



Universidad Euskal
Herriko del País Vasco
Unibertsitatea

NAZIOARTEKO
BIKAINASUN
CAMPUSA
CAMPUS OF
INTERNATIONAL
EXCELLENCE

AKADEME

**Leadership
programme for female
academics at the
UPV/EHU**

**Directorate for Equality
UPV/EHU Educational Counselling
Service**





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Leadership programme for female academics at the UPV/EHU

INTRODUCTION

The third UPV/EHU Gender Equality Plan (2019-2022) establishes a series of commitments that aim to generalise an integrated gender approach in all university activity (training, research, relations with society, people and governance and resources). In accordance with point 5.3 of the Plan, a challenge for the UPV/EHU *To encourage an increase in the number of women in positions of leadership and maximum responsibility at the University (Full Professors and Lecturers, Principal Investigators in research projects and groups and high-level academic positions).*

According to the 2020 edition of the [Equality in Figures](#) report published annually by the Directorate for Equality, female Principal Investigators and Thesis Supervisors do not reach 40% parity. As for female Full Professors, the presence of women is around 25%. In terms of areas of knowledge, the presence of women is, in general, low in male-dominated fields, especially in engineering.

The UPV/EHU, as a Basque public university, assumes its responsibility in achieving the objective of real equality and understands that the policies that support it must ensure, among other things, that this equality is real in the internal distribution of academic roles. Only intentional and properly implemented actions will be able to break through the glass ceilings and redress the cultural, relational and power factors that hinder female academics' access to these roles.

AKADEME, the Programme for the leadership of female academics at the UPV/EHU, is a training and support programme that aims to develop the self-leadership skills of female academics in order to motivate their access to and permanence in positions of responsibility in research, teaching and the transfer of knowledge. It is hoped that as a result, a support network will be formed among the participating academics, allowing them to share concerns and experiences, successes and difficulties, as well as to establish relationships of mutual help in order to access and develop themselves in positions of responsibility.

The programme seeks a multiplier effect in the UPV/EHU and therefore aims for continuity over time.

WHO IS IT AIMED AT

Female academics from the three campuses of the UPV/EHU who are willing to take on academic leadership roles and hold positions of responsibility.

Female academics who already hold positions of responsibility and wish to improve their leadership skills.

position of responsibility is understood to be:

- Managing research projects (PI)
- Managing master's degrees and PhD programmes
- Management and dean's office teams at UPV/EHU university centres
- UPV/EHU Governing Team (Rector, General Secretariat, Vice-Rectors' Offices)
- Directorates and General Services
- Campus management teams
- Academic directorate and secretariat of departments and university research Institutes

PROGRAMME OBJECTIVES

General objective:

To improve the leadership skills of female academics and promote their participation in a support network that motivates and contributes to collective empowerment to access and/or remain in positions of responsibility.

Specific objectives:

To generate a space of trust and security that allows for the activation of a collective empowerment process.

To train participants in skills and techniques that will enable them to improve their leadership capacity to build with others and to lead groups and teams.

To promote the participation of participants in the existing network to share concerns and experiences, successes and difficulties, as well as to establish pacts and supportive relationships to access and maintain positions of responsibility.

To identify specific and shared needs in order to give continuity to the programme.

In particular, participants will be able to:

Identify their potential to build their own leadership style.
Manage their fears and limiting beliefs. Improve their skills for effective communication.
Build conscious and intentional relationships in the service of a shared purpose.
Have a common language to facilitate the co-creation of shared strategies.
Establish supportive relationships between female academics to advance in equal opportunities at the UPV/EHU.

CONTENTS

Leading myself:

Personal strengths and resources.

Who am I? What does my inner balance provide me with?
Personal values as drivers for action.

What limits me? What draws me away from my potential?
Managing fears and limiting beliefs.

Listening as a basic skill to build with other people.

Organisations, groups and teams such as Mirol systems
(function) in the system and their boundaries.

to lead others:

Why do I want to lead? Where to? What is my contribution,
the project, the challenge, the goals to be achieved?
Generating a shared vision.

How are we going to relate to achieve the vision? The
conscious and intentional design of the relationship. Trusting
and delegating versus controlling and doing it all myself.

How is trust built? Giving and receiving effective feedback.
Setting limits, saying "no", making requests.

Relationship toxins and their antidotes.

Managing conflicts in a constructive way.

Making relationships positive and reducing negative
interactions.

Generating support networks for collective empowerment

Individual work plan to apply what has been learned.

How do we continue? What do we need from each other to
increase the presence of female academics in positions of
responsibility?

Generating a network of support and exchange among the
participants.

This content proposal may be modified according to the diagnosis made in the first session and depending on the evolution of the process.

METHODOLOGY AND FORMAT

This is an eminently practical programme which, supported by coaching techniques, will combine:

- In-person classroom sessions.

- eGELApi online training platform.

Tasks between sessions focused on putting into action what has been learned.

A "learning by doing" approach to learning is proposed, based on experimentation, self-reflection and sharing, in which theory, experience and practice will be combined in a balanced way. In this way, learning can be adapted to the needs of each participant and to different leadership styles.

Tipo de sesiones	Actividades	Duración
Sesión 1ª Plenaria	<ul style="list-style-type: none"> - Presentación del programa y modo de trabajo. - El modelo de liderazgo que se propone. - Experiencias de las participantes en el desempeño de roles de liderazgo. Barreras y dificultades. - Círculos de influencia. 	5P
Sesiones 2, 3, 4,5, 6 y 7 descentralizadas por campus	<ul style="list-style-type: none"> - Actividades en torno al aprendizaje del autoliderazgo y el liderazgo de otras personas en ámbitos académicos. - Trabajo no presencial on-line en torno a lo trabajado en las sesiones presenciales (entrega con fecha cerrada). - Feedback grupal en cada sesión. 	30 P + 10 NP
Sesión 8ª Plenaria	<ul style="list-style-type: none"> - Aprendizajes obtenidos y planes de acción individuales. - Presentación de la red de apoyo y siguientes pasos. - Valoración y cierre. 	5P

In-person hours (IP) and remote hours (R)

The online work can be carried out in Basque, as well as the work on dynamics and exchanges on the platform. Likewise, both the tasks and the material used in the session will be bilingual.

