

UiT

THE ARCTIC  
UNIVERSITY  
OF NORWAY

# Rekruttering i et kjønns- og mangfoldsperspektiv (med et blick mot åpen forskning)

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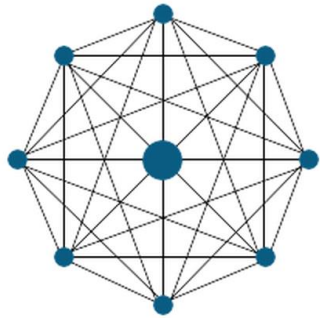
Kenneth Ruud  
Prorektor forskning

Photo: Geir Gotaas

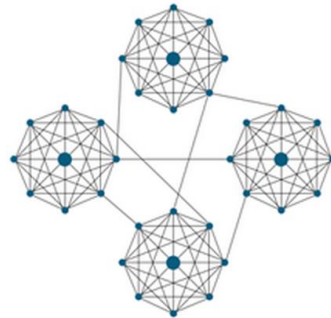


# Hva bestemmer suksess?

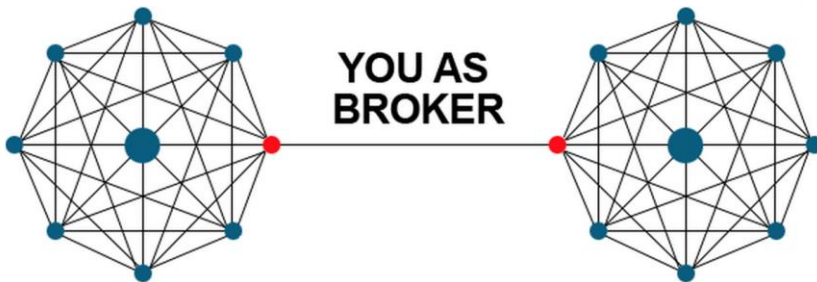
## Organisasjonsteoretisk perspektiv



OLD PARADIGM

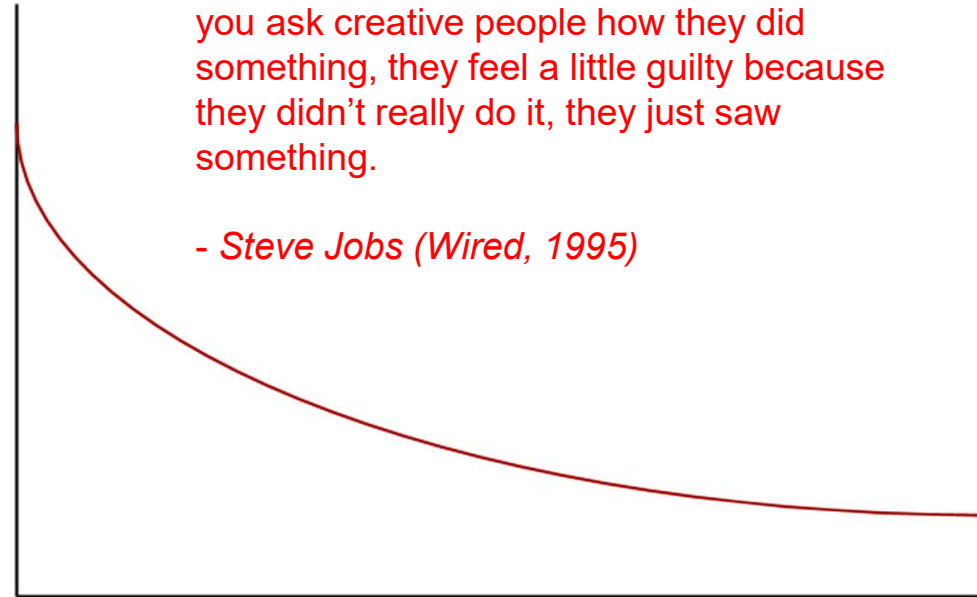


NEW PARADIGM



YOU AS  
BROKER

Relative Performance  
(compensations, evaluation, promotion)



Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something.

- Steve Jobs (*Wired*, 1995)



large, open network where you are the link between people from different clusters.



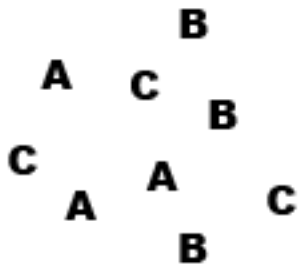
small, closed network where you are connected to people who already know each other.

