**Institute for Women’s Leadership – Planning Discussions Feedback Summary**

February 18 & 28, 2019

Research Topic Themes:

* **Session 1**
* Pay gaps
* Tenure and retention for female faculty
* Systemic barriers
* Comparing Marquette’s female leadership to other institutions
	+ Best practices
* Preparing students for leadership (K-12 through college)
* Mentorship
* Structural change
* Interdisciplinary approaches to female research
* Female entrepreneurship
* Maternity/family leave concerns
* Profile successful female leaders
* Intersectional female leadership
	+ Look at women who are also racial, sexual, religious minorities
* Annual reports of current climate/progress on women in leadership
* Characteristics of female leaders
	+ Differences from male leaders
* Comparison of women’s experience on Marquette campus compared to men’s
* Perception of women in leadership
* **Session 2**
* Male allyship
* Discrepancies/inequities in higher ed and beyond
* Intersectional identities
	+ Privilege
	+ Advocacy/social justice
* Foreign-born women’s challenges
* Empowering female students
* Salary negotiation/pay gaps
* Women in STEM/Tech
* Work-life balance
	+ Navigating life milestones
* Women’s health/mental health/body image
* Female leadership disparities among fields/disciplines/areas
* Climate assessment at MU
* Leadership styles
* Defining leadership
	+ What makes one a leader?
	+ Dependent on position?
* Experience of young girls/students
	+ When do leadership inspiration/barriers start?
* Mentorship
* Cultural barriers
	+ Sexism
	+ Expectations
	+ Gender roles
	+ Microaggressions
* Effective female leadership characteristics
* Female leadership at MU vs other institutions vs national level

Ways to engage faculty, students, etc. in research Themes:

* **Session 1:**
* Grants/funding for research
	+ Students
	+ Faculty
* Research mentoring
* Partnerships with local organizations
* Systemic change
	+ P&T
* Promote student research
	+ Symposiums
	+ Space for students to share ideas
	+ Classes/internships focused on research
* Encourage cross-disciplinary research
* Allow faculty more time for research
* Promotion of current ongoing research/past research/alumni research
* Involve community partners/alumni in research
* **Session 2:**
* Unlearning sexism
* Book clubs
* Mentoring
* Bring female speakers to campus
* Opportunities to present research
* Help with grant-writing and funding
* Interdisciplinary collaboration
	+ Networking opportunities
	+ Involve students and staff
	+ Informal events
	+ Physical space to meet and collaborate
* Collaboration with local corporations, businesses, nonprofits, high schools, etc
* Focus groups
* Portal or system that allows people to find ongoing research opportunities
* Research groups/cohorts
* Research-focused seminars or workshops
* Publicize/promote MU research to make it visible to campus/MKE community

Partnership Opportunities Themes:

* **Session 1:**
* Interdisciplinary partnerships at MU
	+ Different departments
	+ Academia + administration
	+ Involve students
	+ Internal mentoring
* Partner with leaders from local businesses
	+ Mentoring for students in the same field
	+ Internship/professional development opportunities
* Government and non-profits
* E-LEAD
* Office of Diversity & Inclusion
* Other local institutions
	+ Alverno
	+ Mt. Mary
	+ Tech schools
* Student organizations
* **Session 2:**
* Partner with already existing organizations on campus
	+ WIN and FELOS
	+ Student orgs
* Local nonprofits
* Networking opportunities w/in community
* Local corporations/businesses
* Conferences and seminars (internal and external)
* Internship opportunities for students
	+ Fellowships for faculty/staff
* Women’s orgs in MKE or other local institutions
* Interdisciplinary collaboration
* Training opportunities
	+ Unlearning sexism
	+ Leadership certification
* Alumni

Leadership Development & Networking Themes:

* **Session 1:**
* Engage both women and men
	+ Share perspectives
	+ Train men as allies
	+ Advocacy
* Interdisciplinary research/partnerships
	+ Support groups/cohorts
* More involvement with community
	+ Events off-campus
	+ Invite community to campus
	+ Visit/shadow leaders in community/industry
* Professional development/training
	+ Workshops
	+ Skills training
	+ Grant-writing
	+ Student leadership training
* Publicize/showcase female-led research, on campus and off
	+ Publish on website
	+ Symposiums/poster sessions
	+ TED event
	+ Recognition events
* Networking
	+ Events
	+ Connect students with industry leaders
* Mentorship
	+ Women supporting women
	+ Senior faculty – new faculty
	+ Grad students – undergrad
	+ Faculty – students
	+ Industry leaders – students
	+ Marquette students – high school students
* Bring female speakers to campus
	+ Success stories
	+ Panel discussions
* Diversity and inclusion
	+ Women of color
* **Session 2:**
* Mentoring
	+ Mentors from both off and on campus
	+ Faculty and students
* Fellowships/internships/shadowing w/ leaders on/off campus
* Events in community
	+ Leave campus
	+ Invite community to campus for events
* Athletic partnerships
	+ AHPRC
* Informal networking events/groups
* TED talks
* Create a pathways/pipeline program for women on campus
* Incentivize leadership training
* Include discussion/training on leadership outside of higher-ed positions
	+ Non-traditional careers/paths
	+ Male-dominated fields
* Workshops/training
	+ Leadership development
	+ Bias training
		- Include men!
	+ Negotiation
* Speaker series
* Programming/involvement with local younger women
	+ K-12 students
	+ Daycares
	+ Girl Scouts
* Career planning
* Curriculum/learning communities for students

March 22 & 27, 2019

**Partnerships & Diverse Audiences:**

**Session 1**

Who:

* Who should the partners be?
	+ Corporate, women’s associations, chambers of commerce, schools, other universities (especially with similar institutes)
* Who are your diverse audiences?
	+ Marginalized groups and men as allies

What:

* What is the definition of success of a partnership?
	+ An agreed upon and achieved ROI
* What is the time frame?
	+ Depends upon level of partnership
		- Explore what’s out there already
* What are anticipated outcomes?
	+ Expanding opportunities for women
		- Long term and short term
		- Developing structure for success
		- Increasing awareness and education

How:

* How will be define partnership?
	+ Design, funding, participation
	+ Levels of partnership
	+ Mutual benefit for both institute and partners
	+ Amongst schools/programs at Marquette
		- Internal vs external
* How can we manage partnerships and programming?
	+ Staffing, faculty,
	+ Review other department management structures
		- What do they look like?

Where:

* Where do you facilitate the programming?
	+ Mix of on/off campus programming
	+ Community centers
	+ High school/middle school
	+ Chambers of commerce
* Where can we seek funding to facilitate partnerships?
	+ Corporate partners
	+ Focus in Milwaukee first
		- Then look nationally
	+ Women’s associations
	+ Private foundations
	+ Nonprofits
* Where in the programming do we engage the stakeholders from the partnerships?
	+ Let partners have a voice at the table
	+ Help design (funding/program)

**Session 2**

Who:

* Who’s doing this well?
	+ Audit best practices locally & nationally
		- Also other Jesuit universities
* Who might partner?
	+ Other Jesuit universities
	+ Internally
		- EOP
		- Intercultural engagement
		- Center for Gender & Sexuality
		- Community Engagement
		- Student Orgs
		- Student Affairs
		- ELEAD
		- Diversity & Inclusion
		- Faculty w/ expertise
		- Provost
		- President’s office
		- University leadership & board of trustees
		- Center for Teaching & Learning
	+ Externally
		- Other universities, locally

What:

* What’s our scope/purpose?
	+ Research effective programming and audit what we already do
	+ To transform Marquette into a national leader and model for gender justice
		- Implies intersectionality

Where:

* Where will research be completed?
* Where will we identify partnerships?
* Where do programs happen?

