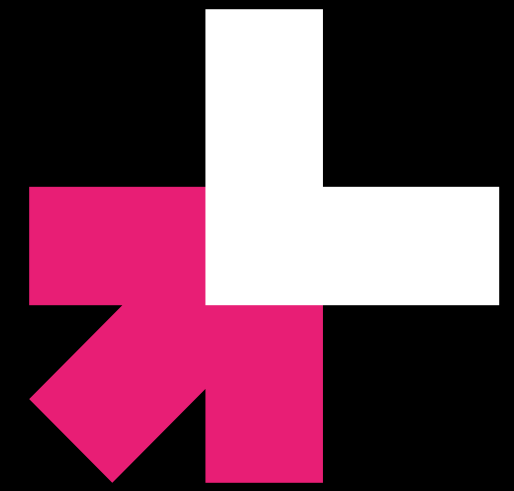


**Proven  
Solution**

Equal Representation At Leadership



**HeForShe**

# **Nagoya University**

## **Increasing representation of women in management and academic positions in universities**

## Global Context

**UNESCO's data from 2017 reveals that only around 30% of the world's academic researchers are women. However, the situation in Japan is even worse. Japan needs to implement strong positive action initiatives to catch up with the world trend.**

According to the Gender Equality Bureau at the Cabinet Office of Japan, the percentage of female researchers has been gradually increasing since the 1992 level of 7.9%, but the proportion remained at 15.7% in 2017. This number is comparatively lower across the research industry in OECD countries, including universities and research institutes, private companies and the public sector.

Also, according to the World Economic Forum Global Gender Gap Report, Japan ranked 121st in a group of 153, which is the worst among G7 countries. The gender gap among senior leadership position is even worse at 131, far lower than the world average. While the number of female

university students in Japan is rising and almost reaching gender parity, the percentage at higher levels of research is dropping. There is therefore a possible glass ceiling in the career paths of female academic researchers in Japan.

Japanese society and government, as well as our research institutes, are required to improve the working environment for women so that they can pursue their careers in an academic field. It is crucial to enhance both the quality and quantity of academic research in Japan and to reflect the viewpoint of women in academic research. These efforts can offer solutions for demographic problems across the world.

"To empower women is to empower both our university and society. With this in mind, I led strong initiatives such as implementing a gender quota at the university's highest decision-making body for educational and research activities as well as setting numerical targets for women in faculty roles. I believe that gender diversity is a driver of innovation. These initiatives help to widen our talent pool and encourage the lively exchange of ideas in class, labs and meetings. My journey as a HeForShe IMPACT Champion was personally memorable and valuable for our whole community."

**President Seiichi Matsuo**

A large, stylized graphic of the number '30%' in white and pink colors. The numbers are outlined in pink, and the percentage sign is also outlined in pink. The graphic is set against a dark background.

Around 30% of the world's academic researchers are women. (UNESCO's data from 2017)

## Key Stages of Implementation



### Step 1 Setting visible, compelling goals and rewards

Women's representation at the decision-making level in Japan is relatively low. We needed to introduce strong positive action initiatives which would show our many talented women that they can be successful candidates for management positions.

Numerical targets are not the whole answer, but they provide visibility, motivation and accountability. We introduced a gender quota for the Education and Research Council, the university's highest decision-making body for educational and research

**We needed to introduce strong positive action initiatives which would show our many talented women that they can be successful candidates for management positions.**

activities. Our regulations now state that at least 20% of the Council members must be women.

We also launched the Top Leaders Awards for Female Faculty Members, with nominees picked by schools and centres on the basis of both research excellence and administrative leadership.

Having firm, public targets and committing to the recognition and celebration of women's contributions helps to communicate the organisation's belief in gender equality and engage everyone in positive change.

### Step 2 Developing the right environment for women's success

For more women to succeed, we need an environment that meets their needs, removes barriers to progress and provides timely development opportunities.

We run two nursery schools and an after-school childcare facility on campus to support our women researchers' work-life balance. We also created research and leadership development, mentorship and award programmes for women faculty members and staff. The Women Leaders Programme to Promote Wellbeing in Asia enables graduate students to train future leaders while our annual seminars promoting female high school student enrolment help to attract more young women into STEM subjects. We also support Acalingo, a community for women science students at the university.