Network Constraint

# Den menneskelige natur

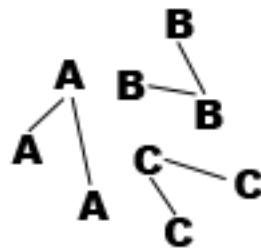
## Like søker like

### Step 1



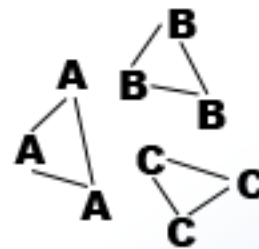
Strangers are thrown together in one group.

### Step 2



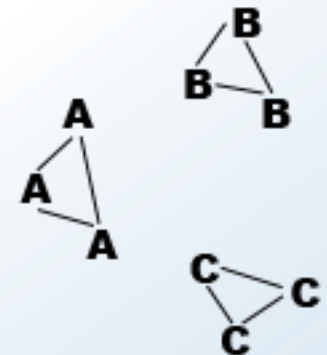
Similar people are attracted to one another (homophily).

### Step 3



Pairs introduce each other to friends. These cliques form their own cultures.

### Step 4



The cultures become polarized echo chambers.

Most people spend their careers in closed networks; networks of people who already know each other. People often stay in the same industry, the same religion, and the same political party. In a closed network, it's easier to get things done because you've built up trust, and you know all the shorthand terms and unspoken rules. It's comfortable because the group converges on the same ways of seeing the world that confirm your own.

# Mangfold betyr noe

## Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?<sup>1</sup>



15%

more likely  
to outperform

**Gender-diverse  
companies**



35%

more likely  
to outperform

**Ethnically diverse  
companies**

<sup>1</sup>Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

EDITORIAL

## Give women an even chance

Marcia McNutt

» Marcia McNutt Editor-in-Chief Science Journals



IMAGE: STACEY PENTLAND  
PHOTOGRAPHY

An important part of the mentoring role of academic advisors is writing letters of recommendation for worthy students who are applying for research grants, fellowships, and entrance to elite programs. Such letters often have more impact than grades or test scores at the graduate level, where factors such as initiative, hard work, creativity, independence, problem-solving ability, and teamwork are prized skills. Well-crafted, honest letters help in determining whether a candidate is a good fit. For that reason, I was surprised recently when asked to review 60 proposals from graduate students for small research grants. More than 10% of the applicants had a least one supporting letter containing inappropriate material for the

decision at hand. All of the students so affected, unfortunately, were women, and those writing the problematic letters were nearly equally men and women. By describing how these instances appear from the standpoint of a selection committee member, my hope is that the professionalism in recommendation letters will improve.

As examples of the sort of problems, one letter described how the candidate was so good to her elderly mother, yet still enjoyed life, spending time in nature with her husband and her animal friends. Another letter reflected amazement that the candidate managed to balance so efficiently being a student, a scientist, and a mother. Such comments do indeed make impressions on a committee that must select only 1 in 10 for an award from a highly competitive pool. They cannot help but put a candidate at a disadvantage when compared to others who are praised for their self-initiated research projects, interesting uses of coursework to address new scientific problems, or careful background preparation for the research project proposed.

Beyond comments that were simply out of place for the decision at hand, I noted an overall bias in the language used to describe the male candidates versus some of the female candidates. In some letters, women were described as "friendly," "kind," "pleasant," "humble," and frequently, "nice." While I am sure they were all of that, those were not necessarily the most relevant characteristics I was looking for in the next generation of scientists to advance the frontiers of discovery. Very different words were used to describe the male candidates (and many of the females as well): "brilliant," "creative," "hard-working," "insightful," and "showing leadership."



***"... 'nice' never got me a research grant or professional position."***

IMAGE: ADAPTED FROM  
[KUROKSTA/ISTOCKPHOTO.COM](https://www.istockphoto.com/kuroksta)

Previous post

[EU members protest proposed GM crop approval](#)

Next post

[Blow to researchers as England delays medical data sharing](#)

## NEWS BLOG

## Chemists call for boycott over all-male speaker line up

17 Feb 2014 | 17:52 GMT | Posted by [Elizabeth Gibney](#) | Category: [Chemistry](#), [people](#), [Policy](#)

*Clarification added on 18 February\*.*

Scientists are being urged to boycott a major international chemistry conference after its preliminary list of invited speakers and chairs featured no women.

