

WomenCount Australian Universities 2016

A report by Norma Jarboe OBE

'In most nations, men largely occupy the seats of power.

Relying exclusively on women to lead change on gender

equality is therefore illogical. We need decent, powerful men to

step up beside women to create a more gender equal world.'

WomenCount

WomenCount is very grateful to Perrett Laver for its support and Universities Australia for launching this report at its Higher Education Conference, March 2017.

Cover quotation: Elizabeth Broderick AO, Former Australian Sex Discrimination Commissioner and Founder of the Male Champions of Change

Published by WomenCount © March 2017, all rights reserved. www.women-count.org
Designed and produced by Graffeg.

Contents

- 2 Foreword from Perrett Laver
- 4 Foreword from Universities Australia
- 5 Executive Summary
- 6 Introduction
- 7 Framework for action
- 10 Governing bodies
- 11 Women at the board table
- 13 Balancing the board
- 14 Chancellors and their deputies
- 15 Key committee Chairs
- 16 Vice-chancellors
- 18 Chancellor and Vice-chancellor teams
- 19 Academic leaders and Executive teams
- 20 Mapping women's leadership
- 22 Moving forward
- 25 The Index
- 29 Biographies of women Chancellors
- 32 Biographies of women Vice-Chancellors
- 37 About WomenCount and the author

Foreword from Perrett Laver

Universities are major players in our economy and society: transforming lives, making critical new discoveries and tackling our most complex global challenges. Through nurturing environments of creative and collaborative endeavour, they are driving radical change across a huge range of new frontiers. You only have to step into any university campus to feel the energy and excitement that defines these unique institutions.

It is in this context that we begin to grasp the importance of women in leadership positions at these great institutions – from governance roles, to the executive, to leading academic positions across our universities. Not only is this about harnessing the best talent for these influential roles, it is an issue of primary importance due to the very nature and purpose of a university that depends on diversity of opinion in order to flourish. We are delighted to be supporting this piece of research that will set a benchmark for future reports in Australia, allowing us to measure progress against key objectives.

Based on the findings of this report, the current Australian position could still be described as male-dominated, particularly at Chancellor and Vice-Chancellor level, but with clear and determined progress being made on many fronts. The broader legislative and policy framework in this area has made significant progress, as outlined in this report, with critical sector-wide bodies such as Universities Australia and ARC supporting Universities that, in most cases, are deeply committed to seeing more women in leadership positions.

We would wish to celebrate that over half of Universities have a gender balanced Boards, with 41 % of governing body members being women across the sector as a whole. It is, however, still the case that 85 % of Chancellors who Chair these governing bodies, are men. It is also the case that only 25 % of Vice-Chancellors – those in the most critical and visible CEO leadership position – are women. In 2004, this was 28 % so there has been a slight decline of women in the top role in the last 13 years.

The problems in the pipeline are well-recognised with a similar 25 % of women holding critical Deputy VC roles and, indeed, only 25 % of Level E Professors being women. With women making up the majority of university workforce overall (60 % in 2014), as well as a majority of students in Australia (55 % in 2014), there is clear progress that can and should be made if we are going to maximise the utilisation of talent and leadership potential across our sector, for the benefit of our economy and society.

It goes without saying that this is an issue deeply important to us at Perrett Laver. Indeed it is axiomatic for all search firms that the serve this sector. Search firms have been able to make positive efforts in this regard but all of us have to ensure that our clients, and committees appointing candidates, work as effectively as they can, ensuring appropriately diverse fields, delivering on our collective responsibility for gender diversity.

At Perrett Laver, we are committed to playing our part growing the number of women in leadership by supporting universities to identify, attract and secure outstanding leaders from the widest field of global talent.

We are delighted to share in the learnings from this report, and in the debates that ensue, to discuss what we together can do, all of us, as we continue to ensure appropriate gender diversity at all levels within our great universities.

Libby Hackett, Dr Birgit Brandt and Janelle Entwistle
Partners in the Global Higher Education practice at Perrett Laver Australia

Foreword from Universities Australia

There is a glass ceiling in higher education.

The majority of students at Australian universities today – 56 per cent – are women.

Yet from that high water mark, women's participation declines rapidly. By the time you reach the senior ranks of university management and governance, women occupy few positions.

While this trend has been known for many years, this Women Count report illustrates it starkly.

One in four Vice-Chancellors and one in six Chancellors are women. One in three Deputy Vice-Chancellors are women, but only one in seven DVC (Corporates). Clearly, there is more work to do.

There is some good news. The majority of University Councils are gender balanced, and a majority of Chairs of Academic Boards are women. Australian universities have higher proportions of women in senior positions than the corporate sector.

But, overall, universities still have a long road to travel on gender equality. Talented women are missing out on opportunities, universities are foregoing talent and students do not see female role models and exemplars in equal numbers in the lecture theatre and laboratory.

Universities Australia welcomes the Women Count report. It will serve as a benchmark to measure the impact of current and future initiatives. These include the work of the Universities Australia Executive Women group, which is sponsored by UA to foster cross-sectoral improvements in areas such as mentoring and unconscious bias mitigation training. They also include the Academy of Science's SAGE Gender Equity program, now in its second year, which is underway in most universities. And, of course, it includes each university's own policies and programs for gender equity and advancement.

The issues are known. We have identified how to address them. Now we challenge ourselves to make further headway by the time of the next Women Count report.

Belinda Robinson

Chief Executive, Universities Australia

Executive Summary

WomenCount: Australian Universities 2016 reports on the participation of women in the most senior leadership roles in the 40 universities that are members of Universities Australia. These roles include Governing body members, Chancellors, Deputy Chancellors, Chairs of key governing body committees, Vice-Chancellors and their executive teams, Chairs of academic boards and heads of faculties or schools.

An index benchmarks the percentage of governing body members by institution and identifies Chairs and Vice-Chancellors. It was compiled from public information downloaded from university web-sites during August to September and analysed in October 2016. As with any index it is a snapshot of a point in time but offers an opportunity for universities to compare themselves with one another as well as with the public and private sectors. Hopefully, it will encourage universities to celebrate their successes, share best practice and address challenges.

The study shows that progress is being made in increasing women in leadership positions across the sector but that it varies by role and by institution. Reflections are offered on key actions that contribute to increasing and sustaining the representation of women in leadership roles.

Key Findings:

- Greater gender diversity in leadership is a collective goal of Australian universities and one shared with the public and private sectors. Australian Universities can draw on established sector and cross-sector initiatives to advance women in leadership. Various initiatives set voluntary targets for women's representation.
- Over half of all universities have gender-balanced boards with 40% -60% men or women.
- Chancellors are overwhelmingly male. Only 15% percent of these roles are held by women.
- Women are better represented as Chairs of key board committees. They hold 20% of these Chair positions.
- Women were 25% of Vice-Chancellor roles in 2016 but there have been gains so far in 2017 with the appointment of two new female Vice-Chancellors and one female Interim Vice-Chancellor.
- About one-third of Vice-Chancellors' executive or senior teams are women.
- Women are a majority of academic board Chairs but only 34% are heads of faculties or schools in the top tier of the academic structure.
- Across Australia's regions, gender-balanced boards are more likely to be found in southeast Australia. Western Australia has the highest percentage of female Vice-Chancellors.
- More work is needed across a number priorities but concerted action is taking place in individual universities and the sector as a whole.

Introduction

Increasing women's representation in senior leadership is an international as well as national priority and has been embraced as a goal across the public, private and not-for-profit sectors. As major players in Australia's economy and society, universities have an important role to play in ensuring that men and women equally contribute their talents. Universities educate our future leaders and workforce, spur economic growth through research and innovation and provide enlightenment that enriches society and individuals. Their leadership on diversity and equality issues not only strengthens their own institutions but inspires others and equips them with knowledge and best practice.

Traditionally men have led universities but this dynamic is changing as institutions recognise that leadership needs to be shared with women if they are to meet the expectations of their stakeholders. These stakeholders include current students and graduates, the majority of which are female. They also include government, funders, employees, industry partners and host communities who embrace diversity as an important value of the 21st century. Diversity is valued not only because of the desire for a fairer society but also because of increasing evidence that it positively contributes to good decision making, innovation and effectively run institutions.

All Australian universities have embarked on the road to shared leadership and greater gender equity although they are at different points on their journeys. **WomenCount: Australian Universities 2016** documents progress being made in increasing women's leadership in the sector. It indexes the representation of women as governors, Chancellors and Vice-Chancellors for the 40 Australian Universities. It reports on the representation of women as Deputy Chancellors, Chairs of governing body committees, academic board Chairs, executive team members and heads of faculties. It also profiles female Chancellors and Vice-Chancellors and offers some thoughts on how to increase women's representation in these and other senior roles.

The research shows that substantial progress has been made in appointing women to governing bodies and that the number of universities with gender-balanced governing bodies is impressive. There is also a critical mass of women executive team members and faculty heads but they are still overwhelmingly male. Men very much dominate the two most senior leadership roles of Chancellor and Vice-Chancellor but women are now a majority of academic board Chairs.

