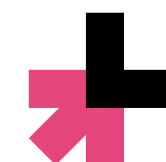


HeForShe  
IMPACT  
10x10x10

University  
Parity  
Report  
2016

**HeForShe, UN Women's solidarity movement for gender equality and the empowerment of women, was created to accelerate progress towards parity for women and girls. To spark a cascade of change from the top-down, HeForShe launched IMPACT 10x10x10, an initiative that convenes ten Heads of State, ten global CEOs and ten University Presidents to formulate solutions that will realize equality in every boardroom, classroom, and capitol building around the world.**



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# 1. Introduction



## A note from the Executive Director

HeForShe, UN Women's solidarity movement for gender equality, was created to accelerate progress towards parity and equality for women and girls. To spark a cascade of change from the top down, HeForShe launched IMPACT 10x10x10, an initiative that convenes ten Heads of State, ten global CEOs and ten University Presidents to formulate solutions that will realize equality in every boardroom, classroom, and capitol building around the world.



**Education is one of the most powerful tools for social transformation and is a crucial means to achieve our goal.**

It gives me great pleasure to present UN Women's inaugural HeForShe IMPACT University Parity Report. The commitments to gender equality made by IMPACT Champions are outstanding: they are mobilizing a movement and bringing systemic, transformative change within the field of higher education. Through their leadership, we can empower the next generations to create a gender-equal world.

UN Women is working to achieve worldwide gender equality and the empowerment of women and girls by 2030. This is a shared mission, uniting us all behind a common purpose. Education is one of the most powerful tools for social transformation and is a crucial means to achieve our goal. Universities—as both educators and employers—have a critical role to play.

Through the HeForShe movement we are inviting men and boys around the world to join us, rallying across university campuses and classrooms. This inclusive approach where we work together for equality can accelerate progress towards a 50-50 Planet by 2030. IMPACT Universities foster environments where individuals learn, work, and become adults, equipped to tackle a unique structural challenge.

Their commitments—ranging from ending gender-based violence on campus to ensuring parity of employment in the faculty—address issues that are central to achieving gender equality in academia and will continue to be important life values as each generation of students moves out into the wider world.

Our IMPACT Champion Universities are in eight countries on five continents around the world, reaching thousands of students and educators.

They are committed leaders, testing new approaches and documenting their experiences as they do so. Together, their varied perspectives and approaches provide a new outlook on the global education climate. Their efforts to identify and scale solutions that will reshape the field are vital elements that will ultimately guide us towards a gender equal world.

In this first report, University Champions have shared year one of their journey, presenting baseline figures against which future progress will be measured. As we continue, we ask our Champions to keep the profile of gender equality high, to innovate solutions, and to share both their successes and their challenges.

In this report, we rally the coming generation and fortify commitment towards our common goal.

Thank you for joining us on this journey.

Phumzile Mlambo-Ngcuka

**Under-Secretary-General  
and Executive Director of UN Women**



## A note from Emma Watson

**For those people lucky enough to go to university, it's an experience that changes their life. It's an opportunity to try on new identities. It's a time to explore new interests and new ideas. It's the time when you learn how to live, unsupervised, alongside a wide variety of other people. It's a time when you fall in love. It's the time when you find out who you are.**

**It certainly was for me: I used my time to pursue my own interests and – having grown up in public – to grow up in private. And that's a chance as many people as possible should have.**

It's because university is such a formative time for so many people that we made it one of the three strands of HeForShe. If women don't have parity at university level it's hard for us to play a full part in corporate life or in the lives of the countries where we live. Universities that champion parity can have a disproportionate effect across the whole of society. Many of the ten that signed up for HeForShe have been in existence longer than the most venerable Corporate Champions – some, in fact, have been educating students longer than some of our Heads of State IMPACT champions have existed. Because they are old institutions, universities can be slow to change. Brown University, where I studied, admitted women only in 1971; The University of Oxford, where I now work, has allowed women to take degrees for less than a century of its more than eight hundred years of teaching.

And yet change can also come quickly. In many universities, more than half of undergraduates are women (at Wits, for example, a South African university the proportion is 55%) – a huge change in less than a generation. Universities are often at the forefront of social change: student activism has led to some world-changing advances.

But what signal does it send to undergraduates when most of the tenured faculty and university leaders they see are men? Here, too, universities are evolving, although more slowly. We have already seen some signs of change in our IMPACT champions. Earlier this year The University of Oxford appointed its first ever woman Vice-Chancellor, Louise Richardson.

Universities that have partnered with HeForShe as IMPACT Champions have made clear commitments – to educating their students in gender sensitivity, to ending gender-based violence, and to lead from the top – making sure that the teaching and administrative staff move towards gender parity in the same way that student bodies already have.

A good university is like a tiny utopia – it's a miniature model of how the whole of society could look. All our IMPACT Champions have chosen to make gender parity a central part of the way they educate their students. I'm delighted to be introducing this report on where they stand now – and their plans for the future.

