have received for the 7th EWORA Conference.

I would like to thank you all for being with us today. I hope this two-day online conference would help all of us to adopt ourselves to the changing dynamics of higher education and the world.

We have well known female and male academic leaders as our speakers and chairs in this programme. I would like to thank and acknowledge all the eminent speakers and chairs that devoted their precious time for this conference. I also would like to thank our well-known Scientific Advisory Board members who are kindly accepted to run the Breakout Sessions.

Starting from 2019 Malmö Conference we had been working for this conference to be held in ETH Zurich. Unfortunately EWORA missed the opportunity of having organised a conference at ETH Zurich due to pandemic. I would like to thank Sarah Springman, Rector of ETH Zurich and her team for their efforts to organise the conference in Zurich. I extend special thanks to EWORA General Secretary Hülya Çağlayan for her invaluable contributions to the conference.

I would like to thank ITU Development Foundation for their generous support for this online conference.

I also would like to thank Hilal Tekmen, our Master of Ceremonies in this conference, and Hüseyin Alabay, supporting us as a technical expert on Zoom and Gabriela Laios Zäch from ETH Zurich.

I wish each and every one of you a successful and fruitful conference hope to see you face to face in Valencia/Spain in our EWORA 2nd Workshop next spring.
Thank you for joining us today.

BOARD OF DIRECTORS



EWORA Honorary Members



SCIENTIFIC ADVISORY BOARD



Secretary General



Master of Ceremonies



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BEYOND THE GLASS CEILING: A JOURNEY FROM 2008 TO 2021



SPEAKERS





PREVIOUS EVENTS

ANNUAL MEETINGS



EWORA WEBINAR SERIES





"Rethinking Higher Education: Blended Learning"
25 January 2021
Chaired by Prof. Sarah Springman



EWORA POSITION PAPER



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Inga	Žalėnienė	Mykolas Romeris Uni.	Rector	Lithuania

BACKGROUND



European Women Rectors Association (EWORA) is a full-fledged international non-profit association established in Brussels under Belgian Law in December 2015 to promote the role of women in leadership positions in the academic sector and to advocate gender equality in higher education and research at European and international scales. EWORA is also the continuation of European Women Rectors Platform (EWRP), which has been active since 2008 in organizing biennial European Women Rectors Conferences.

Istanbul Technical University took part in a FP6 project titled "UNICAFE" that was funded by EC between the years 2006-2008. The dissemination conference of UNICAFE was organized by the ITU team in 2008. As many findings of UNICAFE project pointed to the importance of leadership for achieving gender equality in HE institutions the first conference for European women rectors was organized as a pre-conference meeting of the UNICAFE dissemination conference in 2008 in Istanbul. Since then biennial conferences were organized and hosted by Istanbul Technical University and European Women Rectors Platform (EWRP) was formed in 2010. These biennial conferences that are titled "Beyond the Glass Ceiling: Women Rectors Across Europe" provided the opportunity for women rectors and vice rectors to share their experiences as academic leaders. They also have brought together an interdisciplinary group of women academic leaders who share a commitment to foster new approaches in order to increase the number of women academic leaders around the world. The participants of these conferences also focused on new ideas to improve the conditions for women academics to remove the barriers for horizontal and vertical segregation.

Since women academics' under-representation at top levels of administration is still among the most important issues in higher education, the series of Women Rectors Conferences intended to examine the position and the experiences of women in higher educational administration and

discuss the strategies that have been used to improve the inclusion of women at this level. The conferences further aimed at achieving these objectives through analysis and comparison of different international practices and policies. With resolving to transform this institutional potential to reality, EWORA is founded with the aim of addressing gender-based structural inequality, especially with regard to academic leadership.

FIRST CONFERENCE	2002 Beyond the Glass Ceiling: Women Academics in Engineering, Technology and Life Sciences Across Europe	11 November 2008, Istanbul	11 national and 10 international participants
SECOND CONFERENCE	Beyond The Glass Ceiling: Women Rectors Across Europe Women Leadership In Higher Education	12-14 April 2010, Istanbul	21 national and 28 international participants
THIRD CONFERENCE	Beyond The Glass Ceiling: Women Rectors Across Europe Achievements, Challenges & Opportunities	21- 23 May 2012, Istanbul	19 national and 60 international participants
FOURTH CONFERENCE	Beyond The Glass Ceiling: Women Rectors Across Europe, Role of Leadership in Structural Changes	15- 17 May 2014, Istanbul	25 national and 58 international participants

After the fourth conference, which was organized under the patronage of UNESCO, a set of recommendations, based on the discussions during the conference has been developed. Participants who are or have been leaders in academic institutions have crafted and designed recommendations on the bases of their career experiences as well as the contributions of the experts. This document, which is called as "Istanbul Recommendations", provides recommendations in 3 main titles, which are "Recommendations for Academic Leaders / Leadership", "Recommendations for National Authorities" and Recommendations for Supra-National Organizations. As EWRP have started to foster collaboration and exchange of information among women decision makers of higher education, all of these accumulated engagements necessitated to expand the existing knowledge and network by establishing a legal entity. Within this regard, EWORA will continue to take initiatives and create new approaches for women's equal representation at decision making levels of higher education and research.

The founding Board Members are

Carmen Fenoll,

Kristín Ingólfssdóttir,

Helena Nazare,

Ursula Nelles,

Gulsun Saglamer (President),

Christina Ullenius,

Krista Varantola.

VISION MISSION GOALS



VISION:

EWORA promotes gender equality in higher education and research with special reference to leadership.

MISSION:

EWORA is established to develop strategies for increasing women at decision making levels in higher education and research. EWORA is committed to provide opportunity for women rectors to share their experiences to improve the situation of women academics and to remove the barriers for horizontal and vertical segregation in academia.

GOALS:

EWORA aims to

- Develop strategies and policies that will:
 - encourage women academics to target leadership positions;
 - create opportunities for increasing women's representation in higher education and research;
 - be proposed to decision makers at institutional, national and European levels;
- establish a new Europe-wide network to transfer and spread knowledge and experience among women leaders in academia;
- ensure a balanced participation of women and men in academic leadership;
- observe, evaluate and analyse the gender differences in academia in different cultures at European levels;
- conduct research on gender equality in academia at European and international levels to become more effective and efficient for achieving substantial change across the world.

CLOSING REMARKS



We are committed to address gender-based structural inequality, with regard to academic leadership and we invite you to join us by

- Raising awareness
- Providing opportunities
- Encouraging and empowering women academics & researchers

For leadership positions.