[An open letter](#) on the website Change.org has called for a boycott of the [15<sup>th</sup> International Congress of Quantum Chemistry](#) (ICQC), to be held in Beijing in June 2015. The move came after a list was posted on the conference website that allegedly showed no women among 24 speakers and 5 chairs and honorary chairs. The list, screenshots of which were seen by *Nature*, has since been taken down.

According to a [blog by chemist Christopher Cramer](#) of the University of Minnesota in Minneapolis, the organizers had invited 27 scientists as speakers, only one of whom was a woman.

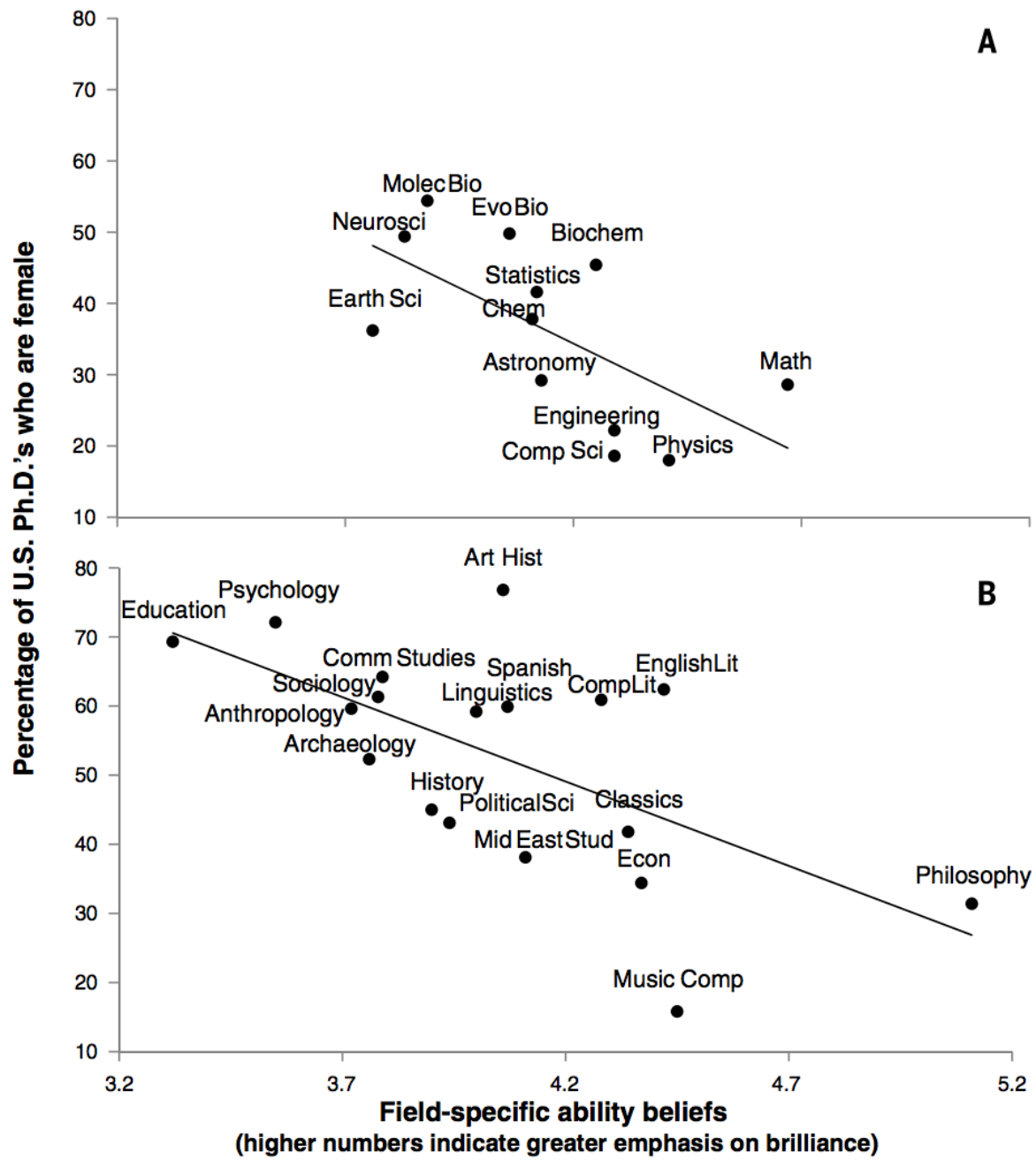
The letter, which has gained more than 600 signatures in 48 hours, was authored by three eminent theoretical chemists: Emily Carter of Princeton University in New Jersey; Laura Gagliardi of the University of Minnesota; and Anna Krylov of the University of Southern California in Los Angeles.