Emma Watson

UN Women Global Goodwill Ambassador

**A good university is like a tiny utopia – it's a miniature model of how the whole of society could look.**

## Executive summary

The ten universities in the inaugural class of IMPACT 10x10x10:

Georgetown University

The University of Hong Kong

University of Leicester

Nagoya University

The University of Oxford

University of São Paulo

Sciences Po

Stony Brook University

University of Waterloo

University of the Witwatersrand

According to the National Center for Education Statistics, women in the United States hold a majority of undergraduate, graduate and doctorate degrees; however, this progress is not translated to faculty, staff and administration positions. This narrative is all too common across education systems worldwide, and there is a critical imbalance between the participation levels of female students, and their equal access to academic and professional career tracks. From the gendered cultural norms of campus life, to issues of safety and security, to ensuring that each student rightfully nurtures their passions and strengths in university and beyond, IMPACT Champions have set a widespread rally call for change into comprehensive action.

The steps taken to rectify gender imbalance in the work, study, and personal lives of students, faculty, and staff, include implementation of gender sensitization programs that move us towards a world free from gender-based violence on campus, platforms that engage the whole community as change agents, and mechanisms by which

to measure and evaluate success. Each university's unique approach toward equality is to create a thriving campus culture. This report is the first step in establishing a comprehensive landscape of both the challenges at hand and the solutions already in motion. Universities have agreed to report on their progress in key areas and to share this data in an annual parity report designed to set a gold standard for other institutions to join the mission for change.

Through their commitments to HeForShe, they have ensured that their path towards parity is both documented and held accountable as an urgent mission. In standing together, IMPACT Champions strengthen their efforts, and invite students, staff members, professors, deans, presidents, recruiters, academic advisors, and everyone in between to join them at the table.

**This University Parity Report outlines the first year of HeForShe for universities participating in the initiative<sup>1</sup> and shares the intrepid steps taken by these institutions to break barriers and catalyse waves of change through the social, cultural, and academic organs of their campuses. This report compiles research on the representation of women across student and faculty population, personal narratives from students, professors and university administrators and progress on the implementation of IMPACT commitments.**

<sup>1</sup> The IMPACT 10x10x10 Corporate Parity Report was launched at the World Economic Forum in Davos, Switzerland on January 22, 2016.





# The IMPACT 10x10x10 initiative

IMPACT 10x10x10 is comprised of 10 leaders across each sector, creating a dedicated team of thirty global visionaries who are each innovating on the path to gender equality.

On 20 September 2014, UN Women launched HeForShe, a groundbreaking initiative to engage men and boys as agents of change for the achievement of gender equality. The message is simple: what we share is more powerful than what divides us and HeForShe has one bold goal that enacts this belief; achieve gender equality by 2030. To accelerate progress towards this target, HeForShe launched IMPACT 10x10x10, a pilot initiative that mobilizes Heads of State, corporations and universities to lead by example in their respective spheres, creating the structural and cultural changes we need to support the achievement of this goal.

## IMPACT Champions include

In alphabetical order by name of institution:

### Head of State Champions

**President Sauli Niinistö**  
of Finland

**Prime Minister Sigurður Ingi Jóhannsson**  
of Iceland

**President Joko Widodo**  
of the Republic of Indonesia

**Prime Minister Shinzo Abe**  
of Japan

**President Arthur Peter Mutharika**  
of the Republic of Malawi

**President Benigno Aquino**  
of the Philippines

**President Klaus Werner Iohannis**  
of Romania

**President Paul Kagame**  
of Rwanda

**Prime Minister Stefan Löfven**  
of Sweden

**President Tabaré Vázquez**  
of Uruguay

### Corporate Champions

**Sébastien Bazin**  
Chair and CEO of AccorHotels

**Jes Staley**  
CEO of Barclays

**Ömer Koç**  
Chairman of Koç Holding<sup>2</sup>

**Dominic Barton**  
Global Managing Director of McKinsey and Company

**Bob Moritz**  
Chair of PricewaterhouseCoopers Intl. Ltd

**Jean Pascal Tricoire**  
Chair and CEO of Schneider Electric

**Rick Goings**  
Chair and CEO of Tupperware Brands

**Adam Bain**  
COO of Twitter

**Paul Polman**  
CEO of Unilever

**Vittorio Colao**  
CEO of Vodafone Group Plc

### University Champions

**John J. DeGioia**  
President of Georgetown University

**Peter Mathieson**  
President and Vice-Chancellor of The University of Hong Kong

**Paul Boyle**  
President and Vice-Chancellor of the University of Leicester

**Seiichi Matsuo**  
President of Nagoya University

**Stephen Goss**  
Pro-Vice-Chancellor of The University of Oxford

**Marco Antonio Zago**  
President of the University of São Paulo

**Frédéric Mion**  
President of Sciences Po

**Samuel L. Stanley Jr., M.D.**  
President of Stony Brook University

**Feridun Hamdullahpur**  
President and Vice-Chancellor of the University of Waterloo

**Adam Habib**  
Principal and Vice-Chancellor of the University of the Witwatersrand

<sup>2</sup> It is with sadness that Chairman Mustafa Koç passed away earlier this year

## IMPACT Universities

**HeForShe IMPACT Universities span across 8 countries on 5 continents, with a global footprint representing more than 700,000 students, and over 40,000 faculty members. They are uniquely positioned to influence and galvanize young people by shaping their minds and changing still-developing perspectives on gender. By reaching young people now, HeForShe has the ability to impact a whole generation.**

### Africa Representation

**University of the Witwatersrand (Wits)** is a world-class research university in South Africa and is renowned for its commitment to academic and research excellence. It contributes to the global knowledge economy and local transformation through the generation of high level, scarce skills and innovative research. At the forefront of a changing society, Wits is an engaged institution, dedicated to advancing the public good. There are currently 32,284 students at Wits, of which 55% are women.