Structurally, we have created more opportunities for women by introducing women-only Principal Investigator roles in



natural sciences and medicine. We also introduced financial incentives for schools and centres which meet their targets for female faculty representation or hire new women in tenured positions.

Changing the environment around support, development and career paths enables real, sustainable differences to women's experiences and outcomes while helping to evolve the organisation in the right direction.



### Step 3 Supporting a new working culture

To change the organisation, we need to change how work is done in the front line.

We set out to influence working practices and culture by embedding the principles of gender equality at the institutional level. First, in 2017 we upgraded our pioneering Office for Gender Equality, established in 2003, into a full Centre with increased financial and human resources. Second, we built the Gender Research Library holding over 10,000

books. It is the first library in Japan dedicated to gender studies and provides an important hub across disciplines within the university and the wider community.

Support centres and information hubs help to provide direction, structure and encouragement for everyone in the organisation as they work together to build a fairer world.

**Changing the environment around support, development and career paths enables real, sustainable differences to women's experiences**

## Step 4 Monitoring and evaluation

Our gender equality task force team and implementers regularly monitor and evaluate the quantitative and qualitative effectiveness of the measures we take.

We run an annual survey of all faculties and departments to understand their situation, actions, efforts and challenges of increasing female faculty members. We release annual, detailed statistical information on our gender balance.

By monitoring and sharing our progress, we bring all our stakeholders into the ongoing process of achieving gender equality.



## Step 5 Refreshing and extending targets

We use the results of monitoring and evaluation to review and adjust our targets.

The most important adjustment we have made was to introduce financial incentives related to the numerical targets for appointments of female academics in departments. Departments which do not meet their targets must pay penalties while those which exceed their targets receive financial incentives. The second adjustment was to introduce a gender quota for the Educational and Research Council: at least 20% of the Council members should now be women.

Modifying the approach in the light of learnings helps to correct the organisation's course when necessary while communicating a firm commitment to the overall goal of gender equality.







## Resources

Nagoya University has published an annual report on gender equality on campus since 2003. It includes qualitative and quantitative data about female faculty members and staff as well as the initiatives of all faculties and departments which are essential to evaluate our progress.

-  **The reports and supporting data are available at [kyodo-sankaku.provost.nagoya-u.ac.jp/report/report.html](https://kyodo-sankaku.provost.nagoya-u.ac.jp/report/report.html)**
-  **Information about initiatives and policies for gender equality at Nagoya University is at the website of the Center for Gender Equality at [kyodo-sankaku.provost.nagoya-u.ac.jp/](https://kyodo-sankaku.provost.nagoya-u.ac.jp/)**
-  **Information about Nagoya University's activities for HeForShe promotion and our commitment are at [heforshe.provost.nagoya-u.ac.jp/](https://heforshe.provost.nagoya-u.ac.jp/)**

Further information about other Nagoya University initiatives for gender equality include:

-  **Action Plan for Supporting Work-Life Balance for University Staff [kyodo-sankaku.provost.nagoya-u.ac.jp/en/work\\_balance/plan/](https://kyodo-sankaku.provost.nagoya-u.ac.jp/en/work_balance/plan/)**
-  **Nagoya University Campus Universal Design Guideline [web-honbu.jimu.nagoya-u.ac.jp/fmd/06other/guideline/ud\\_guideline.html](https://web-honbu.jimu.nagoya-u.ac.jp/fmd/06other/guideline/ud_guideline.html)**
-  **Nagoya University Missions and Guidelines for LGBT+-inclusive Practices [nagoya-u.ac.jp/about-nu/upload\\_images/guideline03162021\\_en.pdf](https://nagoya-u.ac.jp/about-nu/upload_images/guideline03162021_en.pdf)**
-  **Nagoya University's Declaration for Diversity on Campus [en.nagoya-u.ac.jp/about\\_nu/declaration/Diversity/index.html](https://en.nagoya-u.ac.jp/about_nu/declaration/Diversity/index.html)**

## Contact

Center for Gender Equality, Nagoya University Furo-cho, Chikusa-ku, Nagoya, Aichi, Center for Gender Equality, Nagoya University #4648601  
+81-(0)52-789-3939

[kyodo-sankaku@adm.nagoya-u.ac.jp](mailto:kyodo-sankaku@adm.nagoya-u.ac.jp)  
[heforshe@adm.nagoya-u.ac.jp](mailto:heforshe@adm.nagoya-u.ac.jp)