## How likely is an all-male speakers list, statistically speaking? A mathematician weighs in.

15 Oct 2015 | Speaking & Events, Technology, Values



PEARLSOFJANNAH



**Fig. 1. Field-specific ability beliefs and the percentage of female 2011 U.S. Ph.D.'s in (A) STEM and (B) Social Science and Humanities.**



# Langt mellom de kvinnelige SFF- lederne

Publisert: 1. august 2017 Oppdatert: 1. august 2017, 10:07



Elizabeth Lanza er leder av MultiLing, et Senter for fremragende forskning (SFF) ved UIO. Foto: Skjalg Bøhmer Vold

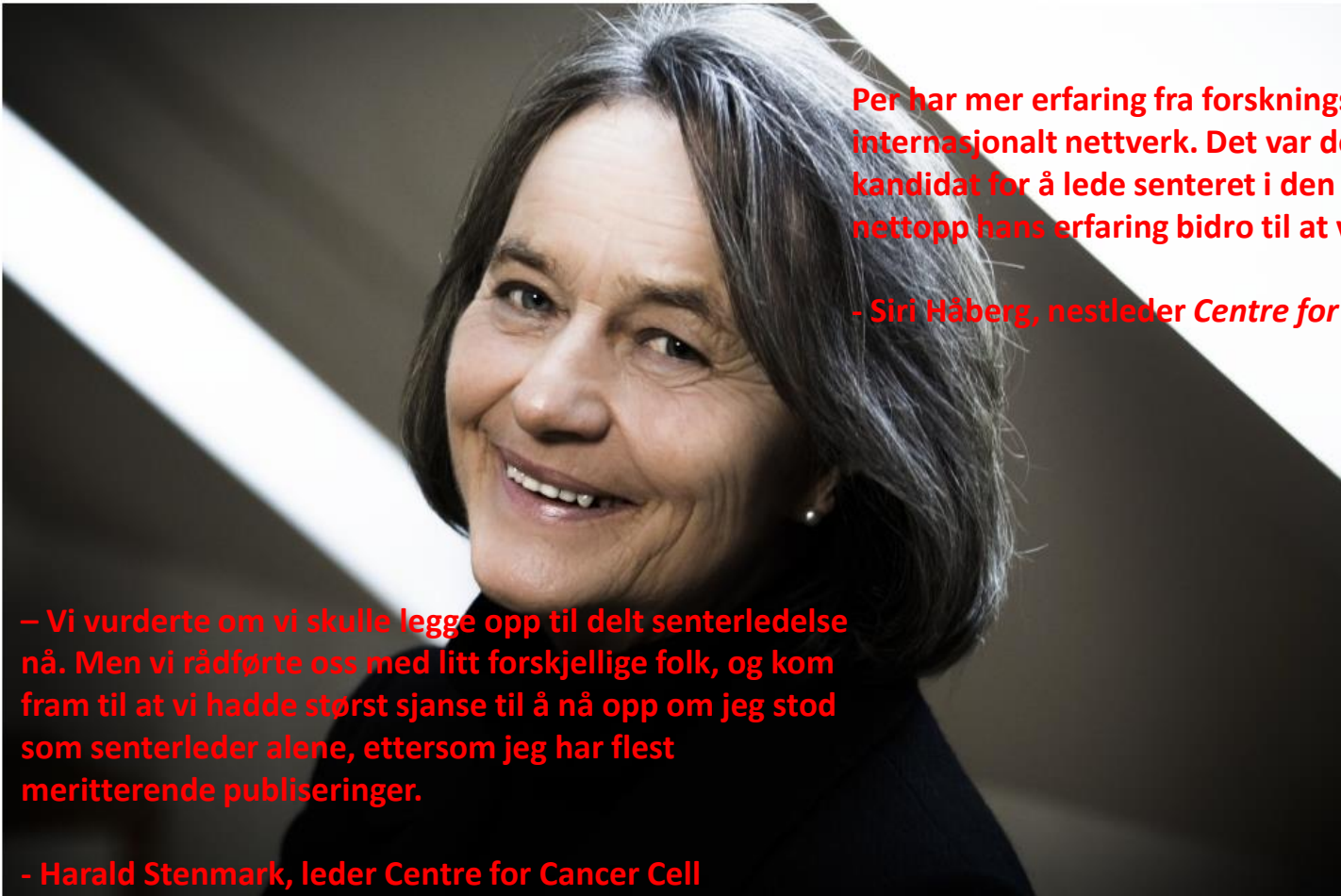


**Ida Bergstrøm**

journalist  
På Høyden

Lik dette 18 Tweet in

SFF-ordningen får ros for å ha hevet kvaliteten på norsk forskning. Men noe godt likestillingsgrep har den ikke vært, mener statssekretær Bjørn Haugstad. MultiLing-leder Elizabeth Lanza er én av tre kvinnelige senterledere. Hun etterlyser en større bevissthet rundt kvinner og ledelse.



Per har mer erfaring fra forskningsledelse, og har et enda større internasjonalt nettverk. Det var derfor naturlig at han var kandidat for å lede senteret i den første perioden. Og jeg tror at nettopp hans erfaring bidro til at vi ble tildelt senteret.

- Siri Håberg, nestleder *Centre for Fertility and Health*

– Vi vurderte om vi skulle legge opp til delt senterledelse nå. Men vi rådførte oss med litt forskjellige folk, og kom fram til at vi hadde størst sjanse til å nå opp om jeg stod som senterleder alene, ettersom jeg har flest meritterende publiseringer.

- Harald Stenmark, leder *Centre for Cancer Cell*

### Reprogrammering

– Ingen sentre for fremragende forskning drives av én person alene. Jeg mener derfor også at SFF-evalueringen bør fokusere ikke bare på senterlederen, men på hele lederteamet, sier Brit Salbu, leder av *Centre for Environmental Radioactivity* ved Norges miljø- og biovitenskapelige universitet, som ble utnevnt i 2013. (Foto: NMBU)

– Hos oss kommer lederteamet til å bestå av seks personer: to kvinner og fire menn. Og nei, det var ingen opplagte kvinnelige lederkandidater hos oss, noe som gjenspeiler at vi er et mannsdominert miljø. De to kvinnene i lederteamet var ikke aktuelle som ledere denne gangen.

- Bertil Tungodden, leder *Centre for Experimental Research on Fairness, Inequality, and Rationality*

## – Ingen enmannsjobb

Forskningsrådet vil gjerne ha flere kvinnelige SFF-ledere. Men sentrene selv er redd for å tape konkurransen om de velger en kvinnelig leder.

# **UiTs strategi for likestilling 2015-2020**

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## **Nytt i forhold til tidligere likestillingsplaner:**

Arbeide for å “øke antallet kvinnelige prosjektleder, spesielt i organiseringen og ledelsen av store forskningsprosjekter”