When:

* When does it make sense to partner?
	+ From the beginning in order to have a sense of our own needs
		- Data informed

Why:

* Why should we partner?
	+ To put action to research
	+ To broaden impact
	+ To add credibility and accountability
* Why diverse audiences?
	+ To address equity issues on campus & beyond
	+ To spark greater awareness of our collective knowledge

**Transforming Marquette:**

**Session 1**

Who:

* Who do we involve?
	+ All listed: community, staff, faculty, students, leadership
* Who is identifying prioritization?
	+ Those involved for diversity and inclusion

What:

* What does it mean to transform Marquette?
	+ Stay relevant
* What are the problems we are trying to solve?
	+ Faculty development
	+ Important to growing
	+ Reputation
	+ Recruiting
* What are the risks of not transforming Marquette?
	+ Marquette doesn’t have a good sense of what gender equity looks like

How:

* How do we make it attainable?
	+ Benchmarking: identify where we need to go
* How will we know MU is transformed?
	+ Look at retention data
		- Gender, gender/college, etc
* How do we convince stakeholders that Marquette needs to transform/keep them interested?
	+ Ignatian colleges/Jesuit mission – include as able
	+ Men and Women in service of others
* How do we get “buy in” from different departments?
	+ Don’t always include the same people
* How do you find common goal/focus/objectives?
	+ Story-telling vs metrics

Where:

* Where do we need to transform at Marquette?
	+ There is a wealth of scholarship on this topic already?
* Where is our target audience?
	+ Best practices research
	+ Companies, other Jesuit universities
* Where are the populations that may in influenced by this (pipeline)?
	+ There are places on campus already (engineering) that do this well
* Where do we look for strategies/models for where we want to be?
	+ Use forums to highlight where this is done

When:

* When do we start?
	+ Now and ongoing
* When will change happen (timeline)?
	+ Start with progress made so far

Why:

* Why do we want/need to transform Marquette?
	+ Retention and recruitment of ALL stakeholders
		- Faculty, staff, students, community
* Why should other people buy into this?
	+ Women in leadership changes organizations
	+ Women in leadership matters
	+ Women in leadership makes us better

**Session 2**

Who:

* Who are the marginalized groups we need to include?
	+ Black people at Marquette
	+ First-generation students
	+ Foreign born
	+ LGBTQ
	+ English second language
	+ Born to foreigners
	+ Class
	+ Women in business/college
	+ Traditional Male-dominated fields
* Who will be affected?
	+ Future state of Marquette
	+ Alumni
	+ Current state

What:

* What do we mean by transforming?
	+ Women in a variety of leadership roles around campus
	+ Qualifying women in an intersectional way
	+ Women in decision-making roles
	+ Spaces for women to get together
	+ Marquette seen as “leading the way”
	+ Marquette would serve and shape larger Marquette community and the world
* What does success look like?
	+ It’s important to make sure that transformations take hold
* What does this mean to students?
	+ This could be different for them
	+ Role of women from other cultures
	+ Diversification of student population

How:

* How have other organizations done this and how successful?
	+ Do we benchmark?
	+ Milwaukee Women Inc
	+ Tempo
	+ Add sophisticated approach from Marquette Research capability
	+ Far do we go when talking about gender?

Where:

* Where do we start?
* Where will research and transformation efforts take place?
* Where will the Institute be located?
* Where does transformation most need to happen?
* Where are our partners?
* Where do we want to influence/inspire change?
* Where is this documented?

When:

* When can we start?
* When to evaluate progress?
* When to execute each aspect of transformation?
* When to sunset or adjust?
* When to utilize outside resources/partners?

Why:

* Why hasn’t this happened before (previous roadblocks)?
	+ Systems in society that prevent advancement
	+ Me too movement
	+ Social media changed perspective
	+ How viewpoints get spread
	+ $$$
	+ Decision makers are men/leaders
	+ Myths about women
	+ Bias/unconscious
	+ Transformation
	+ Time as barrier
	+ Celebrate success when it happens

**Inclusion & Intersectionality:**

**Session 1**

Who:

* Who is Marquette (Who is included)?
	+ Catholic/Jesuit core, with welcoming diversity
		- Progressive
* Who are key populations to engage?
	+ Women – students, faculty, staff, community, alumni
* Who are we trying to impact through research/programming?
	+ Branching to nonprofit orgs, women roles & leadership in the city, corporations