After acceptance into the programme, a questionnaire will be sent to participants about their interests, skills and motivations in the digital environment, in order to adapt the speed and level of demand in the tasks. A question will be included on which language (Spanish or Basque) the participants prefer to interact with each other on the eGELApi platform. The preferred language criterion may be used as a criterion for forming the online working groups.

The activities and tasks between sessions will have an instructional design adapted to the itinerary that allows monitoring and showing evidence of participation and learning based on milestones defined in the design. The connectivist and constructivist approach to learning will be the key element of this space.

Attention will be paid to the participants to facilitate the understanding of the activities and the follow-up of task submissions and participation. Support will be available to resolve technical and methodological questions with a maximum response time of 24 hours, except weekends.

The person responsible for the design and development of the digital part will attend the initial and final sessions.

SESION 1 PLENARIA

- Presentación de participantes
- Presentación del programa y Moodle
- El modelo de liderazgo
- Diagnóstico de dificultades
- Círculos de influencia

SESION 2
¿Quién soy yo?



TAREA 1

SESION 3
Cómo me limito



TAREA 2

SESION 4
Liderar a otras personas



TAREA 3

SESION 5
La tarea



TAREA 4

SESION 6
La relación



TAREA 5

SESION 7
La tarea y la relación

SESION 8 PLENARIA

- Red de apoyo
- ¿Cómo continuamos?
- Aprendizajes
- planes de acción
- Valoración del proceso
- Cierre.

10 HORAS DE TRABAJO ONLINE: PLATAFORMA MOODLE

- Seguimiento de tareas y feedback colectivo por grupos
- Materiales utilizados en la sesión
- Storytelling
- Documentos y videos de interés relacionados con cada sesión
- Cuestionario de evaluación online

TERMS AND CONDITIONS OF PARTICIPATION

- a) Being a lecturer or researcher at the UPV/EHU.
- b) Participants will accept a commitment to attend and actively participate in all sessions and to complete the tasks set between sessions.
- c) Priority will be given to academics who, having fulfilled points a) and b), are returning to work after an interruption due to caring for dependant people.
- d) After the end of the programme, participants who have received a positive assessment may be invited to collaborate in the training of other academics, either through participation in future calls of the AKADEME programme, through the dissemination of their experience in awareness-raising sessions, or through mentoring other participants in similar training programmes.

GENERAL SELECTION CRITERIA

In the event that the number of applications is higher than the number of places offered (30 in total), the following criteria for inclusion will be used:

- a) 70% of the places for eligible female academics who are not already in a position of responsibility, and 30% of the places for those who are already in a position of this type.
- b) Balance between the number of applications to ensure territorial and academic certification diversity.
- c) Reinstatement after leave to care for dependant people.

Applications will be assessed according to the following scale:

- Permanent female teaching and research staff: 60 points.
- Knowledge of Basque: 20 points.
- Having held positions of responsibility: 10 points.

If necessary, applications will be analysed on a case-by-case basis with the applications.

The selection will be made by the monitoring committee of the AKADEME programme, chaired by the Vice-Rector for Innovation, Social Commitment and Cultural Action and formed by the Director for Equality, the Director of SAE/HELAZ and three people from the Equality Committee of the UPV/EHU.

EVALUATION AND ACCREDITATION

At each stage of the programme the facilitator will issue a report on the work carried out, indicating and justifying a positive or negative evaluation.

A certificate of 4 ECTS will be awarded to participants who have attended all in-person sessions, successfully completed the compulsory assignments and actively participated in the forums and in-person sessions.

DATA

Duration

40 in-person hours and 10 hours of online work.

Number of sessions

2 plenary sessions and 6 sessions at each of the campuses.

Work period

From 25 January to 17 May 2023.

Timetable

09:30-14:30

Dates and locations

SESIÓN	FECHA	
	GRUPO 1	GRUPO 2
Sesión 1: Presentación y arranque	Sesión plenaria con las 30 participantes: 25 de enero de 2023 . Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	
Sesión 2	01/02/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	02/02/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 3	22/02/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	23/02/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 4	15/03/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	16/03/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 5	29/03/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	30/03/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 6	18/04/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	20/04/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 7	03/05/2023 Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	04/05/2023 Aula 3 del Centro Carlos Santamaría. Donostia
Sesión 8 Final	Sesión plenaria con las 30 participantes: 16 de mayo de 2023 . Sala 6A del Edificio de las Biblioteca 1ª planta. Leioa	

Number of Participants

30 participants, divided into 2 groups; 1 group in Bizkaia and another in Gipuzkoa.

Language

The course will be given in Spanish and the online work can be done in both Spanish and Basque.

Deadline and registration

Registration will take place between 16 November and 16 December 2022, inclusive. For this purpose, the AKADEME application form, available on <http://www.ehu.eus/es/web/akademe>, must be duly completed.

FINAL PROVISION

The Call and its Terms and Conditions, and any administrative acts deriving from it, may be challenged by the interested party within the period and in the manner established by Law 39/2015, of 1 October, on the Common Administrative Procedure for Public Administrations.

Leioa, 10 November 2022

ELENA LEIÑENA MENDIZABAL
DIRECTOR FOR EQUALITY