The challenge is not only to maintain the progress already made but also to accelerate it to meet rising expectations. Many institutions and individuals have taken up this challenge and, hopefully, this report will support them in their efforts.

Framework for action

Australian universities are addressing gender equity within a broader context of national legislation, government policy, collaborative working and cross-sector initiatives.

National legislation

Under the *Workplace Gender Equality Act 2012*, employers have the obligation to report against six standardised gender equality indicators. These include composition of their governing bodies and gender composition of the workforce, both of which give an indication of progress in advancing women into leadership roles. Other indicators relate to areas that support or hinder women advancing in the workplace, such as flexible working arrangements, support for employees with family or caring responsibilities and sex based harassment or discrimination.

The Women's Gender Equality Agency operates a citation scheme strategically aligned with the 2012 legislation. The Employer of Choice for Gender Equality scheme was developed in consultation with leading academics in workplace gender equality. Twelve Australian universities currently hold a citation.

Universities Australia

Universities Australia and its precursor body, the Australian Vice-Chancellor's Committee, have been developing strategies and action plans to advance women for almost two decades. An action plan for women employed in the sector was adopted for the years 1999-2003. A second action plan for 2006-2010 focused on improving the representation of women at senior academic and administrative levels. A third strategy for women covering the years 2011-2014 focussed on the career trajectories of women.

In addition to this work, The Universities Australia Executive Women's Group addresses gender diversity issues and the under-representation of women in senior professional and academic roles. Their Action Plan for 2016-2018 has four goals: overcoming unconscious bias; best recruitment practices; sponsorship and leadership development and setting aspirational goals for the sector. Each goal has identified strategies as well as targets. These targets include 50% women Vice-Chancellors by 2030 and 50% women in key Deputy Vice-Chancellor roles by 2026.

SAGE

Science in Australia Gender Equity (SAGE) is an initiative of the Australian Academy of Science and the Australian Academy of Technology and Engineering that addresses internal gender equity policies as well as external factors that impact women in Science, Technology, Engineering, Mathematics and Medicine (STEMM). In September 2016, SAGE launched a pilot of the UK's Athena SWAN Charter adapted for Australia. While the Australian adaptation focusses on STEMM, the success of the UK version has resulted in its application being extended to gender equality across all sectors.

Athena SWAN Bronze, Silver and Gold Awards recognise institutional capacity to eliminate gender inequity and demonstrated commitment to bolster the hiring, promotion and

retention of women, while also improving the workplace environment for people of all genders. Since 2011, medical research institutes and university departments in the UK have been required to achieve a minimum Silver Award to receive research funds from the National Institute for Health Research Funding. The tying of funds to award achievement has had a substantial impact on the number of institutes and university departments that have now achieved Silver Awards. The Australian National Health and Medical Research Council recently introduced a requirement that applicants for funding submit gender equity policies that include a strategy to address the under-representation of women in senior positions in health and medical research.

Australian Research Council

Access to research funding and assessment of research is critical to men and women building academic careers. Barriers to funding that have long been discussed are the adverse effect of career breaks to have children and caring responsibilities. The Australian Research Council (ARC) has extended the eligibility periods for early career awards and mid-career fellowships to address these barriers. These extensions apply to both men and women and include career interruptions due to parental leave and carer's responsibilities.

The ARC also offers two special fellowship awards for women. These are the Kathleen Fitzpatrick Australian Laureate Fellowship and Georgina Sweet Australian Laureate Fellowship. The first is for women from Humanities, Arts and Social Science disciplines and the second is for women from Science and Technology disciplines. Recipients are provided with additional funding to undertake an ambassadorial role to promote women in research, to mentor early career researchers and to encourage them to pursue careers in research.

Cross-sector focus on women's leadership

The work on women's leadership in the university sector is part of a broader national focus which includes the public and private sectors.

- The Australian Government is committed to increasing the number of women in leadership positions in both the public and private sectors. It has established a new gender diversity target of men and women each holding 50 % of Australian Government board positions. Women now hold 40.5 % of these board roles.
- The Australian Institute of Company Directors (AICD) is calling for all boards to ensure that 30 % of their directors are female and has urged S&P/ASX200 companies to meet this new target by the end of 2018. The figure now stands at 20 % female directors for the ASX 200. A 30 % Club has been launched in Australia to support this target and now has over 75 Chairs, CEOs and equivalents from listed companies or leading professional services firms as members.
- Chief Executive Women (CEW) is the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors. Its vision is women leaders enabling other women leaders. With a membership of almost 400 women, CEW educates and influences people at all levels on the importance of gender balance. It supports and nurtures women's participation and future leadership through scholarship and executive development programmes, resources and collaboration with CEOs, Boards and thought leaders.

- Male Champions of Change is a global coalition involving men of power and influence to achieve change on gender equality issues in organisations and communities. In Australia, it has been embraced by a group of 30 CEOs, Board Directors and leaders in government departments, universities and the military. New groups are forming across different organisations, sectors and geographies. Male Champions of Change and Chief Executive Women have collaborated to produce valuable resource for leaders of organisations of any size who want to better understand how to create an organisational culture that values gender diversity.

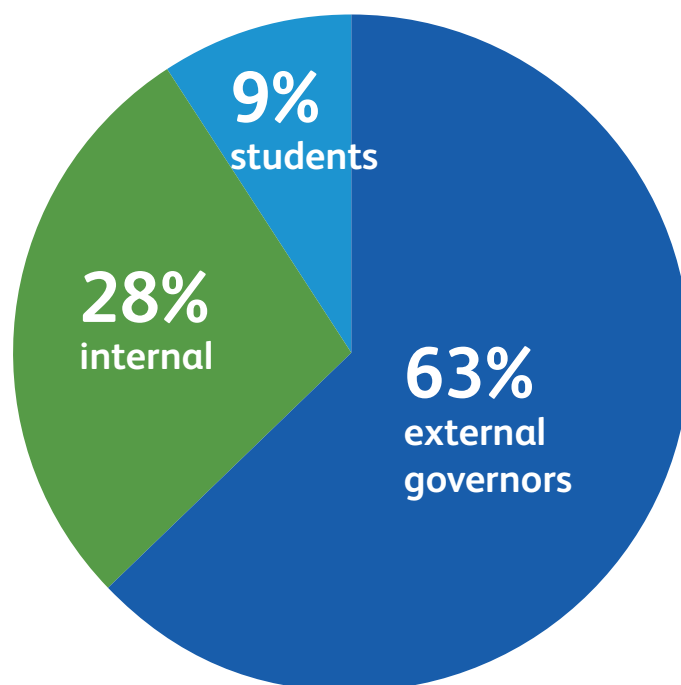
‘Setting targets can provide an organisation with the necessary focus to improve the gender balance within an organisation, and clarify accountabilities. Targets help focus attention and demonstrate a commitment to deliver.’

How to set gender diversity targets, Workplace Gender Equality Agency, Australian Government

Governing Bodies

University governing bodies are established according to their enabling legislation but are broadly similar. They have a collegial structure where board positions are shared by categories of elected or appointed members. Each category has a different appointment or election process and terms of office vary. This can make it very difficult for the governing body to achieve and maintain a desired gender balance. However, there are substantial pools of female as well as male talent in each of the various categories described below.

- **External members.** These are independent members who are not employees of the university and form a majority on the governing body. Most are appointed by the governing body itself but, depending on history and enabling legislation, a few members may be appointed by Ministers or outside bodies. Their tenure is normally three to four years but they may serve for a total of 12 years according to the UA/UCC Voluntary Code of Best Practice for the Governance of Australian Universities. The talent pool for these roles is immense and includes men and women from the public, private and not-for-profit sectors as well as local communities and alumni.
- **Internal members.** These are employees of the university and may be ex-officio or elected by academic boards and staff associations. The Vice-Chancellor and usually the Chair of the Academic Board are ex-officio members. Other than the Vice-Chancellor, the internal members usually have a shorter tenure and higher turnover than externally appointed members.
- **Student representatives.** One or sometimes two student representatives are on most governing bodies and are elected by student associations. Often the representative is the President of the Student Union and the term of office may be as short as one year.

