

## EWORA- ONLINE SURVEY AMONG FEMALE LEADERS OF ACADEMIA

### Methodology

- The survey was conducted between December 2016 and April 2017 utilizing “google forms”. It was based on an online questionnaire disseminated among active/former female Rectors/Vice Rectors mostly in the European countries but not restricted to this region only.
- EWORA has been collecting and updating its database of female academics who are or have been in leadership positions of academia. As some of the e-mail addresses have not, however, been active due to changes of academics’ positions/institutions, it was not possible to deduce the exact number of people who have been reached. So we did not calculate the response rate.
- The total number of respondents was 91. They were guaranteed anonymity. The sample is not meant to be representative, but the responses would be indicative of common perceptions and expectations among the respondents which provide useful reference to EWORA.

### Survey objectives:

- To provide information about the leadership attributes, experiences, perceptions and expectations of potential EWORA members
- To determine the future activities and projects of EWORA
- To assess the status and role of EWORA

### The Structure of the Questions:

The survey was structured to collect two types of data:

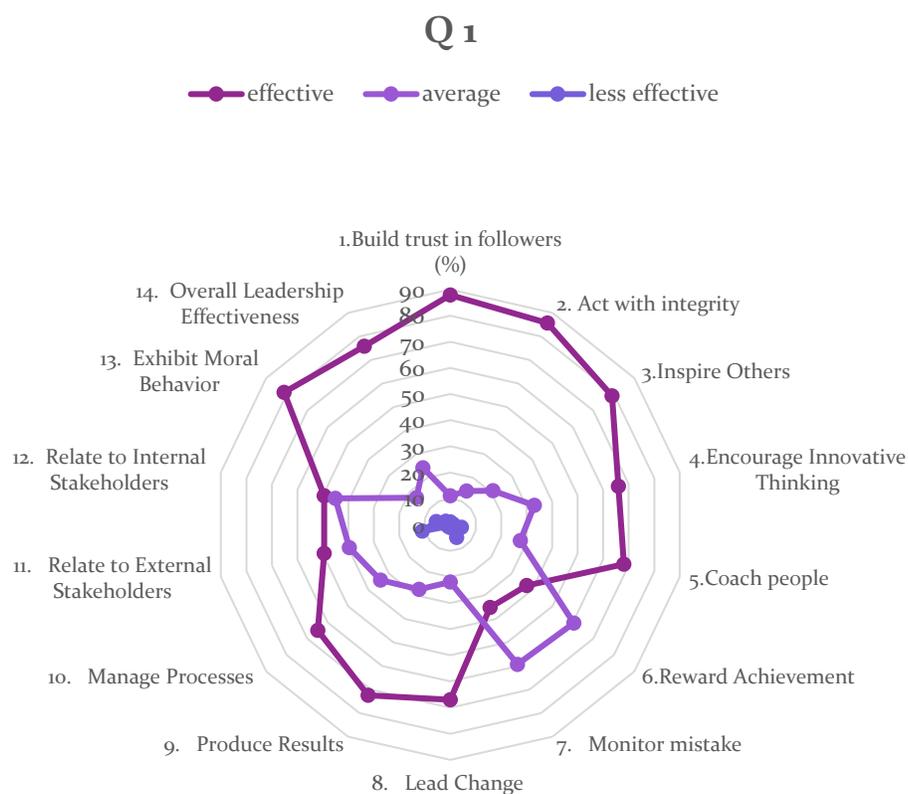
1. *Quantitative data*
  - Demographic Information
  - Leadership Competence and Attributes
  - Expectations and expected future actives from EWORA
2. *Qualitative data*
  - Suggestions on “how to increase the numbers and the potential of women leaders in higher education”
  - Specific interests that participants would like EWORA to pursue and suggestions to address such interests:
  - Greatest challenge experienced as University Rector/Vice-Rector