<http://www.wits.ac.za/>

### Asia Representation

**The University of Hong Kong (HKU)** is the territory's oldest institute of higher learning and also an internationally recognized, research led, comprehensive university. HKU is a leading institution with strong ties across higher education internationally. There are over 28,000 students at HKU.

<http://www.hku.hk/>

**Nagoya University** is a leading national research university headquartered in the city of Nagoya, Aichi Prefecture in Japan. Its world-class research is well recognized: as of 2015, six present and former faculty members and alumni of the university have won Nobel Prizes in Physics and Chemistry. There are currently 10,187 undergraduate students and 6,252 graduate students at Nagoya University.

<http://en.nagoya-u.ac.jp/>

### South America Representation

**University of São Paulo (USP)** is the major higher education institution of Brazil responsible for educating a large part of Brazilian Masters and Ph.D. students. The University of São Paulo has almost 90,000 students including 56,000 undergraduates. It has 9 campuses throughout the state of São Paulo.

<http://www5.usp.br/>

### Europe Representation

**The University of Leicester** is a public research institution based in Leicester, England. It has established itself as a leading research-led university and is the only university to have won a Times Higher Education award in seven consecutive years. A large proportion of undergraduates are the first in their families to attend university. The University of Leicester currently has 23,000 students.

<http://www.le.ac.uk/>

**The University of Oxford** is a collegiate university, consisting of the central university and 38 self-governing colleges. It is one of the world's oldest universities, and consistently appears among the top three universities in the world, as measured by its peers. The University of Oxford had 22,348 students as of December 2014, of which 45% are female. The University of Oxford has over 11,000 members of staff. 27% percent of academic staff are female, as are 45% of researchers – a combined total of 40%. 22% percent of professorial staff are female.

<http://www.ox.ac.uk/>

**Sciences Po** is an international research university, ranking among the finest institutions in the fields of Humanities and Social Sciences. It stands out for combining approaches and confronting different worldviews. Sciences Po recruits its 13,000 students on the basis of academic excellence, and it was also one of the first institutions of higher learning to fully assume its social responsibilities by promoting intellectual, geographic and social diversity in its student body. Open to all talents, Sciences Po recruits students from almost 150 countries around the world and provides financial support to nearly 30% of its student body.

<http://www.sciencespo.fr/en>

### North America Representation

**Stony Brook University** is a doctoral-granting research institution and a member of the prestigious Association of American Universities. Located on the North Shore of Long Island in New York, Stony Brook has a student population of 25,272, and is one of four university centers in the State University of New York (SUNY) system. Through its Center for the Study of Men and Masculinities, Stony Brook has established an international reputation for advancing what is also the HeForShe mission: engaging men to support women's equality.

<http://www.stonybrook.edu/>

**University of Waterloo** is Canada's top innovation university. With more than 36,000 students they are home to the world's largest co-operative education system of its kind. Their unmatched entrepreneurial culture, combined with an intensive focus on research, powers one of the top innovation hubs in the world.

<https://uwaterloo.ca/>

**Georgetown University**, established in 1789 is the United States' oldest Catholic and Jesuit University. Drawing upon this legacy, Georgetown provides students with a world-class learning experience focused on educating the whole person through exposure to different faiths, cultures and beliefs. With its Jesuit values and location in Washington, D.C., Georgetown offers students a distinct opportunity to learn, experience and understand more about the world.

<http://www.georgetown.edu/>

# IMPACT

## Baseline commitments across the group

**IMPACT 10x10x10 engages university leaders to accelerate the achievement of 'Planet 50-50 by 2030'<sup>3</sup> in their field through the implementation of dynamic commitments. In order to achieve a gender equal world, we know that we need to cultivate campus environments where students, faculty, and staff of all genders can thrive. Each IMPACT Champion demonstrates excellence and channels its expertise and knowledge resources to accelerate UN Women's efforts to achieve gender equality. IMPACT Champion commitments translate into actions that meaningfully change the structure and culture of academia, for students, faculty and staff.**

University Champions made three baseline commitments:

- 1** Implement gender sensitization education for students, faculty and staff: IMPACT Universities commit to providing a gender sensitization curriculum for all new students, faculty and staff, as well as a "refresher" course for existing community-members.
- 2** Develop programs to address gender-based violence on campus: Gender-based violence remains a serious issue at universities across the world; showing leadership on this issue, IMPACT Universities commit to actively creating campuses that are safe for all students.
- 3** Champion IMPACT 10x10x10 from the top: IMPACT Champions are required to personally lead and launch HeForShe at their university, speaking and acting as a champion for change.

