



NEW ZEALAND WOMEN IN LEADERSHIP PROGRAMME

Leadership development for women in
senior academic and professional staff
roles in New Zealand Universities



Universities New Zealand Women in Leadership Programme: A Model to Share

Michelle Jordan-Tong

Assistant Vice-Chancellor, Student and Information Services
University of Waikato
NZWiL Steering Group member

Margaret Morgan

Director, Quality Advancement
University of Otago
NZWiL Steering Group Member



Rationale



- The Human Rights Commission NZ 2004 Census on Women's Participation provided evidence of female under-representation in New Zealand Universities:
 - Women held only 15.82% of senior academic positions in New Zealand's eight Universities
 - Women represented only 15.65% of professors and 15.97% of associate professors
- Time for change!!!
- NZWiL Steering Group formed in June 2006

Establishment



- NZWiL Programme for senior women in universities developed and implemented in 2007
- Seed funding from the Kate Edger Educational Charitable Trust
- 5 (+ 5 +5) years of funding from Universities NZ, Vice-Chancellors' Committee (2007-2021)
- Nationwide approach, minimum of two participants, per programme from the eight NZ universities
- 20 women per programme
- Two programmes each year - one for academic staff, one for professional staff - residential, five days in a boutique hotel in Wellington

NZWiL Logo



Kōwhai-ngutu-kaka (red kōwhai)

The red kowhai is unique to New Zealand and often identifies important women leaders in marae poupou used to teach the next generation. This pattern represents two leading Māori deities. Papa-tū-ā-nuku (Earth Mother) and Hine-nui-te-pō (Goddess of the Night).

Designed by Ranga Tuhi


 TE PŌKAI TARA
 UNIVERSITIES
 NEW ZEALAND



Purpose

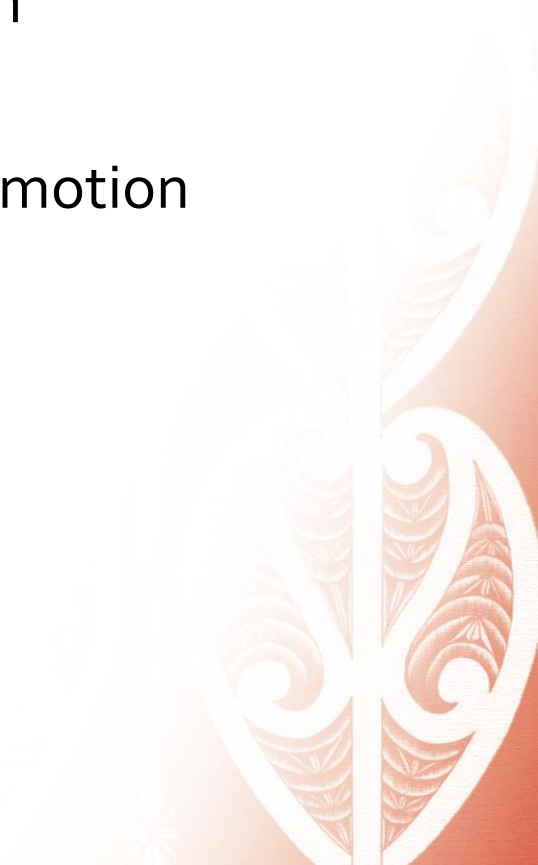
- Enhance women's leadership within NZ's universities
- Increase research leadership and research funding and planning strategies
- Build knowledge of governance and management relevant to higher education
- Develop networks
- Learn with a diverse group of women
- Enable engagement in a supportive environment



Themes



- Macro higher education environment
- Research leadership
- Leadership and facilitation of change within universities
- Personal career development including promotion
- Mentoring and networking



NZWiL Model



Success Ingredients



- Strong joint organising group which continues to evolve the NZWiL programme and support new initiatives
- Retention of founding leaders in a NZWiL advisory capacity
- Universities NZ support and political interest
- Nationwide approach removes institutional competition
- Two participants from each university per programme increases the pool of influence and on-going support
- Programme design:
 - Good balance of 'context' and 'personal'
 - High calibre speakers from different arenas
 - Evolving programme content drawing from feedback
- Strength of alumni voice and networks