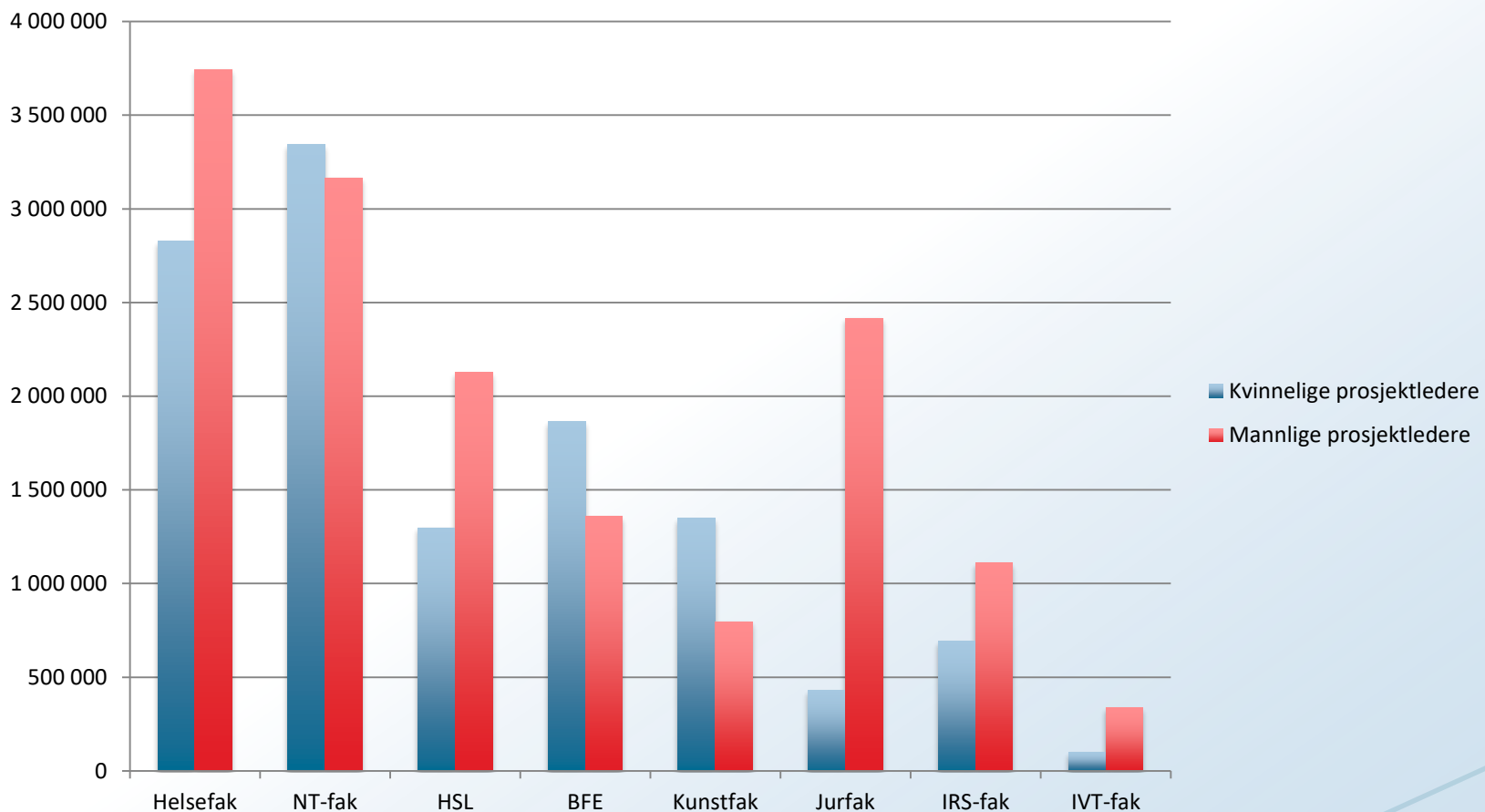
«Kunnskap om hvordan implisitt bias knyttet til kjønn påvirker både menn og kvinner må kommuniseres til ansatte i lederstillinger.»

# De som er involvert:



# Kjønnsbalanse i forskningsledelse knyttet til eksterne prosjekt ved UiT Norges arktiske universitet

Average project budget



# What is the problem?

## Henningsen og Liestøl 2013: *Gender balance in academia: Is excellence for men and Grand Challenges for women?*

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- **Utfordringene rund lav kvinneandel ... omtales [oftes] uten klar kopling til andre sentrale strategiske mål for UoH-sektoren, slik som utvikling av faglig kvalitet og en hensiktsmessig fagprofil. Forskningspolitiske prioriteringer og strategier fremstilles ofte som kjønnsnøytrale** når de ikke inneholder elementer som eksplisitt adresserer kjønn eller forhold som nært knyttes til kjønn – dette til tross for at kvinner og menn er meget ulikt fordelt over fag og forskningstradisjoner...»
- Og hvor på forskningsverdenens **verdsettings-hierarkier havner** kvinners faglige prioriteringer? **På gruppenivå**, viser Henningsen og Liestøl, «**kommer kvinner inn i nedre del**»



- Likestillingsarbeidets nøytraliserte diskurs er et inntrykk av at kvinner «hjelpes» fram i det akademiske system «på grunn av synlige, men ubetydelige kvoteringsliknende tiltak. **De langt sterkere og motsatt virkende strukturelle og kulturelle barrierer for kvinner forblir usynlige. »**

