**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