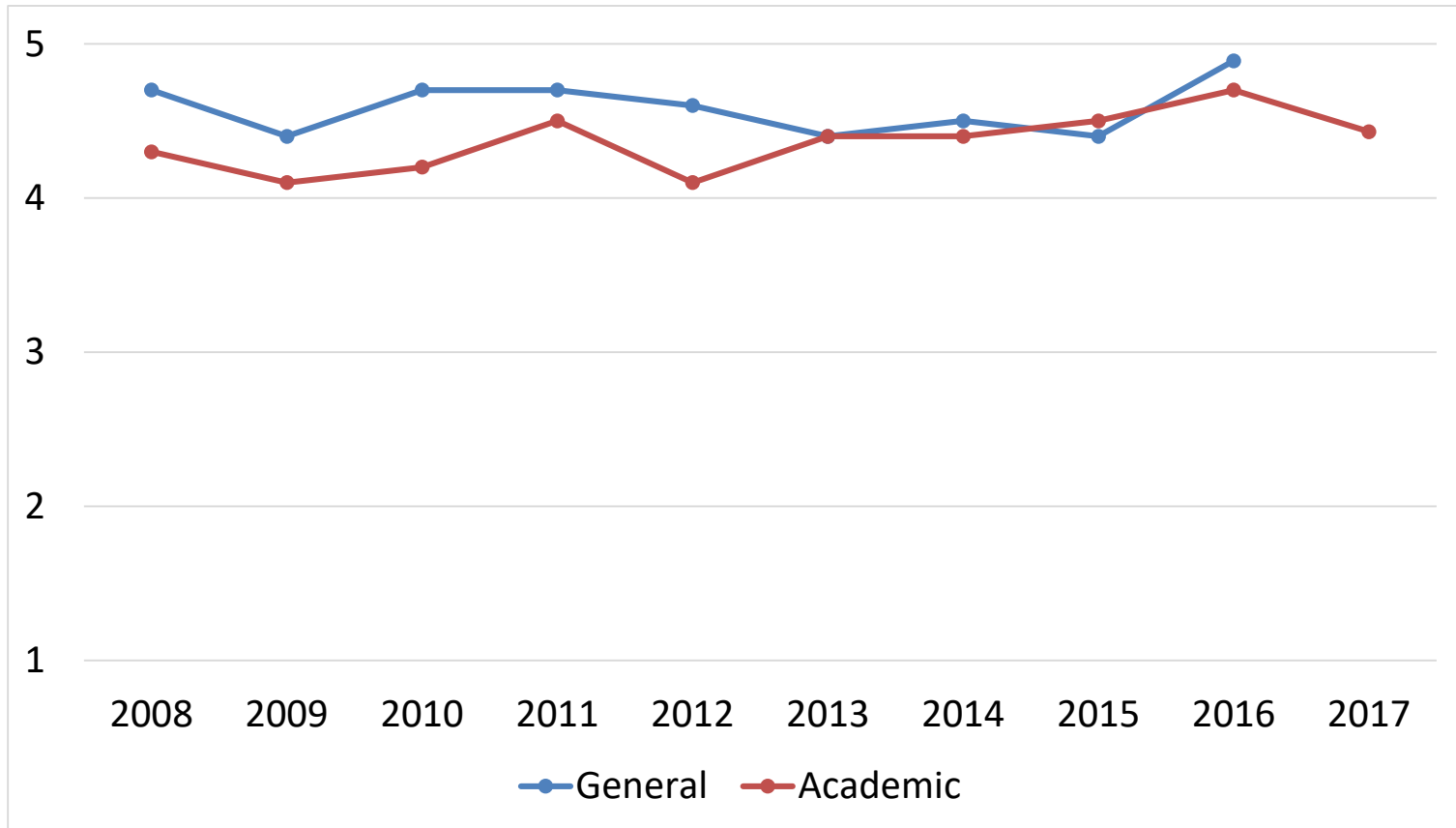
What does success look like?