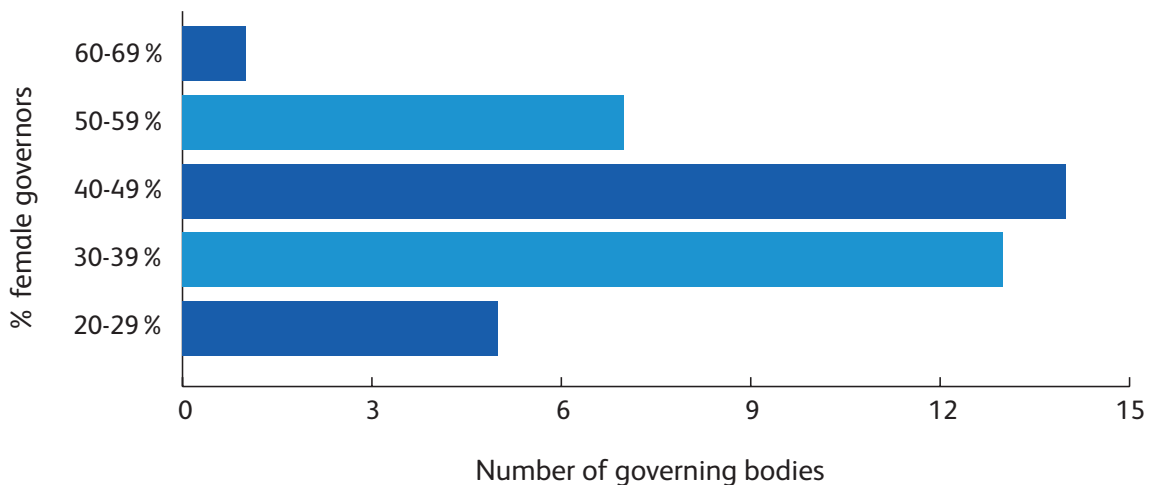


Women at the board table

A total of 638 men and women serve on the governing bodies of Australian universities. The average size of governing bodies is 16 members although they range in size from 10 to 22 members. The University Governance Code recommends no more than 22 members.

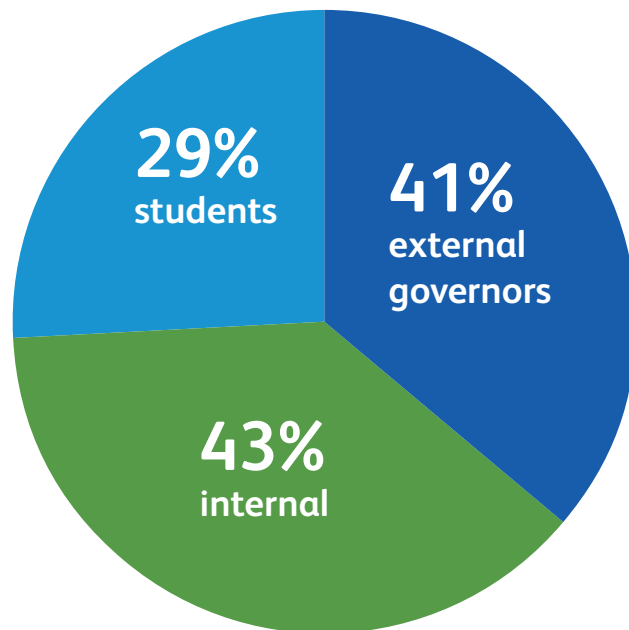
- **Women are 41% of all governing body members.** They have 260 seats at the board table. Australian Government Boards have the same proportion of 41 % women according to Gender Balance on Australian Public Boards report 2015-2016. However, it is higher than the 24 % of female directors on ASX200 companies reported by the Australian Institute of Company Directors in its Diversity Report in June 2016.
- **Representation varies across universities.** Some universities have much better female representation on their governing bodies than others. The percentage of women governors ranges from 20 % to 64 % and the number per body ranges from 2 to 10. The chart below shows that five universities have only 20-29 % governors which is well below the average for the group. Eight have 50 % or more female governors.

Distribution of female governors by number of governing bodies



The percentage of female external and internal governors is similar. Women are 41 % of all external directors and 43 % of all internal governors. Out of a total of 402 external directors, only 164 women are external appointees although this number could reasonably be higher given the very large talent pool from which they are recruited. Proportionally more women are appointed or elected from within universities.

Student governors are predominantly male. Among students, women are less likely to be elected to governing bodies and represent only 29 % of all student governors. Whether this reflects a greater number of male leaders in student unions, a lack of female students willing to stand for office or their lack of success in being elected is unclear.



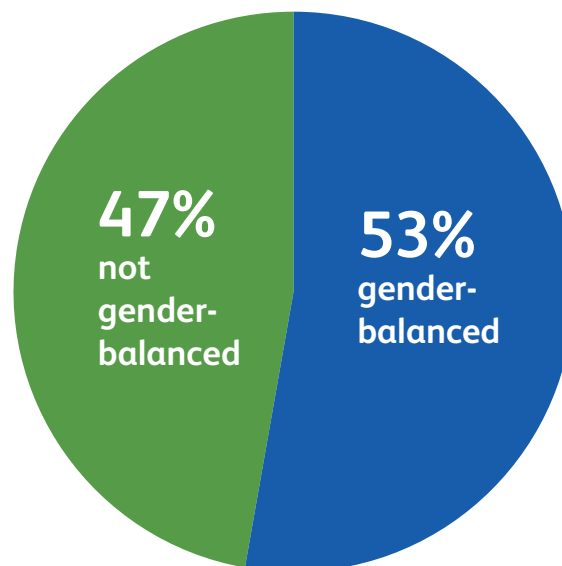
Balancing the board

Increasing women's average representation across all governing bodies is not enough in itself. A critical mass or balancing point needs to be reached on each governing body for the value of diversity to be realised. Gender-balanced boards are generally considered to be between 40% -60% men or women.

More than half of Australian universities have gender-balanced Councils. Out of 40 universities, 21 or 53% have 40% -60% women on their governing bodies. This is a very significant achievement. The Women Count study of UK universities in January 2016 showed only a third of their governing bodies were gender-balanced. Also, this is well above what companies listed on the ASX200 have achieved as only 10% of these companies have gender-balanced boards.

Balance is within reach for many other universities. An additional 10 governing bodies could achieve a gender balance by increasing the representation of women by just one woman. Another five universities would need to add two additional women to their governing bodies to achieve gender balance. This assumes that the size of their governing body remains the same. Increasing the size of the governing body to recruit additional women is another option.

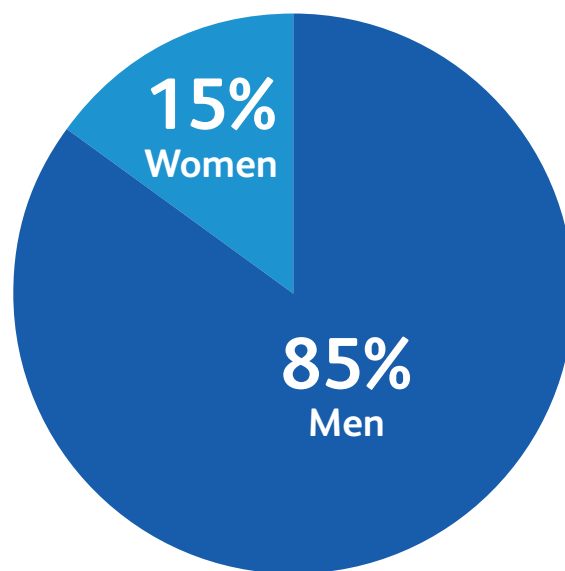
Sustaining gender balance is a challenge. Although this research does not incorporate trend data for Australian university governing bodies, a previous Women Count study of UK universities did look at the sustainability of gender balance on boards. In 2013 one-fifth of all university governing bodies in the UK had between 40% -60% women and this figure rose to a third of UK governing bodies in 2016. However, there was substantial turnover among the universities who had gender-balanced boards in 2013. By 2016 only 40% of the universities with gender-balanced boards in 2013 were still gender-balanced in 2016.



Chancellors and their deputies

Chancellors are the most senior office holders in universities and have distinguished themselves in careers in the public or private sectors. The principal roles of the Chancellor are to chair meetings of the governing body, ensure its proper functioning, act as an ambassador for the university and preside over various ceremonies. Although the Chancellor does not exercise executive authority, he or she generally takes the lead in appointing, supporting and advising the Vice-Chancellor.

85% of Chancellors are men. Out of 40 Chancellors only six are women. Changing this dynamic can be difficult as Chancellors may serve for multiple terms. Half of all Chancellors have been appointed since 2013 and a further nine since 2010.



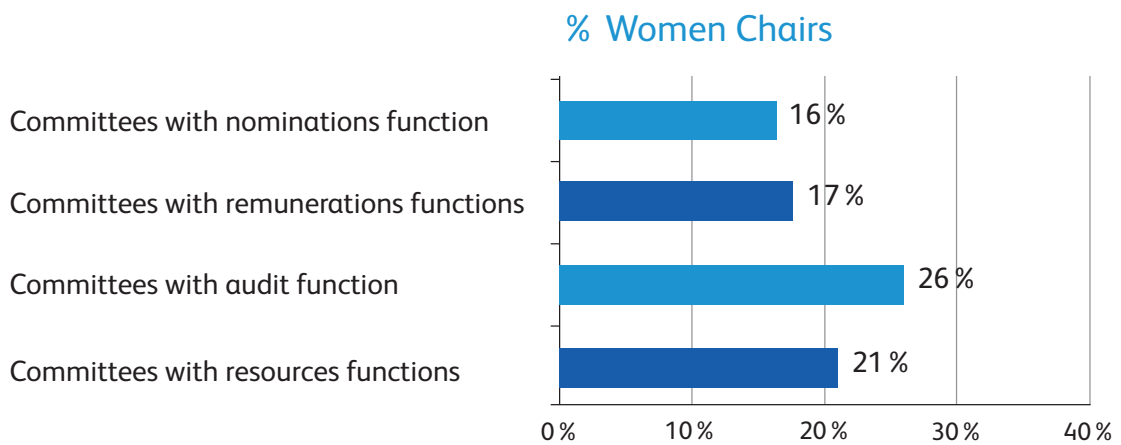
Chancellors are mainly from the private sector. 65 % of all Chancellors have had careers primarily in the private sector, 25 % have worked mainly in the public sector and 5 % have had cross-sector careers. Many have had board level appointments both in the public and private sectors and have been involved in civic or philanthropic work.