# Prestisjeprosjektet

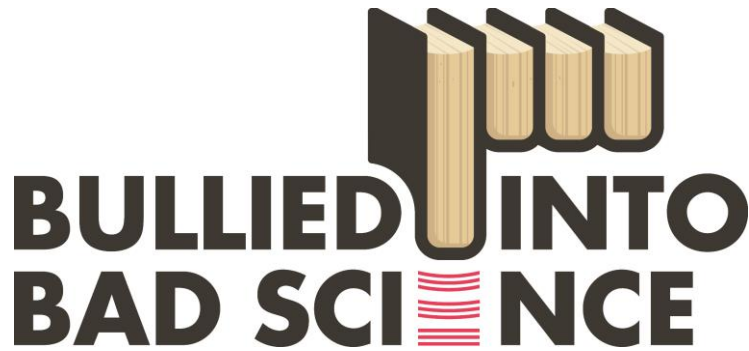
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## Retter seg mot UiT egne forskningsgrupper og forskningsprosjekter

- **Har som ambisjon å få forsknings/prosjektledere til å reflektere over**
  - Kjønnbalanse i egne forskningsgrupper
  - Koblingen mellom vitenskapelige prioriteringer og kjønnbalanse
  - Prosjektlederens egen påvirkning av disse forholdene
- **En serie dialoger om kjønnbalanse og forskningsledelse**
- **Utvikle læringsmoduler for UiT sin kurs i forskningsledelse**