Participant Feedback

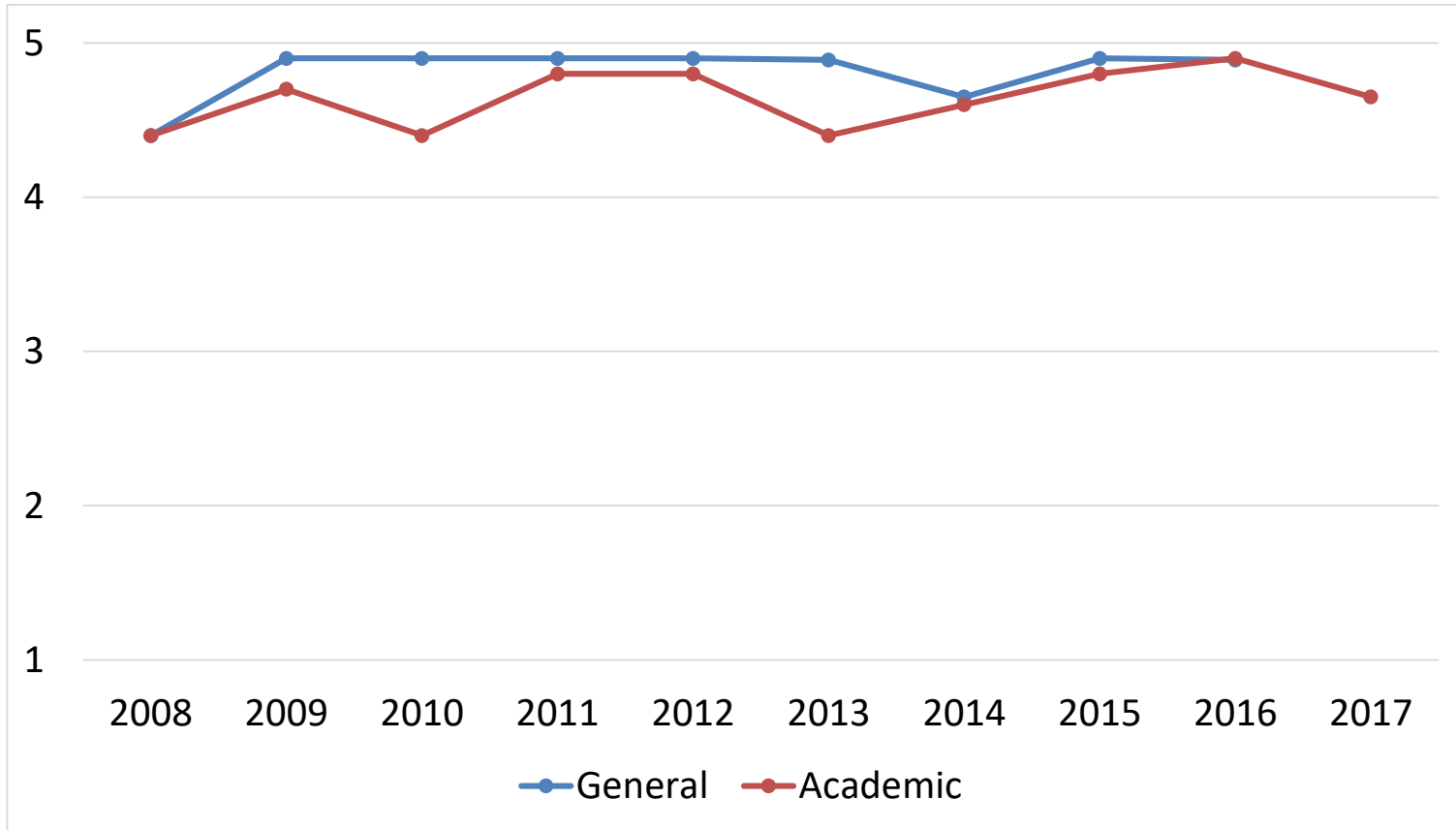
- *To what extent met?*
 - *Programme Objectives*
 - *Personal Objectives*
- *How do you rate?*
 - *Structure of the course*
 - *Balance of the sessions*
 - *Quality of the presentations*
 - *Relevance of the presentations*
 - *Facilitation of the programme*



Personal Objectives



Structure of the Course



Reflections

Value of networking:

"I now have a wonderful national (and international) support network to draw on..."