In addition, each university developed three specific commitments of their own to address their barriers and priorities. These goals will dramatically accelerate the pace of change at each institution to facilitate the achievement of gender parity across key dimensions by 2020. More information on each of these commitments and the approach to measurement can be found under the university profiles from page 40.

Transparency is a pillar of IMPACT 10x10x10. Champions lead by sharing their path towards change, openly acknowledging the unique challenges they face as the pioneers of this global venture. Each Champion shares not only progress against their commitments but also key data points on the representation of women in the student and staff bodies. See "Methodology" starting on page 18 for more information on the disclosure.

To ensure effective implementation, provide transparency, and share proven practices with other leaders, IMPACT Champions agreed to publish an annual report on their progress. The HeForShe University Parity Report outlines the data and tells the story of the first year of the HeForShe IMPACT 10x10x10 University Champions. Each university has shared its personal experiences, reflecting on the ways in which HeForShe and IMPACT 10x10x10 has begun to take root and evolve its institution.

This report outlines the University Champions' progress toward reaching their individual IMPACT commitments and includes a transparent accounting of all program data. This includes standard reporting figures on staff and student composition as well as qualitative and quantitative assessments of each university's efforts towards achieving gender equality.

The report acts as a mechanism for self-reflection and collaboration, establishing a platform for dialogue and action across the academic community. Through the sharing of their data, these universities ignite a candid conversation that launches action. UN Women will continue to publish a HeForShe IMPACT University Parity Report on an annual basis to ensure transparency within the initiative and to track progress toward the goal of achieving 'Planet 50-50 by 2030'.

<sup>3</sup> 'Planet 50-50 by 2030: Step It Up for Gender Equality' is UN Women's mandate to achieve gender equality

The methodology

Transparency and reporting are cornerstones of the HeForShe movement. We must first understand the problem in order to solve it. While we hold these values at our core, we know that reporting remains uneven across the world; no single standard global method or metric exists for gender reporting in an academic setting. This report, and the methodology behind it, is our way to provide IMPACT University Champions and every academic institution with the tools necessary to establish simple and standard gender parity reporting.

By joining HeForShe, our IMPACT Champions have agreed to be transparent with their actions and share figures on gender representation within their own institutions. Their progress, which will be well documented in yearly parity reports, can serve as a guidepost to their global colleagues, leading the way with honest and open dialogue on their successes as well as the challenges they have faced. Our IMPACT Champions encounter a unique set of diverse challenges, shaped by the cultural, social, and political nuances of their disparate locations across the globe. In these differences, there is great richness for dialogue as well as opportunity to articulate what a global standard could look like.

Defining this standard across five continents and ten institutions inevitably posed a challenge, but the group collaborated to identify a set of figures that were meaningful and relevant. Five figures were chosen as a standard baseline across each university reporting, providing a holistic view of the university community—faculty and students—as well as a detailed examination of key roles. This analysis includes two figures that explore the current state of women in the student body, and three figures examining gender balance in the faculty composition. In determining a baseline that can be effectively mobilized across academic institutions, IMPACT Champions enact the need to investigate each stage in the pipeline, considering indicators and thematic analyses that address not simply the campus experience itself, but the path that leads students to an institution and the future on which they then embark. Through these analyses, we hope to provide a standard framework against which future progress can be measured, as well as a public call to action for others to follow.

Student Body

**Representation of women in undergraduate students for all full-time students.** This figure provides a starting point for the pipeline of women through academia, helping us to understand intake and subsequent drop-off. For some universities, this also provides an overall figure against which subject-specific gender-composition (e.g. the representation of women in engineering or men in education) can be benchmarked. Dramatic change has been seen here over the last fifty years, and women now make up the majority of undergraduate degree-holders in many countries<sup>4</sup>. Nevertheless, progress has been uneven and many institutions now struggle with low degree completion rates for men.

**Representation of women in graduate students for all full-time students.** This figure provides a secondary data point along the pipeline, and marks the beginning of the journey to faculty member.

Faculty Body

Universities around the world employ diverse definitions of "tenure-track positions". The IMPACT Universities have agreed to report the percentage of women in all full-time faculty positions as well as those on the tenure track.

**Representation of women in full-time faculty positions.** For this purpose, we measured the share of women in full-time teaching positions.