*Appendix A contains the complete list of questions.*

## Survey Results: INITIAL FINDINGS & HIGHLIGHTS

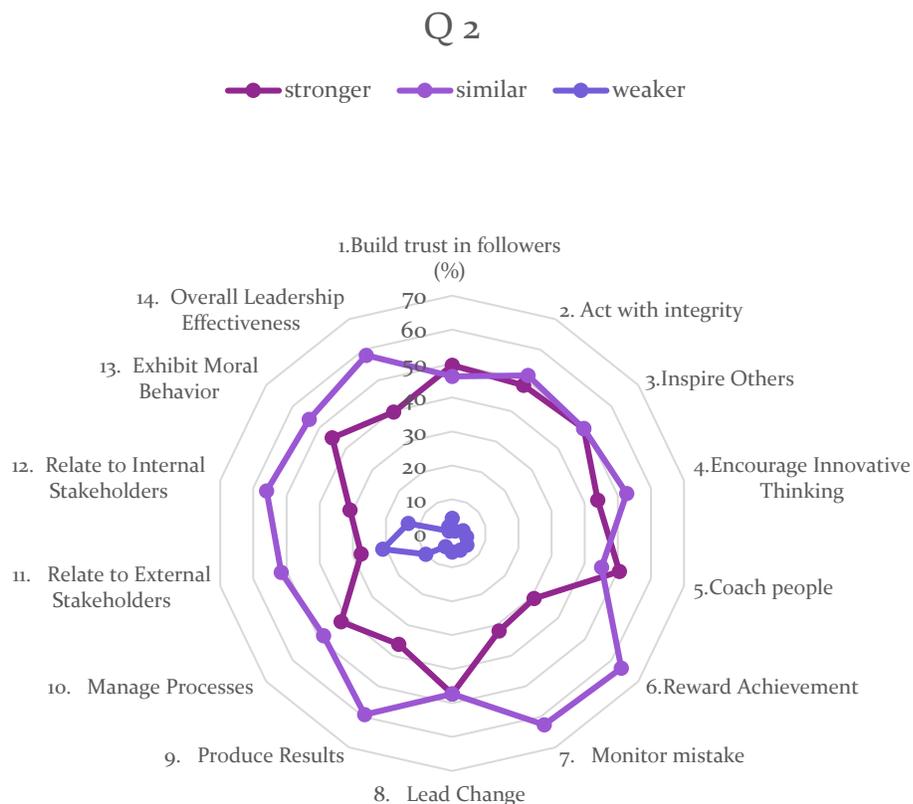
### Leadership Attributes:

**Q1. With respect to your leadership competence as University Rector/Vice-Rector, how would you think your university’s major stakeholders would rate you in the following leadership attributes? Effective, average, or less effective?**



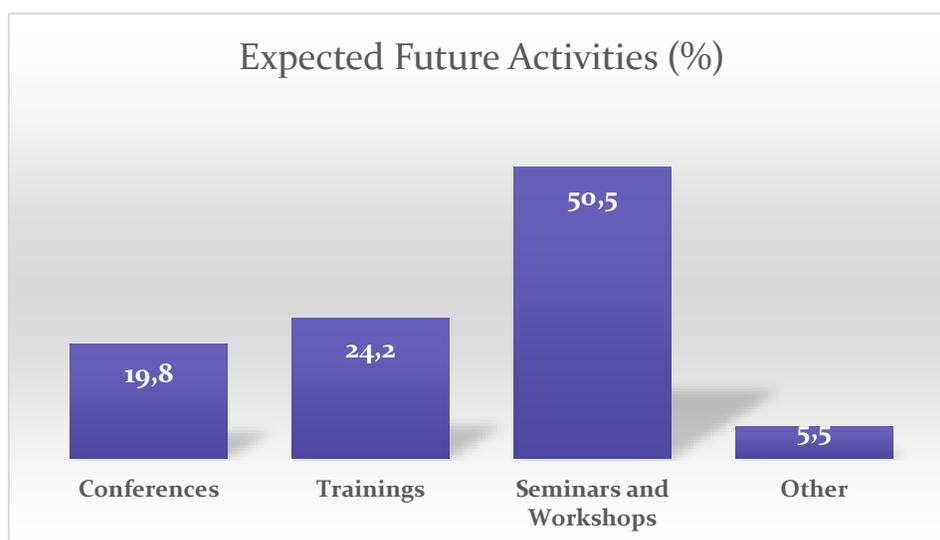
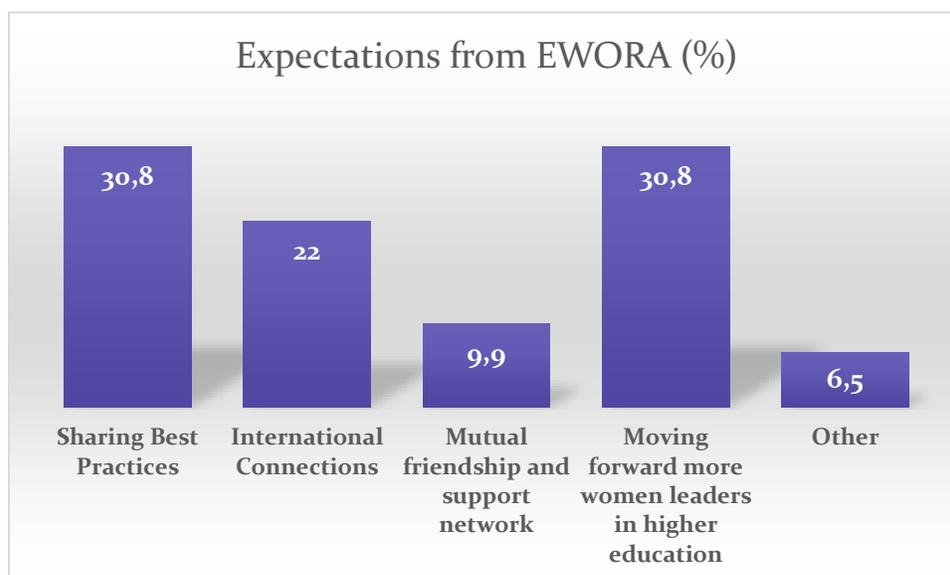
- The leadership attribute which the respondents have the highest percentage of being perceived as “effective” is **“build trust in followers”**
- The leadership attribute which the respondents have the highest percentage of being perceived as “average” is **“reward achievement”**
- The leadership attribute which the respondents have the highest percentage of being perceived as “less effective” is **“relate to external stakeholders”**

