



**SAPGERIC**  
Structural Change Promoting Gender  
Equality in Research Organisations  
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### **Professor Teresa Rees CBE AcSS FLSW**

Teresa Rees is Director for Wales of the Leadership Foundation for Higher Education and a Professor in the School of Social Sciences at Cardiff University (where she was Pro Vice Chancellor from 2004-10). Her research focuses on equalities, knowledge economies and women and science and is designed to inform evidence-based policy. She is currently Principal Investigator for the Women Adding Value to the Economy (WAVE) project, funded by European Structural Funds (2011-15).

She has advised European Union Member States, international companies and universities on how to promote gender equality in organisations and their cultures. She is a long-term expert adviser to the European Commission's Research Directorate-General on integrating equalities in universities through structural change, and including a gender dimension into research to improve its quality. She is a member of the scientific advisory group for two European projects (INTEGER and FESTA) designed to improve Universities and their research by integrating a gender dimension, as well as being a member of the International Advisory Board for GENOVATE and GENPORT.

### **Teresa Rees**

Cardiff University UK, and Director for Wales, Leadership Foundation for Higher Education UK

### **Gender in Academic Leadership**

The Academy in Europe celebrates its liberal meritocratic approach to recruitment and promotion and has introduced a wide range of 'equality policies', and yet the conundrum of why there are so few women in leadership positions fails to be solved. This is despite the fact that the majority of undergraduates and nearly half the postgraduates are female. What damage does the persistent gender imbalance do to research excellence? Who decides what is 'excellent' in research? How do they get into those positions? The underlying causes of the lack of women in senior places require in depth analyses of cultures and their organisations. What roles do unconscious bias, 'resistance' and gendered networks play? This paper examines recent research on gender in academic leadership and introduces Aurora, a Leadership Foundation for Higher Education Programme on leadership for women that has recruited over 400 participants in this initial launch year.