Women fare better as Deputy Chancellors. Of the 37 universities with identified Deputy Chancellors on their websites, 19 of these, or roughly half, had a woman with this title. Some universities had more than one Deputy Chancellor with women sharing this designation with a male. Like Chancellors, Deputy Chancellors have predominantly worked in the private sector. They also have multiple involvements at board level with private, public and third sector organisations.

Key committee Chairs

Much of the work of the governing body is conducted through committees with delegated powers. The number of committees for each university varies but they almost always cover four functions in either combined or separate committees. These functions are nominations, remunerations, audit and risk, and finance and resources. Women chair a larger number of these committees than they do governing bodies but they are still very much in the minority.

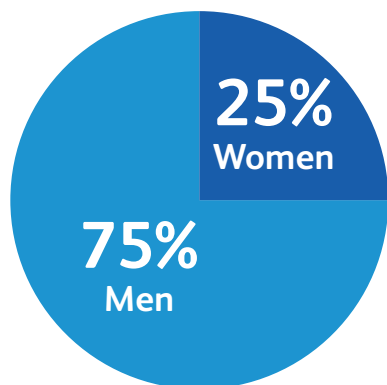
The research identified 119 committee Chairs responsible for these four functions. Only 24 female Chairs were identified which is 20 % of the total. Women have the lowest representation as Chairs of nomination committees which lead on the appointment of external board members, the Chancellor, the Vice-Chancellor and other senior appointments. They are best represented on audit and risk committees.



Vice-Chancellors

The Vice-Chancellor is the most senior executive officer in the university and the principal academic officer. Together with the executive team, the Vice-Chancellor implements the vision and strategy set by the Council and takes the lead role in mainstreaming equality throughout the institution.

Women are only 25% of all Vice-Chancellors. It has been difficult for women to achieve and maintain Vice-Chancellor roles. The first female Vice-Chancellor of any Australian University was appointed in 1987 almost three decades ago and, while gains have been made, they have not had a steady trajectory. In 2004, a high of 28 % of Vice-Chancellors were women and this dipped to 18 % in 2009.



Men claim the lion’s share of new Vice-Chancellor appointments. If women are to increase their share of these roles they must dramatically increase their share of new appointments when vacancies become available. Since 2012, there have been 25 new appointments but only four of these appointments have been women. Men have claimed 84 % of these new appointments, while women have claimed only 16 %.

Gender	2012	2013	2014	2015	2016
# Male	8	0	5	5	3
# Female	1	0	2	0	1
Total	9	0	7	5	4

‘Gender equality is important precisely because one half of the population is women, but only 25 % of professors are women... there is clearly a barrier at this institution, and at others in Australia.’

*Brian Schmidt
Nobel Laureate, Vice-Chancellor
Australia National University*

Women are disadvantaged by being under-represented as professors. Being a professor appears to be a prerequisite for taking up a Vice-Chancellor role. All but two of the Vice-Chancellors appointed since 2012 are professors. However, women are very under-represented in the professorial ranks. If Level E and above is used as a proxy for professorial appointments, then only 25 % of women hold them. However, the pipeline at level D is 36 % women indicating a more substantial number of women who are associate professors.

Previous Vice-Chancellor or Deputy Vice-Chancellor experience is important. Three out of four current Vice-Chancellors have previously been Vice-Chancellors or Deputy Vice-Chancellors. It is more acceptable for a male to break from this traditional path than it is for a woman. Eight current male Vice-Chancellors (27 %) achieved their positions from being a dean or academic director or from a role in government while one female Vice-Chancellor (10 %) achieved her position from being Head of Department and an Assistant Provost.

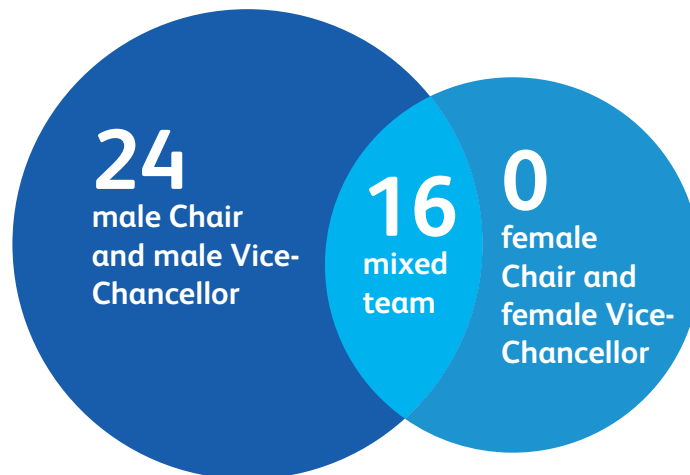
Women have one-third of key Deputy Vice-Chancellor posts. Based on DVC groups identified on Universities Australia's website, women have 61 % of DVC (Academic) roles, 35 % of DVC (research) roles and 31 % of DVC (International) roles. They have a very low representation of 13 % in DVC (Corporate) roles although there is a substantial pipeline of senior professional staff within Australian universities who are women. Almost half of all professional staff at levels HEW10 and above are female. The Universities Australia Executive Women's Group have advocated the aspirational objective of 50 % women in DVC (Research), DVC (Corporate) and DVC (International) roles by 2026.

Recruitment of Vice-Chancellors appears to favour candidates with STEMM backgrounds. Half of all Vice-Chancellors are in STEMM disciplines and this applies to both males and females in the role. Another 30 % are from social sciences, 10 % from law and 10 % from business. What is markedly absent are Vice-Chancellors with humanities backgrounds in literature, arts, music and philosophy.

A Vice-Chancellor appointment often requires relocation. Few Vice-Chancellors are recruited internally. Only six Vice-Chancellors were recruited from within their current institutions and two of these are women. Twenty-five Vice-Chancellors were recruited externally from other Australian universities. Nineteen of the external appointees would have relocated and eight of these appointees were women. Nine Vice-Chancellors were recruited from outside of Australia and they are all men raising the question of whether international mobility is an issue for women.

Chancellor and Vice-Chancellor teams

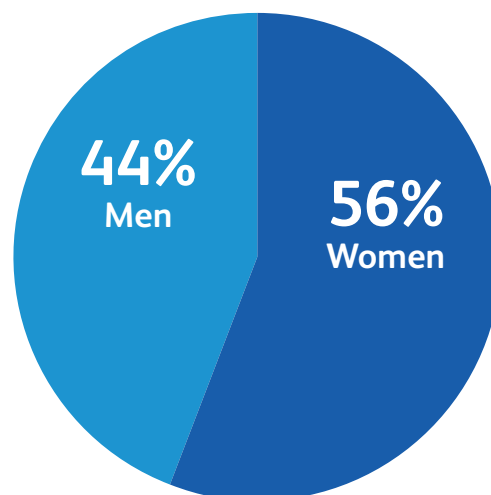
Male Chancellor and male Vice-Chancellor teams are very much the norm for university leadership. Sixty percent of all teams are two males and 40% have either a male or a female in one of the roles. There are no teams where the Chancellor and the Vice-Chancellor are both female.



Academic leaders

This research considered two categories of academic leaders. These were the Presidents or Chairs of the academic board and the heads of faculties or schools in the top tier of the academic structure.

Women are the majority of academic board Chairs. Academic women now hold 56% of these roles. This is an important breakthrough as women historically have not been that well represented on academic boards which have both elected and ex-officio places. The increase in female Chairs may mean that women are becoming more active in standing for election and/or that these boards have become more gender diverse.



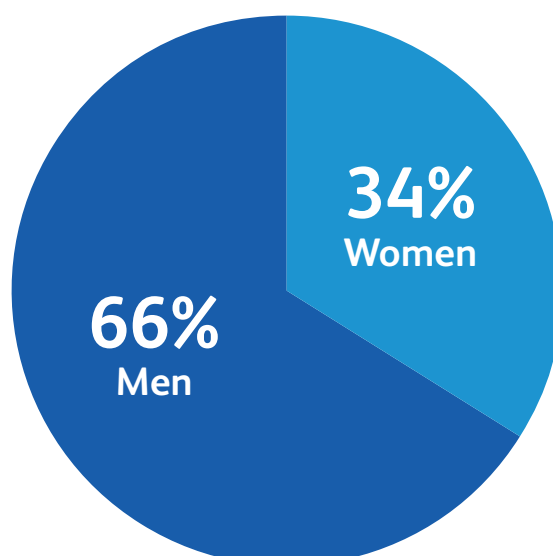
50% of all Chairs of academic boards have a STEMM background. Half of the women Chairs are from STEMM backgrounds as are half of the male Presidents. The under-representation of women in STEMM disciplines does not appear to affect their advancement to this senior academic governance role. Women and men from the social sciences provide 18% of all academic Chairs. The rest are from business (10%), law (10%) or humanities (13%) disciplines.