What:

* What is the end goal?
	+ No more need for such an initiative
* What is off limits?
	+ Limits would depend on the goal

How:

* How do you engage diverse populations?
	+ Invite key players to the table
	+ Reach out to everyone with personalized invitations
* How do we avoid isolating men as allies?
	+ Partnerships and fostering those relationships
* How will IWL impact Milwaukee?
	+ Recognition in the public

Where:

* Where do you engage external audiences?
	+ On campus and in the community
	+ Reach out via social media
	+ Women leaders and others already working towards a similar initiative
* Where does Marquette’s mission intersect with IWL?
	+ Who’s already connected to Marquette
	+ Re-engaging current audience

When:

* When do we engage students on campus?
	+ Now!
* When will we know we succeeded?
	+ Still have to establish measurement or goal

Why:

* Why does intersectionality matter?
	+ Marquette should be a part of the national movement
* Why is this a research institute?
	+ One purpose may be to research the role of women, but we have to find our focus in being a research institute

**Session 2**

Who:

* Who is included?
	+ Staff is important to include
* Who are we serving?
	+ Potential to serve on campus locally and globally
	+ Serving the future
* Who is serving?
	+ Donors serve the process
	+ Passionate change-makers
* Who is buying in?
	+ Top-down buy-in
		- Senior leaders
	+ All must buy in
* Who has been marginalized?
	+ Those not typically in the “room”
	+ Need to welcome those marginalized
* Who has answers we can build on?
	+ Cross-dept communication
	+ Create a database!
		- Inclusion
		- Dan Bergen?
	+ Large base empowered to contribute to solutions
	+ Identify those currently doing related work

What:

* What does inclusion mean?
	+ Inclusion = belonging, not just being invited
	+ Inclusion = having a voice
* What is the difference between diversity and inclusion?
	+ Inclusion is harder to measure
* What is the difference between equality and equity?
	+ Equity recognizes different needs, creates access
	+ Identify institutional parameters
	+ Learn what research exists and build from there

How:

* How do we ensure all voices are heard?
	+ Start with multiple modes of feedback
* How do we ensure that the margins are involved in planning and implementing?
	+ Going where marginalized people are
* How can the institute contribute to making Marquette more equitable (from policy to programming)?
	+ Inclusive teams, inclusive leadership
* How do we prevent the margins from being tokenized and overburdened?
	+ Not just invite, also support and mentor diverse members
* How do we learn about peoples’ experience at Marquette?
	+ Be flexible throughout process to learn from discoveries along the way
* How do we ensure institutional support?
	+ Incentivize involvement and participation
* How do we keep it real?
	+ Transparency and truthfulness

Where:

* Where is the sphere of influence for this institute going to be?
	+ Make accessible to all
	+ Multiple language/abilities/accessibility

When:

* When will we redo the climate study?
	+ Now is a good time in history for this research

Why:

* Why is it important to be inclusive?
	+ Mission-focused
	+ Stronger community
	+ Multiple viewpoints/experiences
	+ Increased innovation
	+ Results must matter
		- Remove stumbling blocks
		- Funding
		- Conversations with donors
		- Action plan for outcomes
* Why is the focus on intersectionality important?
	+ Women and others are intersectional beings
	+ Important to name marginalized populations within women and other groups

**Mentoring:**

**Session 1**

Who:

* Who are we mentoring?
	+ Mentoring everyone!
	+ Priorities: under served and at risk
	+ Students and staff
	+ Destigmatize asking for help or for a mentor
* Who’s going to evaluate program effectiveness?
	+ Evaluation from multiple sources
	+ Student, university
* Who will develop the program?
	+ Creating a framework from the top but allowing the details to be filled in at the bottom

What:

* What makes an effective mentor?
	+ Experience, empathy, willingness, time, training all go into being an effective mentor.
* What resources are needed and available?
* What is the content/structure?
	+ Mentors/mentees at and for all parts of the university
		- Faculty need to be mentored
* What are the goals?
	+ The goals of the program: future leaders, reduce waste of potential and resources
	+ Dependent on relationship
* What are the obstacles?