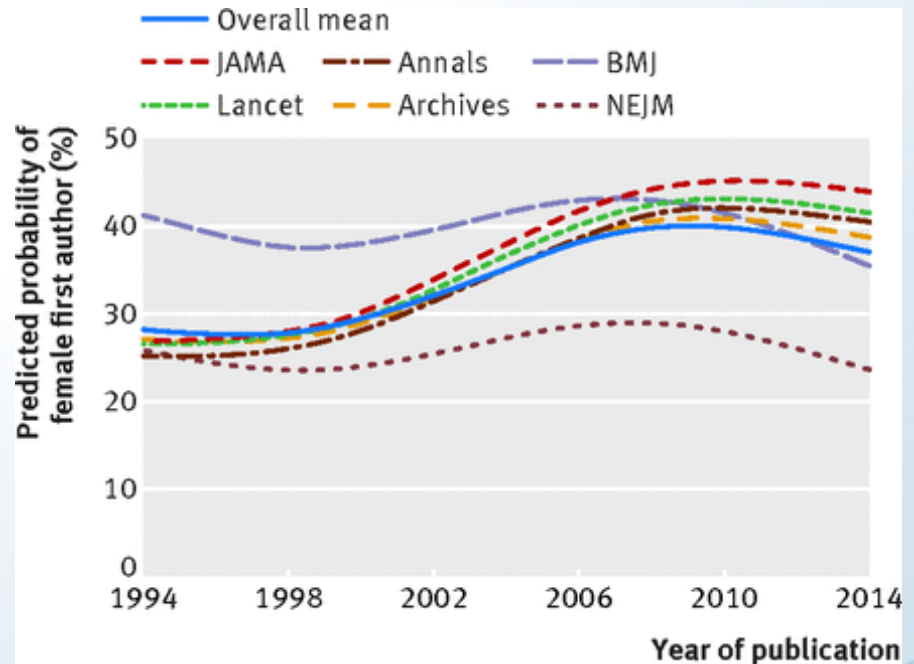


# Kvalitet og prestisje vs muligheter



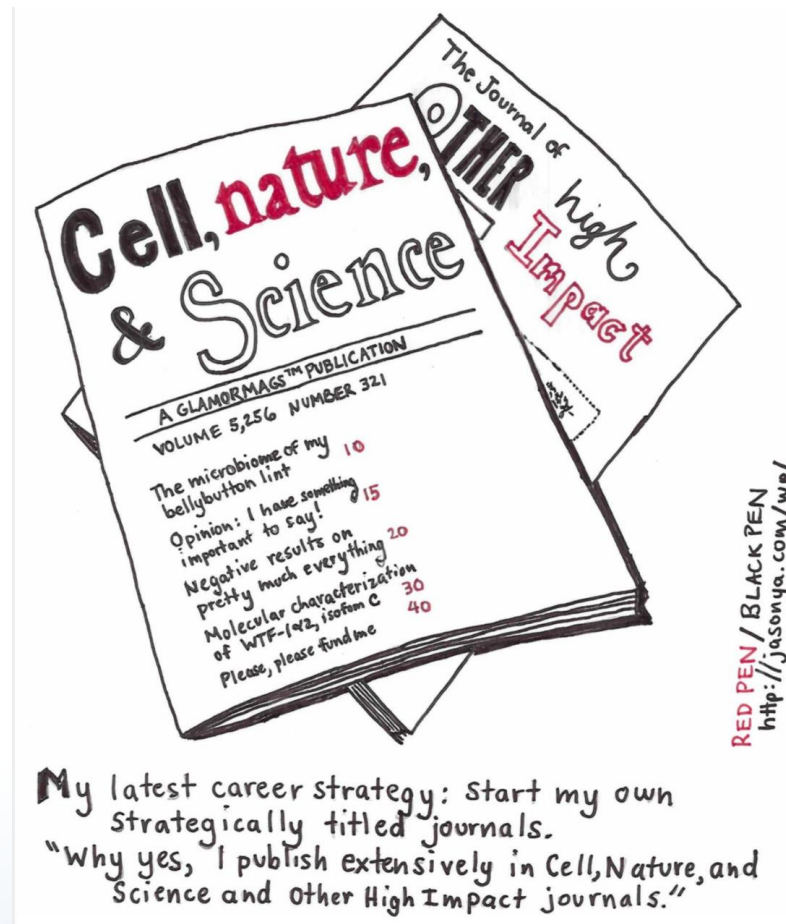
Corina Logan. Photo: Dieter Lukas

Trends and comparison of female first authorship in high impact medical journals: observational study (1994-2014)





# Hvordan evaluerer vi forskningskvalitet?



Hvor mye av dette er "privilegier" og hvor mye er reell forskjell i forskningskvalitet/kapasitet?

# San Francisco Declaration of Research Assessment

DORA makes one general and 17 specific recommendations.

## General recommendation:

Do not use journal-based metrics, such as Journal Impact Factors (JIFs), as surrogate measures of the quality of individual research articles, to assess an individual scientist's contributions, or in hiring, promotion, or funding decisions.

### For Organizations That Supply Metrics

- Be transparent
- Provide access to data
- Discourage data manipulation
- Provide different metrics for primary literature and reviews

### For Publishers

- Cease to promote journals by Impact Factor; **provide an array of metrics**
- Focus on article-level metrics
- Identify different author contributions
- Open the bibliographic citation data
- Encourage primary literature citations

### For Research Institutions

- When hiring and promoting, state that scientific content of a paper, not the JIF of the journal where it was published, is what matters
- Consider value from all outputs and outcomes generated by research

### For Funding Agencies

- State that scientific content of a paper, not the JIF of the journal where it was published, is what matters
- Consider value from all outputs and outcomes generated by research

### For Researchers

- Focus on content