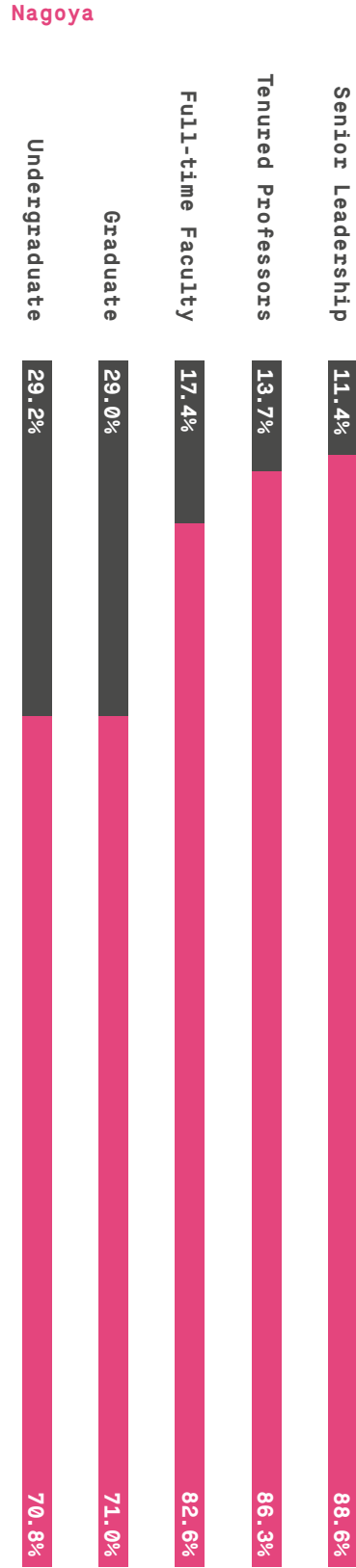
**Representation of women in tenured professor positions.** For this purpose, we measured the share of women in tenured professor roles across each university.

**Representation of women in senior leadership positions,** defined as the senior-most internal positions. The specific title or role of these positions varied by university, but they are unified in their level of seniority.

In addition to these figures, universities are measuring their own progress against the self-defined targets included in their IMPACT Commitments, which comprise both student and faculty goals.

4 OECD. (2015) Education Indicators in Focus. Paris.





# University overview of data 1/2

All figures as of 2015 academic year



Index

**Undergraduate:**  
Representation of women in undergraduate students for all full-time students.

**Graduate:**  
Representation of women in graduate students for all full-time students.

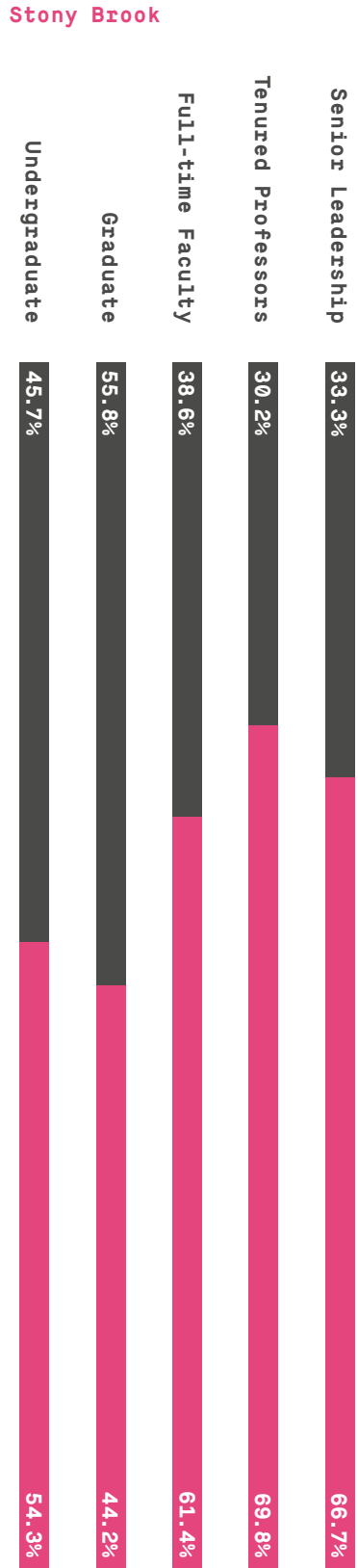
**Full-time Faculty:**  
Representation of women in full-time teaching positions.

**Tenured Professors:**  
Representation of women in tenured professor roles across each university.

**Senior Leadership:**  
Representation of women in the senior-most internal positions<sup>5</sup>.

5 IMPACT Universities have transparently shared their definitions of senior leadership in Annex 2





# University overview of data 2/2

All figures as of 2015 academic year



Index

**Undergraduate:**  
Representation of women in undergraduate students for all full-time students.

**Graduate:**  
Representation of women in graduate students for all full-time students.

**Full-time Faculty:**  
Representation of women in full-time teaching positions.

**Tenured Professors:**  
Representation of women in tenured professor roles across each university.

**Senior Leadership:**  
Representation of women in the senior-most internal positions.

## The HeForShe approach

### Universities and the Economy

**Universities play a major role not only as vital institutions in today's society but from an economic standpoint, they provide the foundation on which a student's academic knowledge and career is shaped. Effectively universities act as wholesalers providing corporations and governments with a pipeline of talent. Research indicates that educational attainment has multiple economic benefits such as higher incomes, higher quality jobs, and greater opportunities for economic development as well as improvements in overall quality of life<sup>6</sup>. In this context, the importance of a university's environment on a foundation of gender equality is an important groundwork to build upon.**

In today's job market, the under representation of women in areas such as senior leadership is a highly debated topic. Research suggests that university courses which give rise to low paying jobs have a high proportion of women. Inversely, university courses, which result in higher paying jobs, see a much lower proportion of women<sup>7</sup>. Early theories indicate that men tend to place more value on financial benefits when selecting their courses whereas women place a higher importance on non-financial aspects such as what the social impact of their choice might be. Addressing parity at a university level means that all genders have the freedom to pursue their choice of career with the expectation of receiving equal pay in comparison to a counterpart.