Story telling:

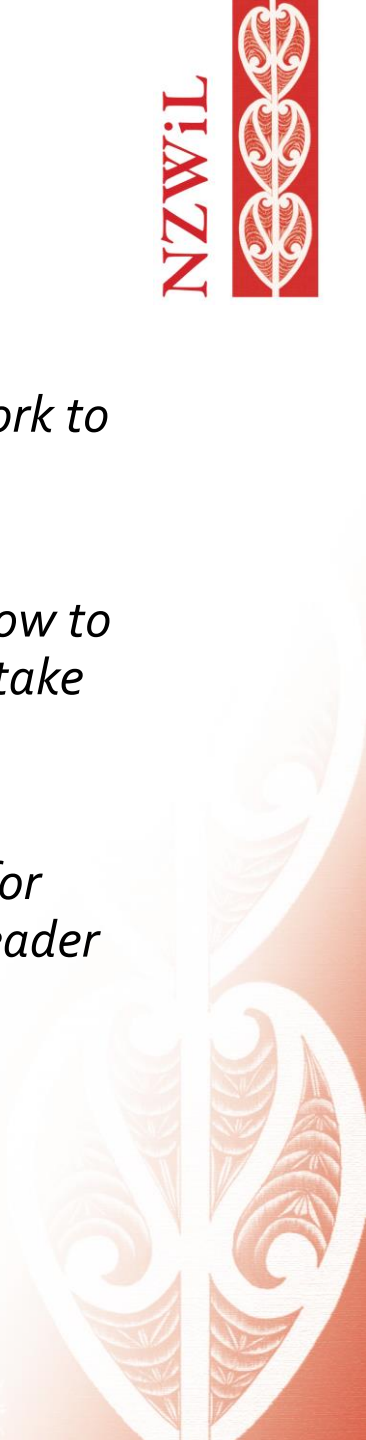
"Hearing the stories from the presenters has given me ideas as to how to build resilience to keep doing this for the long haul and the need to take care of myself."

Time for reflection:

"It was a luxury to have the time and space to focus on me! Really for the first time in my career." "Being able to reflect on what type of leader I want to be."

Learnings to be pursued on return:

"I intend to explore the barriers preventing women for applying for positions in tertiary institutions and to try to find ways of removing these."



Alumni Reflections



“It was the first residential course I had ever been on. All previous courses I’d attended, had provided some time for reflection, but at the end of the working day, you go and pick the kids up, life goes on and you’re caught up in all that normal stuff. **The great benefit of the NZWiL course is that it provides ample space and time for people to think about themselves without feeling guilty and for that block of time you are the most important person, because if you’re a parent, the reality is that you’re never the most important person.**”

Professor Sonia Mazey, Pro-Vice-Chancellor, College of Business and Law, University of Canterbury, formerly in an Academic Manager role when an NZWiL participant.

Alumni Reflections



“It has made me value networking, and prioritise that in my approach. It has also made me think about how I support and mentor other women – I have 300 staff, many of them young women. It’s also increased my desire to be involved and to give something back. I’ve learned to speak up and speak out – knowing I have something to say that’s of value.”

Sue Roberts, CEO and State Librarian, State Library of Victoria, Melbourne, Australia, formerly University Librarian at Victoria University of Wellington when an NZWiL participant.

Alumni Reflections



“I’m aware that I’m in a position of leadership, and what I do and say reflects either positively or negatively on my institution and my own Pacific community. I continually remind myself to ensure that I honour the university’s faith in me, and lift my community’s hopes and aspirations. **‘O le ala I le pule le tautua’.** A Samoan proverb meaning ‘the pathway to leadership is through service.’ My journey in leadership and academia is shaped by this proverb.”