Women are a third of heads in the top tier of the academic structure. A total of 240 academics have the most senior position in the top tier of the academic structure. Eighty-two or 34% of these heads are women. However, the representation of women as heads in the top tier varies considerably depending on the university. The percentage of women in these posts across universities ranges from 0% to 100%.

Executive teams

Executive teams, headed by the Vice-Chancellor, are usually drawn from Deputy Vice-Chancellors, Pro Vice-Chancellors and professional staff with portfolios in operations, finance, human resources, estates and communications. Some teams also include faculty heads or deans.

- **Women make up about one third of executive teams.** There are 136 female executive team members out of a total 400 members.
- Executive teams range in size from a total of 4 to 21 team members per university. The number of women on executive teams per university ranges from 1 to 9 women.
- The percentage of women executive team members per university ranges from 14% to 67%
- Thirty percent of executive teams are gender balanced with between 40% -60% men or women members.



Mapping women's leadership

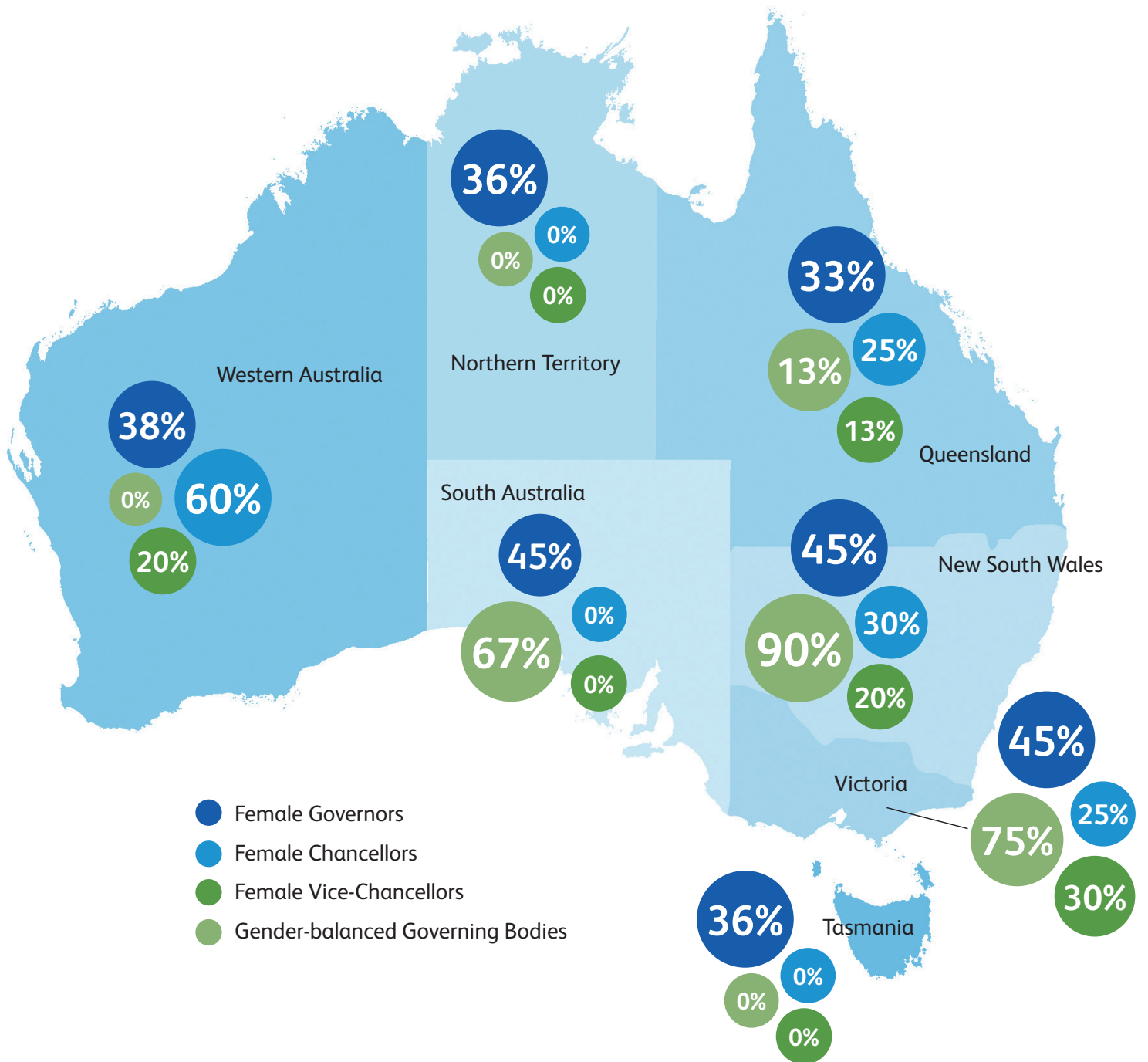
The map below shows the breakout of gender balanced boards and women's representation in key senior roles by region.

Gender-balanced boards are much more likely to be found in southeast Australia i.e. New South Wales, Victoria and the Australian Capital Territory. Eighty-two percent of all gender-balanced boards are found in these regions although only half of all universities in Australia are located there.

Eighty-three percent of all female Chancellors are found in New South Wales and Victoria although these regions are home to less than half of all universities.

Western Australia has the highest proportion of female Vice-Chancellors. It has 30% of all female Vice-Chancellors although only 13% of all universities are in this region.

Region	% female governors	% female Chancellors	% female Vice-Chancellors	% gender-balanced boards
New South Wales	45%	30%	20%	90%
Victoria	45%	25%	30%	75%
Queensland	33%	13%	25%	13%
Western Australia	38%	0%	60%	20%
South Australia	45%	0%	0%	67%
Tasmania	36%	0%	0%	0%
Northern Territory	36%	0%	0%	0%
Australian Capital Territory	47%	0%	0%	100%
Multi-State	36%	0%	0%	50%



Moving forward

Australian universities have made very substantial progress towards gender equality but it is uneven across individual universities as well as across board and executive roles. The challenge is extending progress made while sustaining it. While governing body members are 41 % women, some universities have a much lower percentage of women governors than this average. The most senior roles – Chancellor and Vice-Chancellor – are overwhelmingly male. The number of women who are executive team members and academic heads is encouraging but men are still a large majority.

Australian universities, individually and collectively, are acting to ensure that their leadership in the 21st century includes the talents of both men and women. What follows are a few reflections on strategies and actions that support the work currently taking place and opportunities to accelerate progress being made.

A commitment to gender-balanced boards

Although half of the boards of university governing bodies are gender balanced with a minimum of 40 % women, there is no sector-wide commitment to achieving and maintaining this balance. Thus, recruitment of lay directors and the election of internal members takes place without explicit reference to this standard or consideration by all parties as to how their appointments will affect overall balance. There is no shortage of qualified female candidates with a wide variety of experience and skills to serve on governing bodies and gender balance is not difficult to achieve if there is commitment, targeted recruitment and succession planning.

Expanded governance code guidance

A Code of Governance was endorsed by Universities Australia and the University Chancellors Council in 2010 and approved by the Ministerial Council for Tertiary Education and Employment the following year. While the code offers high level guidance for governing body members, it doesn't include practical guidance on best practice in implementing some of its provisions. Such advice could be particularly helpful to governing bodies considering their own diversity and that of the senior executive leadership they appoint. More explicitly embedding diversity considerations into the Code or providing guidance would underscore the importance placed on it by governing bodies.

Areas in the Code where diversity guidance could be helpful include:

Ensuring that the governing body possesses the skills, knowledge and experience that it needs to be effective. In reviewing its performance, the governing body should identify gaps in expertise and overlay these with a diversity audit. The results can be mapped against the tenure of existing board members and succession planning can fruitfully take place. While the Code stipulates that governing body members may serve up to twelve years, automatic reappointment should not be assumed. Long tenures mitigate against addressing gender imbalance on governing bodies.

When vacancies occur, recruitment can target women who would fill skills and experience gaps. Before vacancies occur, women with the desired skills and experiences could be co-opted onto committees or involved in board apprenticeship schemes.

The nominations process for governing body members and the appointment of senior officers is open and transparent. A balance of men and women on the nominations committee is desirable as is unconscious bias training for those making the appointments decision. This is particularly important as men chair 84 % of nominations committees. Openings should be widely advertised and women with requisite skills and experience targeted. The job specification and the person specification should be reviewed to ensure that gender bias does not exist. External consultants can be used to challenge unconscious bias as well as to assist in producing gender-balanced long lists and in advising on short lists. The governing body may wish to make gender-balanced lists a condition of the recruitment consultant's contract.