# APP

### Universities and Culture

As a result of the ambitious commitments made by the University IMPACT Champions, the changes being implemented will begin to have a profound effect on their local cultures and surrounding communities, creating opportunities for greater collaboration and fostering closer relationships. In advancing the agenda for gender equality and the goal of reaching parity, universities will begin to establish new cultural norms.

Universities are known as generators and transferors of knowledge. Many institutions have research hubs and have made remarkable advances in their fields. The dissemination of this knowledge to society plays an integral role in furthering growth and the pursuit of socio-economic goals.

Within the IMPACT University cohort itself, we have created borderless partnerships which have flourished in a way that has enabled the improvement of lives all over the world.

# RO

# ACH

<sup>6</sup> The World Bank. (2015) Education Quality and Economic Growth. Washington, D.C.

<sup>7</sup> The World Bank. (2012) World Development Report 2012: Gender Equality and Development. Washington, D.C.

## Letter from the IMPACT University Presidents

Universities have a unique role to play—as educators, employers, and knowledge centers—in achieving gender equality. With more than half of the world’s population under 30 and university graduation rate rising, universities have an unprecedented opportunity to serve as engines for change. With greater access to information, technology, education and training, youth today are better positioned than any generation before them. As educators, we must make an investment in our students, and empower them to change the world.

While we have been making positive strides to diversify our student body populations, this change has not always translated to our faculty and staff composition. We still have work to do to ensure all genders are equally represented in our classrooms, lecture halls, departments and in positions of leadership in academia.

We are proud of the role we play in society as we guide students, shaping their minds and their futures. We see achieving gender equality as a new equation for academia to crack, and are excited about showcasing our work and documenting our progress.

Our universities are located across eight countries, representing thousands of faculty, staff, and almost half a million students around the world; we have a unique opportunity to catalyse change at a truly global scale. Together we are deeply committed to equality, but we recognize that for each one of us, there is a journey ahead. We cannot wait until we are perfect. We stand here today, as an example of what can be accomplished when academic institutions come to the table to make equality a reality for every single student. Gender diversity is quite simply a necessity for academic success.

While we are proud to lead on these issues, the most important role we can play is to rally and empower our students as agents of change. We need to embrace both young people’s potential to change the world and our own role in shaping gender roles and behaviors at our institutions. As with any global movement, transparency is key. This parity report is an honest assessment of our first year as HeForShe IMPACT Champions, including the successes, accomplishments and challenges we have faced along the way. Each one of us has taken steps forward this year, and made progress in activating our students, along with our faculty and staff, as leaders on this issue.

We joined HeForShe to accelerate the attainment of equality in our lifetimes. This is our movement. The time is now to bring transformational change to every life across the globe. With the progress we have seen in just one short year, imagine what we could do if every university committed to achieve equality?

Our experience shows us that reaching equality is a journey. We are honored to be a part of HeForShe and are committed to the cause, eager to learn, and open to change. We look forward to standing with you, side-by-side, to create an equal world for all. Together, we can make it a reality.



## 2. Transformational HeForShe commitments

## Transformational change from the top

Our University IMPACT Champions have set off a chain reaction on a truly global scale. They are closing the gender gap within their institutions in both directions<sup>8</sup>, they are increasing female representation at senior levels, they are building centers of excellence that drive the advancement of gender equality worldwide, they are redesigning more relevant curriculums ensuring gender sensitization of every student and faculty member that walks through their doors, and they are tackling controversial topics such as gender based violence. As subject matter experts in their work, they have created the testing grounds for problem solving and creative solutions as outlined below:

# Transformative commitments to close the gender gap in administration by 2020

### The case for change

Globally women remain acutely underrepresented at a 20:1 ratio by their male counterparts when it comes to top administrative positions and face numerous challenges on their journey upwards. Although women make up a larger proportion of higher education educators than men, only a handful reaches senior roles<sup>9</sup>. Gender equality in administration allows key decision makers to develop stronger gender-responsive policies and to mainstream this priority throughout all levels of management. IMPACT Universities are addressing this topic as one of their three HeForShe IMPACT commitments and are already seeing changes take place.

**1 Achieving gender parity in academia**  
**IMPACT in Action: University of Leicester**  
Addressing the lack of women in leadership and faculty positions, the University of Leicester will aim to increase the representation of women in leadership and faculty positions, to achieve 30% representation of women in professorships by 2020 (1.5% per annum increase).

**2 Champion parity within The University of Hong Kong and across the HK8 alliance**  
**IMPACT in Action: The University of Hong Kong**  
The University of Hong Kong will treble the proportion of women in Dean-level positions from 8.6% to 26% by 2020, actively addressing the issue on their own campus, and, through their President's leadership role on the HK8, challenging universities across Hong Kong to do the same. HKU will reform its own policies to accelerate progress towards parity, with changes including annual reporting on parity, and the requirement that all candidate short-lists include at least one woman.