- Cite primary literature
- Use a range of metrics to show the **impact of your work**
- Change the culture!

- Only three Norwegian higher-education institutions has signed the declaration
- A promise from UiT to applicants applying for positions at UiT
- Gives no safety for our own researchers in how they will be evaluated by funding bodies (or other institutions)
- In principle not difficult to implement in routines and practices
- Challenge to ensure full compliance in practice

# Hvorfor DORA?

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## 5 personlige grunner

- Endringer i måten vi formidler forskningsresultater
- Tydeliggjøre på hvilket grunnlag vi vil evaluere forskere
- Pre-seleksjon av artikler av redaktører
- Vitenskapelige integritet/redelighet
- Åpen tilgang



DORA vil bidra til en mer åpen forskningskultur

**Meninger. Forskning.** DORA vil bidra til en mer åpen forskningskultur, hvor forskere lettere kan bygge på hverandres grunnlagsmateriale og på den måten i fellesskap flytte forskningsfronten fremover.

# Åpen forskningsevaluering

## Immediate & Transparent Publishing

*F1000Research* is an Open Research publishing platform offering immediate publication of articles and other research outputs with no editorial bias. All articles benefit from transparent peer review and the inclusion of all source data.



**F1000Research**  
Open for Science

## Our Publishing Processes

Expert referees are selected and invited, and their reports and names are published alongside the article, together with the authors' responses and comments from registered users.



# Takk for oppmerksomheten

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