Target setting

Setting aspiration goals or targets and publicly reporting on them accelerates change for the sector as well as for individual institutions. This process, if inclusive, allows people to agree a vision for what diversity looks like in their institutions and supports the adoption of strategies with appropriate resources. It communicates an institutional commitment and facilitates dialogue among men and women on how best to tackle barriers. Such dialogue is essential to buy-in from both men and women and keeps discussions on gender diversity from being a "women only" space. It also allows for mainstreaming diversity throughout the university and holding people collectively and individually accountable for achieving targets. Targets can be built into KPIs for the institution and cascaded down into academic departments and operating units.

The Action Plan 2016-2018 developed by the Universities Australia Women's Executive Group recommends quantitative as well as qualitative targets. Quantitative targets relate to women's representation as Vice-Chancellors and Deputy Vice-Chancellors by 2030 and 2026 respectively and the number of sponsorship pairs in the UAEW mentoring programme by 2017. Qualitative targets include best practice recommendations for tackling unconscious bias and best practice recommendations for recruitment which should be adopted by 2018.

Tackling unconscious bias

Universities along with government and the private sector have worked hard over many years to eliminate overt discrimination against women. What is more difficult is rooting out unconscious bias that influences everyday decisions and perceptions of a meritocracy. Unconscious bias affects the evaluation of a candidate's suitability for an appointment, promotion, pay rise and/or opportunities to access career development programmes. It often results in people appointing those who are most like themselves making diverse leadership difficult to achieve. As men hold most leadership positions, both men and women often define leadership styles and career paths through gendered lenses. Thus, more men than women are appointed to board and senior executive roles.

Training for unconscious bias allows individuals to recognise their own biases so that they do not act on them and better prepares them to constructively challenge unconscious bias in the appointments process. It is critical to gender proofing job descriptions and person specifications.

Embracing charter marks

Embracing charter marks or other benchmarking tools that include setting goals, sharing best practice, measuring performance and reporting on it is a dynamic lever for change. Three-fourths of the universities in this study are listed as Athena SWAN Charter members on the SAGE website and they form a critical mass for sharing learning and best practice. Active engagement with Athena SWAN at institutional and departmental level offers an opportunity to speed up the advancement of women specifically in STEMM disciplines. However, the rigour of a charter mark process and the principles it addresses should have wider benefit to understanding and developing best practice in advancing women's careers across disciplines. Tying Athena SWAN membership and/or achievement to research funding is a powerful lever for change.

The Employer of Choice Gender Equality Citation offers another type of charter mark. The citation, awarded by the Australian government encourages, recognises and promotes active commitment to achieving gender equality in workplaces. Criteria for the citation cover leadership, learning and development, gender remuneration gaps, flexible working and other initiatives to support family responsibilities, employee consultation, preventing sex-based harassment and discrimination and targets for improving gender equality outcomes. The scheme was developed in consultation with leading academics. However, only twelve universities currently hold a citation.

Championing change

Changing institutions starts with leaders. More men and women leaders are needed to publicly commit to a champion role within the university sector and to share their successes and challenges. As men hold a majority of leadership roles, they are essential to changing cultures and practices that advance gender equality. However, they can be hesitant to step forward in an area where women have traditionally set the agenda and dominated the discussion.

The *Leadership Shadow* produced by Male Champions of Change and Chief Executive Women provides an insightful, practical resource for leaders to understand the impact of what they say, how they act, how they prioritise and how they measure together. It provides a roadmap for the many male and female leaders who want to champion gender equality but are not sure precisely what to do. It is important that being a gender champion is not seen as a title but an active role to which the champion holds himself or herself accountable for achieving outcomes.

'It is not a pipeline problem, it is a system problem. We have asked women to adapt to the scientific career path that has been laid out for quite some time. Perhaps now it is time to ask the system to adapt to women so we don't lose half of the scientific talent in the country.'

Caroline McMillen
Vice-Chancellor, University of Newcastle

The Index

Universities are accustomed to league tables and take them very seriously when comparing their achievements with one another. Good performance is regularly communicated on web pages and used in marketing messages in recruiting students and staff. League tables produced on a regular basis can be an important catalyst for change. They also offer an opportunity to signpost best practice.

This Index covers all 40 Australian Universities and indicates, by each university, the percentage of female governors, the number of female governors, the number of all governors, the name of the Chancellor and the name of the Vice-Chancellor. The universities are listed by the percentage of female governors in descending order.

The Index was constructed from the web-sites of individual universities in August to September and analysed in October 2016.

Vacancies and appointments take place throughout the year, hence the Index is a snapshot of a point in time. While the percentage of women governors for the total sample is unlikely to move over a few months, the resignation or appointment of members can shift an individual university's position on the Index quite quickly.

(See table page 26-27)

% of Female Governors	No. of Female Governors	No. of Governors	University	Chancellor	Vice-Chancellor
64	9	14	Charles Sturt University	Dr Michele Allan	Prof Andrew Vann
53	8	15	University of Canberra	Prof Tom Calma	Prof Deep Saini
53	9	17	Flinders University	Stephen Gerlach	Prof Colin Stirling
53	8	15	Victoria University	George Pappas	Prof Peter Dawkins
50	8	16	Deakin University	John Stanhope	Jane den Hollander
50	7	14	Federation University Australia	Dr Paul J Hemming	Prof David Battersby*
50	6	12	La Trobe University	Adrienne Clark	Prof John Dewar
50	9	18	Macquarie University	Hon Michael Egan	Prof S Bruce Downton
48	10	21	University of Sydney	Belinda Hutchinson	Dr Michael Spence
47	9	19	Edith Cowan University	Hon Hendy Cowan	Prof Steve Chapman
47	7	15	Monash University	Simon McKeon	Prof Margaret Gardner
47	7	15	University of New England	James Harris	Prof Annabelle Duncan
47	8	17	University of Wollongong	Jillian Broadbent	Prof Paul Wellings
46	6	13	Swinburne University of Technology	Graham Goldsmith	Prof Linda Kristjanson
44	8	18	Australian Catholic University	Hon John Fahey	Prof Greg Craven
44	7	16	University of South Australia	Jim McDowell	Prof David Lloyd
44	8	18	Western Sydney University	Prof Peter Shergold	Prof Barney Glover
43	6	14	Southern Cross University	Nick Burton Taylor	Prof Adam Shoemaker
43	6	14	University of Southern Queensland	John Dornbusch	Prof Jan Thomas**
40	6	15	ANU	Prof the Hon Gareth Evans	Prof Brian P Schmidt

* Professor Helen Bartlett from May 2017

26 ** Professor Janet Verbyla Interim Vice-Chancellor from January 2017

% of Female Governors	No. of Female Governors	No. of Governors	University	Chancellor	Vice-Chancellor
40	6	15	University of New South Wales	David Gonski	Prof Ian Jacobs
40	6	15	University of Newcastle	Paul Jeans	Prof Caroline McMillen
39	7	18	Murdoch University	David Flanagan	Prof Eeva Leinonen
39	7	18	University of Adelaide	Rear Admiral the Hon Kevin Scarce	Prof Warren Bebbington
38	8	21	University of Western Australia	Michael Chaney	Prof Paul Johnson*
36	5	14	Charles Darwin University	Neil Balnaves	Prof Simon Maddocks
36	8	22	Queensland University of Technology	Tim Fairfax	Prof Peter Coaldrake
36	4	11	University of Notre Dame Australia	Prof Peter Prendiville	Prof Celia Hammond
36	5	14	University of Tasmania	Hon Michael Field	Prof Peter Rathjen
35	6	17	Curtin University	Colin Beckett	Prof Deborah Terry
35	6	17	University of the Sunshine Coast	John Dobson	Prof Greg Hill
33	5	15	Central Queensland University	John Abbott	Prof Scott Bowman
33	7	21	University of Queensland	Peter Varghese	Prof Peter Høj
31	5	16	University of Melbourne	Elizabeth Alexander**	Prof Glyn Davis
30	3	10	Bond University	Dr Annabelle Bennett	Prof Tim Brailsford
28	5	18	Griffith University	Henry Smerdon	Prof Ian O' Connor
28	5	18	University of Technology Sydney	Brian Wilson***	Prof Attila Brungs
27	3	11	RMIT University	Ziggy Switkowski	Martin Bean
24	5	21	James Cook University	Bill Tweddell	Prof Sandra Harding
20	2	10	Torrens University	Michael Mann	Prof Justin Beilby

* Professor Dawn Freshwater from January 2017

** Allan Myers from January 2017

*** Catherine Livingstone from December 2016

Appendix

Biographies of women Chancellors

Elizabeth Alexander AM

University of Melbourne

Elizabeth Alexander has a long-standing commitment to the University of Melbourne having served on its Council since 2004. She held the position of Deputy Chancellor before becoming Chancellor in 2011. She is also an alumna and former teacher at the university. As a former partner of PricewaterhouseCoopers, she specialised in risk management and corporate governance issues.