**3 Drive parity from the top, increasing the representation of women in leadership positions to 20% by 2020**  
**IMPACT in Action: Nagoya University**  
To achieve a 75% increase from today, Nagoya's creative approach to supporting female faculty members has already paid dividends; their women-only positions in natural science subjects have increased the representation of women in these roles by 60%. Using this success as a platform for parity, Nagoya will scale and strengthen female-only roles, create dedicated programs for female PhD students, and mentoring programs.

**4 Reach 40% representation of both genders in administrative and senior leadership positions by 2020**  
**IMPACT in Action: Sciences Po**  
Sciences Po will reach 40% representation of both genders across administrative and senior leadership positions by 2020 currently from 35%, including 40% of Fondation nationale des sciences politiques Board seats held by women. Whilst thoroughly reviewing recruitment procedures, Sciences Po will also proactively identify female candidates, distribute female expert lists, and work with professional women's networks to identify candidates. Until 2020, Sciences Po will annually report on the representation of women in these positions.

**5 Achieve one-third representation of women across all university senior leadership roles by 2020**  
**IMPACT in Action: The University of Oxford**  
Evidence from the UK's 30% Club suggests that 30% is a critical tipping point with respect to the representation of women<sup>10</sup>. With this in mind, The University of Oxford approved a suite of gender equality targets in 2014, including 30% representation of women in professorial roles, a bold increase from the 22% in 2015. As part of their commitment to HeForShe, The University of Oxford will extend the 30% aspiration across university leaders, to reach this threshold in all leadership and governance roles by 2020, including the senior management team and university decision-making bodies. The University of Oxford will also engage students to drive towards parity, working closely with Oxford University Student Union (OUSU) to improve the share of women in student leadership roles by expanding the OUSU Women's Leadership Development programs, and supporting the pilot Women's Mentoring Scheme.

**6 Enhance female faculty representation to drive towards parity in the future**  
**IMPACT in Action: University of Waterloo**  
To kick-start change, the University of Waterloo commits to reach a faculty composition of 30% women by 2020 (an average of half a percent annual increase) currently from 28%. The University of Waterloo will champion three initiatives to increase the representation of women: a comprehensive review of selection and recruitment hiring practices, unconscious bias training, and the creation of career opportunities for high-potential women.

**7 Increase the representation of women staff in the context of South Africa's complex 'dual diversity' mandate**  
**IMPACT in Action: University of the Witwatersrand (Wits)**  
Wits' staff composition reflects apartheid's racialized and gendered legacy; one recent study noted that there are only 28 female black South African professors across the whole country. In this context, Wits has reached an impressive overall faculty complement of 54% women, but women remain under-represented in leadership—31% of the executive management team, 25% of the heads of school, and 27% of professors are women. Wits will increase the representation of women in heads of school roles from 22% to 32% by 2019; increase the representation of women in professorships from 27% to 30% by 2019; and ensure gender parity in the executive management team by 2019.

<sup>8</sup> <http://www.heforshe.org/en/impact/paul-boyle>

<sup>9</sup> UNESCO. (2015) Gender and EFA 2000-2015: Achievements and Challenges. Paris.

<sup>10</sup> <http://30percentclub.org/>

Transformational change  
from the top

The case for change

Women’s participation in higher education is less than 50% in developing countries, and although women outnumber men in graduate enrollment in some developed countries, there is a significant gender gap in the field of study men and women choose at this level. On average, women are a vast majority in areas such as social sciences and humanities but a minority in science and technology. In Organization for Economic Cooperation and Development (OECD) countries, at bachelor’s level, women represent 66% in humanities and a mere 31% in science<sup>11</sup>. The field of study men and women choose to select determines their careers paths, levels of income, and their roles in society. The gender disparity within the fields of study highlights that it is not only important to give women and girls access to education, but it is equally important to break stereotypes around the type of education men and women should pursue.

**1 IMPACT in Action: University of Leicester**  
Close the gap between men and women in key academic and career areas, in both directions. The University of Leicester is dedicated to reshaping the notion of gendered subjects. Taking a true ‘HeForShe’ approach, the University has identified the six disciplines with the largest disparity between male and female enrollment and has committed to closing this gap, stepping towards gender parity each year; the University will support men to pursue psychology, as well as women passionate about engineering.

**2 IMPACT in Action: Sciences Po**  
Reach 40% representation of both genders in academic by 2020. Sciences Po is committed to driving gender equality in both directions, committing to a series of bold targets that will make important progress towards parity. Sciences Po will reach 40% representation of both genders across academic by 2020 with annual reporting against these targets.

**3 IMPACT in Action: Stony Brook University**  
Close the gap between men and women—from matriculation to graduation by 2020. Stony Brook’s graduation rate has risen more than 10% in the past decade, but a gender divide has emerged. Women graduate at a rate nearly 15 percentage points higher than their male counterparts. At the same time, men represent 56.6% of each incoming freshman class. Stony Brook, a public university, is committed to closing the gap at both ends, reaching parity as students enter as freshmen, and graduate as seniors, with the overarching goal to reach a 60% four-year graduation rate by 2018. A series of focus groups with male students has recently been completed, and Stony Brook will introduce tailored programs to understand and address key barriers for men. The university is making a commitment to increase the representation of women in each freshman class by at least 6%. The Center for the Study of Men and Masculinities at Stony Brook will share best practices and model initiatives with campuses in the State University of New York (SUNY) system and beyond, working with universities across the country to address these challenges.