Faumuina Associate Professor Faafetai Sopoaga, Associate Dean (Pacific). Division of Health Sciences, University of Otago, formerly Senior Lecturer – Pacific Health when an NZWiL participant.

Alumni Reflections



“NZWiL helped me step outside my comfort zone and say “yes” to challenging tasks that previously I might have avoided, deflected or turned down.”

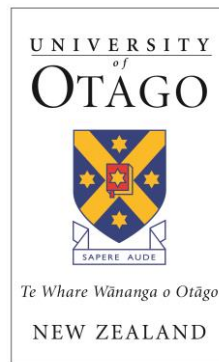
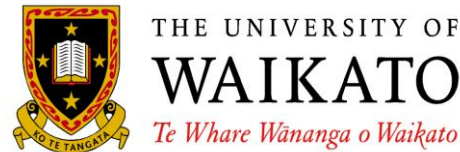
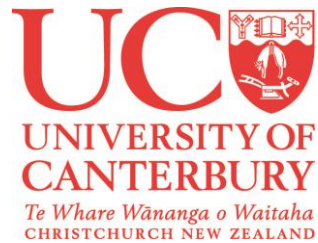
Margaret Morgan, Director, Quality Advancement, University of Otago, formerly Director, Policy & Programmes, Division of Health Sciences when an NZWiL participant.



Outcomes

- 22 NZWiL Programmes
- 433 NZWiL Alumni
- 35 NZWiL Scholarships for Māori & Pasifika women
- 5 NZWiL Alumni Symposia
- 3 NZWiL Regional Roadshows
- NZWiL Alumni LinkedIn Group
- NZWiL Alumni Research and Innovation Project funded by the Kate Edger Educational Charitable Trust (KEECT)
- In 2017 NZWiL Discipline POD workshop to enhance women's agency as early career academics
- NZWiL Booklet

University initiatives

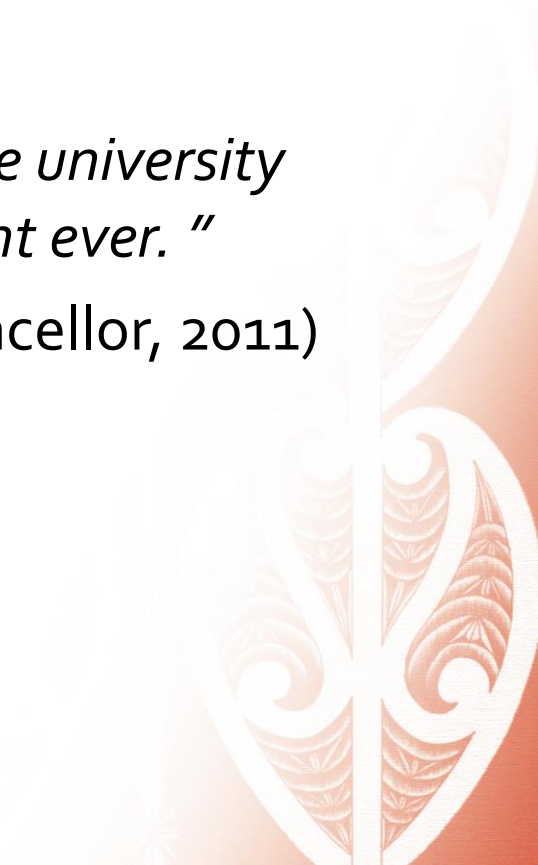


External recognition

- Nominee for ANZ/EEO Trust Diversity Award 2015
- Vice Regal Patronage 2016

"The NZWiL programme is the best thing that the university has done for university leadership development ever. "

(NZ Vice-Chancellor, 2011)



***Ko te Pūāwaitanga o ngā Moemoeā,
me whakamahi***

Te Puea Hērangi, CBE

Dreams become a reality, when we take action