Ms Alexander is Chair of Medibank, Chair of Dexus Wholesale Property Ltd, and Director of Dexus Property Group. She is an Advisor to international law firm, Ashurst. She is also a Fellow of the Institute of Chartered Accountants, a life member of CPA Australia, a life member of the Institute of Directors in Australia, and a Board member of the Victorian Registration & Qualifications Authority. She is a former National President of the Australian Institute of Company Directors and former National President of CPA Australia.

Ms Alexander has also been a member of the Australian Accounting Standards Board, a member of the Takeovers Panel, Deputy Chair of the Financial Reporting Council, Panel Member of the McKeon Strategic Review of Health & Medical Research, a Director of Amcor and Boral, and Chairman of CSL Limited. She was previously National President of the Winston Churchill Memorial Trust, and is a former Veuve Cliquot Businesswoman of the Year. In 1990, she was named a Member of the Order of Australia.

Dr Michele Allan

Charles Sturt University

Dr Michele Allan is a food industry and agribusiness specialist with an academic background in biomedical science, management and law. She became Chancellor of Charles Sturt University in 2014. She is the current Chair of Apple and Pear Australia Limited, Meat and Livestock Australia and the Grains and Legumes Nutrition Council (formerly Go Grains Health & Nutrition).

Current board positions include Grain Growers Limited, Innovation and Science Australia and Nuffield Australia. Dr Allan has held non-executive director positions with Patties Foods Limited, the Dairy Research and Development Corporation (now part of Dairy Australia), Forest and Wood Products Australia, Food Standards Australia and New Zealand, Tasmanian Irrigation, Callaghan Innovation, RuralCo and Birchip Cropping Group. She chaired the Wheat Industry Advisory Taskforce in 2013 and chaired the Tasmanian Fruit and Vegetable Taskforce in 2014.

Previously Managing Director and Chief Executive Officer of Patties Foods Limited, Dr Allan has held executive roles with Amcor Limited, Tasmanian Bioinformatics Centre of Excellence, Bonlac Foods Limited, Kraft Foods and ICI Dulux. She is a Fellow of the Australian Institute of Company Directors.

Dr Allan has a Bachelor of Applied Science Major from University Technology Sydney, Master of Management (Technology) from the University of Melbourne, Doctor of Business Administration from Royal Melbourne Institute of Technology and a Master of Commercial Law from Deakin University.

Dr Annabelle Bennett AO SC

Bond University

The Honourable Dr Annabelle Bennett AO SC was formally elected as Bond University's Chancellor in 2016. She retired as a Judge of the Federal Court of Australia in that year after a distinguished career in the law. In addition to serving as a judge of the Federal Court of Australia, Dr Bennett has been the President of the Copyright Tribunal of Australia, Arbitrator of the Court of Arbitration for Sport, Presidential Member of the Administrative Appeals Tribunal and an Additional Judge of the Supreme Court of the ACT. In 1998, she joined the Council of the Australian National University and served for over a decade as Pro Chancellor. She has also served as Chairman of the National Health and Medical Research Council. In 2005 she was appointed as an Officer of the Order of Australia (AO) for service to the law, particularly in the areas of intellectual property, administrative law and professional conduct; and to the community.

Jillian Broadbent AO

University of Wollongong

Jillian Broadbent has been Chancellor since 2009. Following a 30 year career in banking in Australia and overseas, she has served on numerous boards including those of the Reserve Bank of Australia, Coca-Cola Amatil Limited, ASX Limited, Special Broadcasting Service (SBS), Woodside Petroleum Ltd and Qantas Airways Ltd. She has also been Chairman of the National Institute of Dramatic Art (NIDA) and Chairman of the Clean Energy Finance Corporation.

Ms Broadbent enjoys a strong engagement with the arts, having been on the Board of the Sydney Theatre Company, a founding director of the Australian Brandenburg Orchestra and a Trustee, Vice President and Treasurer of the Art Gallery of New South Wales. Ms Broadbent was made an Officer in the Order of Australia in 2003 for service to economic and financial development in Australia and to the community and was a recipient of the Australian Centenary Medal in 2001 in recognition of her contribution to the community. Ms Broadbent was awarded the Qantas/Bulletin Businesswoman of the year in 1987 and was President of Chief Executive Women, a group of professional women leaders, in 2005 and 2006.

Adrienne Clark AC

La Trobe University

A leading academic, Adrienne E Clarke became Chancellor of La Trobe University in 2011. She is a former chairman of CSIRO and Lieutenant Governor of Victoria. She has been a director of several public companies such as Alcoa of Australia Ltd, WMC Resources Ltd, Woolworths Ltd, Fisher and Paykel Healthcare Ltd and Hexima Ltd. She has also served on many Government Boards/Committee's including the Prime Minister's Science and Engineering Council and the Victorian Innovation Economy Advisory Board. Professor Clarke was made an Officer in the Order of Australia in 1991 and Companion of the Order in 2004 and is a Laureate Professor at the University of Melbourne

She is author of four major scientific books dealing with chemistry, cell biology and genetics and a Fellow of both the Australian Academy of Science and the Australian Academy of Technological Sciences and Engineering. She is a Foreign Associate of the National Academy

of Sciences (USA), a Foreign Member of the American Academy of Arts and Sciences and a Fellow of Janet Clarke Hall in Melbourne.

Belinda Hutchinson AM

University of Sydney

An advocate for the critical role of world-class education and research in securing Australia's economic and social future. Belinda Hutchinson became Chancellor in 2013. She has a deep commitment to the culture of philanthropy and is currently a non-executive director of the Australian Philanthropic Services and a member of the Salvation Army Eastern Territory Advisory Board. A family foundation she established with her husband supports a variety of community-based initiatives such as the Hunger Project in Malawi, Africa.

In the business sphere, she is a non-executive director of AGL Energy and the NSW State Library Foundation, a Fellow of the Institute of Chartered Accountants in Australia, and a member of the Federal Government's Financial Services Advisory Council. She was previously Chair of QBE Insurance Group, and a director of Telstra, Coles Myer, Energy Australia, TAB, St Vincent's Health Australia, the Crane Group and several other companies.

She has taken a key role in championing women in business as a past President of the Chief Executive Women organisation. Belinda Hutchinson is an alumna of the University of Sydney having graduated with a Bachelor of Economics in 1976, and in 2012 received a University Alumni Award for professional achievement.

Biographies of women Vice-Chancellors

Professor Annabelle Duncan

University of New England

Professor Annabelle Duncan is Vice-Chancellor and Chief Executive Officer of the University of New England. She joined the University in September 2010, initially as Deputy Vice-Chancellor Research and then as Deputy Vice-Chancellor.

Prior to joining UNE, Professor Duncan spent 16 years in the CSIRO, including six years as Chief of the Division of Molecular Science. She has also served in managerial roles within the Bio21 Institute at University of Melbourne and AgriBio Institute at La Trobe University.

Professor Duncan acted as an advisor to the Department of Foreign Affairs and Trade on biological weapons control, representing Australia at international arms control meetings and acting as a biological weapons inspector with the United Nations in Iraq.

She was awarded a Public Service Medal in 1996, and Honorary Doctor of Science (DSc) from Murdoch University in 2005 for her work in arms control.

Professor Margaret Gardner AO

Monash University

Professor Margaret Gardner became President and Vice-Chancellor of Monash University in September 2014. Prior to joining Monash, she was Vice-Chancellor and President of RMIT. She has extensive academic experience, having held various leadership positions in Australian universities throughout her career, including at the University of Queensland and Griffith University. Armed with a first class honours degree in Economics and a PhD from the University of Sydney, in 1988 she was a Fulbright Postdoctoral Fellow spending time at the Massachusetts Institute of Technology, Cornell University, and the University of California, Berkeley.

Professor Gardner currently chairs the Museum Board of Victoria and is also Deputy Chair of Universities Australia and Director of the Group of Eight Universities. She has been a member of various boards and committees, including chair of the Expert Panel of the Office of Learning and Teaching, Australian-American Fulbright Commission, the ANZAC Centenary Advisory Board and International Education Advisory Committee, which led to the Chaney Report.

In 2007, Professor Gardner was made an Officer of the Order of Australia in recognition of service to tertiary education, particularly in the areas of university governance and gender equity, and to industrial relations in Queensland.

Professor Sandra Harding

James Cook university

Professor Harding has been Vice-Chancellor and President of James Cook University since 2007. Educated at the Australian National University, The University of Queensland and North Carolina State University (USA), Professor Harding has extensive academic and academic leadership experience. An economic sociologist by training, Professor Harding's areas of interest include work, organisation and markets as well as education policy and

regional economic development policy. She has undertaken a wide variety of senior university-aligned roles as well as memberships/directorships of numerous local, national and international Boards and Councils.

Current roles include: Project Convener, State of the Tropics project; Councillor, Queensland Futures Institute; Member, Trade and Investment Policy Advisory Committee Member, the Australia-China Council Board; Co-Vice Chair, the New Colombo Plan Reference Group; Director, Regional Australia Institute; Council Member, the Australian Institute of Marine Science; Director, North Queensland Cowboys NRL club; Director of Townsville Enterprise and of Advance Cairns; and a Governor of the Committee for Economic Development of Australia (CEDA). She has recently been appointed a member of the Australian Government's Research Policy and Funding Working Group.