How:

* How will it work?
	+ Need to look to other universities and industry to answer the “how”
* How does someone get involved – access?
	+ Mentees are chosen… new faculty, new position have to be mentees
* How are mentors trained?
	+ Continuous education of mentorship training

Where:

* Where will this occur?
* Where do we find mentors and mentees?

When:

* When will meetings/training occur?
	+ Must be careful not to burden mentors with too much

Why:

* Why is it important to Marquette and the strategic plan?
	+ Waste of potential
* Why should people get involved?
	+ Effective communication of potential to others

**Session 2**

Who:

* Who are the mentees?
	+ Should be open to all (faculty, staff, students, visiting professors, community)
* Who defines the model?
	+ Good mentors don’t all have to be internal
	+ Find out where it’s working

What:

* What is the benefit to Marquette?
	+ Retention
	+ Break down silos
	+ Help with recruitment

How:

* How do we know it’s successful?
	+ Feedback from all parties to help determine success
	+ Retention of participants at the university

Where:

* Where is it housed?
* Where do we find mentors/mentees?
* Where are we most needed?
* Where do our community partners fit in?
* Where does our reach extend?
* Where are the existing community programs?
* Where do good programs exist?
* Where do we find information about what not to do?
* Where does it fit into strategic plan?
* Where can participants get support and resources?

When:

* When do we ask for feedback?
	+ Gather continuous feedback

Why:

* Why does it matter?
	+ Can help propel careers according to data
	+ Training provides consistent feedback
	+ Can address varying needs of women
	+ Role models can expand network
		- Especially in departments not well represented)
* Why focus on women?
	+ Support for women/margins elevate all

April 12, 2019 – Chicago Circles

Themes:

* Major challenges for leaders (men and women) include:
	+ Managing people/teams
	+ Creating an inclusive/diverse culture
	+ Recruiting/retaining the right people
	+ Professional but transparent communication
* Differences for Male and Female leaders include:
	+ Women seen as “aggressive” or “bossy” while men are seen as assertive
	+ Men held less accountable than women for mistakes, failures, unprofessional behavior
	+ Women must tread more carefully in communication issues
	+ Women must work harder to be heard and taken seriously
	+ Differences start with company culture
* Programs and projects suggested include:
	+ Research on how people react/respond to male vs female leaders
	+ Research on how to shift company culture towards more diverse, gender diverse
	+ Research and training on gender pay gap and negotiation
	+ Training for both men and women on diversity, appropriate behavior, bias, and leadership styles

April 26, 2019

Themes:

* Major challenges for leaders include:
	+ Work-life balance
	+ Changing with the times
	+ Navigating generational differences
	+ Being transparent and building trust with team
	+ Financial challenges
* Differences between male and female leaders include:
	+ Overcoming societal expectations
	+ Family responsibilities
		- Women expected to spend more time with family
	+ Company culture
	+ Credibility
* Programs or project ideas include:
	+ Mentoring
	+ Workshops/training
		- Include both women and men
		- Leadership skill training
		- Education about gender biases
	+ Open forums for discussions
	+ Support for women leaders
	+ Speaker series/panel

May 3, 2019 – Student Session

Themes:

* Characteristics of leaders include:
	+ Confidence
	+ Empathy
	+ Creative
	+ Communication skills
	+ Intelligence
	+ Open-minded
	+ Understands/cares about team
* Differences between male and female leaders include:
	+ Confidence being viewed negatively in women
		- Seen as annoying, harsh, or insubstantial
	+ Women may be more open-minded and understanding
	+ Gender may affect interactions with team members of same/different gender
	+ Men may have more opportunities/experience
	+ Most characteristics *should* be important valued for both men and women
* Program and Research ideas include:
	+ Mentorship programs
	+ Research on diversity and social justice
	+ Training on leadership skills such as assertiveness, empathy, and negotiation
	+ Support for women entering male-dominated fields
	+ Research on differences between male and female leaders/perspectives