**Q2. Compared to your male counterparts, you believe you are generally stronger, similar or weaker on the following leadership attributes:**



- The leadership attribute which has the highest percentage of being rated as “stronger” is **“coach people”**
- The leadership attribute which has the highest percentage of being rated as “similar” is **“reward achievement”**
- The leadership attribute which has the highest percentage of being rated as “weaker” is **“relate to external stakeholders”**

## Expectations & Expected Future Activities



- Expectations of participants from EWORA fell into two equally large groups: **sharing best practices (30.8%) and moving forward more women leaders in higher education (30.8%)**. **Maintaining international connections (22.0%)** received the next largest number of responses.
- In addition to the biennial conferences **EWORA was mostly expected to organize seminars and workshops (50.5%)**. Another 24% of the responses were in favor of training.

## Open- Ended Questions

### **Participants' suggestions on "how to increase women leaders in higher education" focused on the following topics:**

- Learning from the role models/sharing experiences
- Mentoring, motivating, encouraging, supporting and coaching female academics
- Making good practices and the success stories visible
- Improving management and good communication skills
- Improving networking and collaboration
- Creating sponsorship and networking opportunities
- Self- confidence training
- Setting quotas
- Implementing trainings on:
  - ✓ gender awareness for male academics
  - ✓ unconscious bias training
  - ✓ Leadership for both women and men
  - ✓ Encouraging women
- Achieving work life balance
- Creating equal opportunities for achieving success
- Engendering university evaluation practices
- Understanding and analysing the different cultural contexts

### **The specific interests that participants would like EWORA to pursue and suggestions for EWORA to address those interests:**

- Role models & promoting women leadership
- Good practices
- Workshops / seminars (conferences)
- Networking & Collaborations
- Publications / Reports
- Encouraging women academics for leadership
- Regular updates about women's situation in academia
- Follow-up emails and newsletters
- Training Programmes
- Empowering and supporting women
- Making success stories and different practices/cases etc visible
- Focusing on equality and diversity issues
- Promoting effective leadership independent from gender
- Creating a «women leadership network» Bunlar
- Sharing experiences and opportunities

**Greatest challenges which participants experienced as University Rectors/Vice Rectors:**

- Change management/ The difficulties of a change process/ Facing with resistances
- Lack of Financial Resources
- Efficient management and leadership/ Efficient human management
- Gendered practices
- Relationship with stakeholders

### *Appendix A. EWORA Online Survey*

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 the continuation of European Women Rectors Platform (EWRP), which has been active since 2008 in organizing biennial European Women Rectors Conferences. These conferences 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 all around the world.

EWORA would like to inform you that we created an online survey. Would you be kind enough to respond to this brief survey? Your answers will help us determine our future activities, and play an important role in assessing our status. We appreciate your assistance and look forward to receiving your response. Please note that your participation in this survey is confidential. If you would like more information about this study, please contact [info@ewora.org](mailto:info@ewora.org)

#### **Personal Data:**

Name and Last Name (optional)

Position (optional)

Institution/Country (optional)

E-mail address (optional)

Q1. With respect to your leadership competence as University Rector/Vice-Rector, how would you think your university's major stakeholders would rate you in the following leadership attributes? Effective, average, or less effective?

Effective      Average      Less Effective

1. Build trust in followers
2. Act with integrity
3. Inspire others
4. Encourage innovative thinking
5. Coach people
6. Reward achievement
7. Monitor mistake
8. Lead Change
9. Produce Results

10. Manage Processes
11. Relate to External Stakeholders
12. Relate to Internal Stakeholders
13. Exhibit Moral Behavior
14. Overall Leadership Effectiveness

Q2. Compared to your male counterparts, you believe you are generally stronger, similar or weaker on the following leadership attributes:

Weaker      Stronger      Similar

1. Build trust in followers
2. Act with integrity
3. Inspire others
4. Encourage innovative thinking
5. Coach people
6. Reward achievement
7. Monitor mistake
8. Lead Change
9. Produce Results
10. Manage Processes
11. Relate to External Stakeholders
12. Relate to Internal Stakeholders
13. Exhibit Moral Behavior
14. Overall Leadership Effectiveness

Q3. What are your expectations from the European Women Rectors Association (EWORA)?

- Sharing best practices
- International connections
- Mutual friendship and support network
- Moving forward more women leaders in higher education
- Others (please specify) .....

Q4. What type of future activities would you like EWORA to organize in addition to the biennial conferences?

- Conferences
- Trainings
- Seminars and workshops
- Other (please specify).....

Q5. What are your suggestions on how to increase women leaders in higher education?

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Q6. What specific interests do you have that you would like EWORA to pursue? Do you have any suggestions for specific events/activities that would address those interests?

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Q7. What do you consider to be your greatest challenges as University Rector/Vice-Rector?

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*Thank you for your help and your valued time.*