Professor Harding is an Honorary Fellow of the Australian College of Educators, Fellow of the Queensland Academy of Arts and Sciences, Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Directors.

Professor Celia Hammond

University of Notre Dame Australia

Professor Hammond was appointed Vice-Chancellor of the University of Notre Dame Australia (UNDA) in 2008. Professor Hammond commenced her employment at UNDA in 1998, as one of five foundation academic staff members in the Fremantle School of Law. Prior to her appointment, Professor Hammond worked as a legal practitioner in private practice in WA and as an academic lawyer at other universities. Throughout her tenure at UNDA and prior to being appointed Vice-Chancellor, Professor Hammond undertook a variety of roles including: Head of the University's School of Law, University General Counsel and Assistant Provost. During her time as an academic lawyer she taught and published in commercial, corporate, property and insolvency law.

Professor Hammond is passionate about Catholic higher education, with its commitment to the harmony of faith and reason, to the rigorous pursuit of truth and wisdom within a Catholic moral framework, and to the provision of a culture and community that is conducive to the development of the whole human person.

Professor Jane den Hollander

Deakin University

Professor Jane den Hollander has been Vice-Chancellor and President of Deakin University since July, 2010. At Deakin, Professor den Hollander introduced LIVE the future, an aspiration for Deakin to drive the digital frontier in higher education, harnessing the power, opportunity and reach of new and emerging technologies in all that it does.

Professor den Hollander is currently a board member of Universities Australia, Education Australia Limited and UniSuper Limited. She is Deputy Chair and Trustee of the Geelong Performing Arts Council and Chair of Skilling the Bay, an organisation focused on ensuring the skills and jobs of the future in a transitional economy. Professor den Hollander holds a BSc (Honours) First Class in Zoology and a Master of Science degree from Wits University, Johannesburg. Her PhD is from the University of Wales, Cardiff.

Professor Linda Kristjanson

Swinburne University of Technology

Professor Kristjanson became Vice-Chancellor in 2011 having joined Swinburne from Curtin University where she was Deputy Vice-Chancellor Research and Development. Her academic career spans three decades across Australia, Canada and the United States. She has an extensive research career in palliative care and was the inaugural Chair of Palliative Care at Edith Cowan and has served on the National Health and Medical Research Council. During her career, she has received more than \$30 million in competitive research funding from Canada the United States and Australia. She has published more than 200 refereed publications.

Professor Kristjanson has served on a number of Cooperative Research Centre Boards including the CRC for Spatial Information, the Australian Biosecurity CRC for Emerging Infectious Disease and the Board of the International Centre for Radioastronomy Research. She is a non-Executive Director of the Australian Synchrotron Holding Company Ltd., chairs AuScope Ltd and is a member of the Board of AARNet. In 2002 she was named the Australian Telstra Business Woman of the Year in recognition of her work in health, science and innovation. In 2007 she was awarded the Royal College of Physicians and Surgeons of Canada Balfour Mount Professorship in Palliative Medicine and received a lifetime achievement award from the Bethlehem Griffith Research Foundation in 2012.

Professor Eeva Leinonen

Murdoch University

Professor Leinonen joined Murdoch University as Vice-Chancellor in April 2016 from the University of Wollongong where she was Deputy Vice-Chancellor (Academic). She has an academic background in linguistics and psychology and has extensive experience in higher education in the United Kingdom, Europe and internationally. Her academic research focuses on pragmatic deficits of children with autistic spectrum disorders as well as higher education topics relating to curriculum and use of technology in learning.

Professor Leinonen held the position of Vice-Principal (Education) and Professor of Clinical Linguistics at King's College, University of London. She has also been Deputy Vice-Chancellor at the University of Hertfordshire, UK where she also held a number of other academic leadership positions including Dean of the Faculty of Health and Human Sciences, Director of the Health and Human Sciences Research Institute, Head of the School of Psychology and Head of the School of Humanities.

She has been Chair of the UK Higher Education Funding Council/Quality Assurance Agency advisory group into Employer Engagement in Learning, Chair of the King's –Warwick Project, Trustee of IntoUni Charitable Trust; Trustee of the School's Competition Settlement Trust, Member of the Teacher Education Ministerial Advisory Group in Australia, Member of the CEOs Council of Open Educational Resources University and Director of University of Wollongong Dubai Ltd.

Professor Caroline McMillen

Vice-Chancellor and President, University of Newcastle

Professor Caroline McMillen joined the University of Newcastle as Vice-Chancellor and President in October 2011 having been of Deputy Vice-Chancellor and Vice President: Research and Innovation at the University of South Australia. During her 30 year career in the higher education sector, she has held leadership roles across research, innovation and teaching. As a biomedical researcher, Professor McMillen is internationally recognised for her work and has been funded continuously for two decades by both the Australian Research Council and the National Health and Medical Research Council.

Professor McMillen is also currently the Chair of the Endocrinology, Reproduction and Development Commission of the International Union of Physiological Societies - the only Australian Chair on this international body. She has served on state government groups focused on: building innovation, climate change, manufacturing and the resources industry. Professor McMillen was a member of the Prime Minister's Science, Engineering and Innovation Council Working Group on Aboriginal and Torres Strait Islanders focusing on maternal and peri-natal health. She has served as Chair of the Australian Research Council and National Health and Medical Research Council's grant review panels.

She holds a Bachelor of Arts (Hons) and Doctor of Philosophy from Oxford University, and completed her medical training at the University of Cambridge.

Professor Deborah Terry AO

Curtin University

Professor Deborah Terry was appointed Curtin University's Vice-Chancellor in February 2014 and is the immediate past President of the Academy of Social Sciences in Australia (ASSA) and member of the Board of Universities Australia. She is also on the Board of AARNET, Australia's Academic and Research Network and a past Chair of the Australian Council of Learned Academies and the Australian Research Council's College of Experts in the Social, Behavioural and Economic Sciences.

Professor Terry completed her PhD in Social Psychology at the Australian National University. She had a distinguished career at the University of Queensland, initially as an internationally recognised scholar in psychology, before progressing through a number of senior leadership roles, including Senior Deputy Vice-Chancellor. She is a Fellow of the Academy of Social Sciences in Australia and was made an Officer in the General Division (AO) in June 2015 for distinguished service to education in the tertiary sector.

Professor Jan Thomas

University of Southern Queensland

Professor Jan Thomas is the Vice-Chancellor and President of the University of Southern Queensland.

Before taking up this position in January 2012, Professor Thomas was Deputy Vice-Chancellor at Murdoch University from 2003 until 2010 and the Deputy Vice-Chancellor at the University of Notre Dame Australia from 2010.

Professor Thomas has a PhD in Veterinary Science from Murdoch University and is a Fellow of the Australian Institute for Company Directors. She has received numerous national and international awards for her leadership in education.

Professor Thomas currently holds the position of Chair for the Managing Council of the Association of Commonwealth Universities. She is also the Chair for the Regional Universities Network. Professor Thomas was appointed Chairperson to the State Library Board of Queensland in March 2014.

She is a strong advocate for the transformative role of education, both as a mechanism for social justice and as a key driver for national productivity and innovation.

About WomenCount and the author

Norma Jarboe OBE is the author of **WomenCount: Australian Universities 2016**. A previous study on UK universities, **WomenCount: Leaders in Higher Education 2016** was launched at Imperial College London in March of that year. Norma is founder and Director of WomenCount, a not-for-profit enterprise focussed on indexing women's participation in the third sector and public bodies and addressing issues that result in their underrepresentation. Its first publication, **WomenCount: Charity leaders 2012**, was launched by the Rt Hon Theresa May, the then Home Secretary and Minister for Women and Equalities. A second publication, **WomenCount: Charity leaders in Wales 2012**, was launched at the Women in Public Life Conference hosted by Rosemary Butler, the Presiding Officer of the National Assembly for Wales.

She was formerly Director of Opportunity Now, the leading employer membership organisation in the UK to advance women in the workplace and has many years of experience in women's development and diversity. She has worked at senior levels in the private sector, in public/private sector partnerships and in the charitable sector. She was a member of the Defra Equality Scrutiny and Advisory Group and was formerly Chair of its Gender Equality Scrutiny and Advisory Group. Authored reports for Opportunity Now include **Tomorrow's Workplace: Are you fit for the future?**, **Leadership for Change: Aligning organisations for the future**, **The Responsible Workplace: How to survive and thrive and Balancing Boards**.

Norma has recently collaborated with Oxford Brookes University on **Changing Places: Women on Boards**, a study of corporate women on university boards and academics on private sector boards.

She has an MA in International Studies from the University of Denver and a Diploma from the Stonier Graduate School of Banking at Rutgers University. Norma was awarded an OBE in 2008 for her work on social inclusion and is a Trustee of WEN Wales.

WomenCount

Australian Universities 2016

A report by Norma Jarboe OBE

www.women-count.org

Supported by



Perrett
Laver

AMERICAS ASIA PACIFIC EMEA

www.graffeg.com



GRAFFEG