**4 IMPACT in Action: University of Waterloo**  
Boost girls’ participation in Science, Technology, Engineering and Math (STEM) experiences to build future female leaders. To reach gender parity in STEM, we need to engage women and girls as young students. The University of Waterloo will build upon its existing expertise, scaling targeted outreach programming for young girls and women to build the pipeline for future success. Focusing on the most gender-disparate STEM experiences, the university commits to boost female enrollment in these programs to 33% by 2020 by expanding the scope of current programs and developing a number of targeted new initiatives.

Transformative  
commitments to  
close the gender  
gap in academia  
by 2020

11 OECD. (2015) Education Indicators in Focus. Paris.



## Transformational change from the top

# Transformative commitments to end violence on campus

### The case for change

1 in 3 women worldwide experience some form of physical or sexual violence in their lifetime<sup>12</sup>. In the United States alone, 23% of female college students experience unwanted sexual contact<sup>13</sup>. This statistic vastly underrepresents the number of actual cases, as many victims choose to remain silent due to shame, guilt or fear. Men and boys in particular, are unlikely to report an assault to authorities. Violence prevents students from exercising their right to a safe and quality education. Research demonstrates that victims of violence are likely to suffer from a range of physical, emotional, and psychological consequences. These include depression, sexual transmitted diseases, and attempted suicide. Students are also likely to see a negative impact in academia, affecting future economic opportunities. Universities should be a safe environment for students' growth and the IMPACT University cohort is collectively tackling gender-based violence as a critical priority.

**1 IMPACT in Action: The University of Oxford**  
Engage the whole community—from app developers to sports teams—to holistically address campus violence and enforce zero tolerance. The University of Oxford will work closely with a range of groups to develop a comprehensive response that aims to provide education, prevent violence, and enhance support for victims. In partnership with Oxford University Student Union (OUSU), The University of Oxford will expand Sexual Consent Workshops to reach all students, making them a compulsory part of undergraduate orientation, and available to all graduate students. Working with OUSU and the organization, 'Code4Rights' Oxford will create a First Response mobile phone app. Additionally, the University will work closely with the Student Union and student leaders to challenge harassment in sport through an original zero-tolerance accreditation scheme. These new initiatives will build upon existing innovative programs, including the 'Good Lad' workshops, which have reached nearly 700 men in Oxford sports teams and societies. The 'Good Lad' campaign promotes 'positive masculinity', through scenario-focused workshops that address issues including consent, peer pressure, banter, social capital, power and responsibility.

**2 IMPACT in Action: University of São Paulo**  
Establish and implement a zero-tolerance to violence policy to address and prevent violence against women on the USP campus. USP will develop a holistic strategy to address violence against women, with programs and interventions that begin on students' first day on campus and run until their graduation. The university will institute a zero tolerance to violence policy, bolster its support to victims and implement a suite of interventions to address the attitudes and culture that enable assault and rape to happen on campus. The full program will be announced in the first semester of 2016. USP will also collaborate with other academic institutions, calling on others to end campus-gender based violence. USP has already invited the University of Buenos Aires and Autonomous University of Mexico

(together representing 850,000 students) to take part in a joint campaign addressing violence against women on university campuses: the universities will implement a common orientation curriculum for first year students that aims to replace risky traditions with new, positive norms. In the second semester of 2016, USP will host a conference for the ten IMPACT champions, providing an opportunity to share best practices, discuss innovative solutions, and report-out on preliminary progress on addressing violence against women.

**3 IMPACT in Action: University of the Witwatersrand**  
Develop a comprehensive system to report, predict, prevent, and address gender-based harm on Wits' campus. We need a comprehensive and robust system to address the problem of campus-based violence and gender harm. Wits is taking an innovative approach, creating a standalone Gender Equity Office that will: encourage reporting on gender-harm complaints, aiming to drive up the number of reported cases in the first year; continually analyze complaints; annually publish a report on campus trends and incidents to inform and improve preventative measures; provide dedicated support to complainants and victims of gender-based harm; and adjudicate complaints using a gender-sensitive disciplinary procedure.

**4 IMPACT in Action: Georgetown University**  
Strengthen Georgetown's commitment to a respectful, safe campus for all community members | In recent months, the issue of sexual assault on college and university campuses has been at the forefront of the national dialogue. Georgetown has engaged deeply in these issues for many years – from being one of the nation's first institutions to hire a full-time sexual assault coordinator in 1997 to the establishment of Georgetown's Sexual Assault Working Group more than a decade ago. In 2015, Georgetown launched a new program to build upon its existing curriculum: 'RESPECT: Preventing Discrimination, Harassment, and Sexual Misconduct'. RESPECT provides the tools to recognize and report discrimination, harassment, and sexual misconduct. More than 96% of current faculty and staff have completed the RESPECT training to date and, as part of the university's ongoing work in this area, Georgetown is working steadily to increase completion rates (with a goal of 100 percent completion), including requiring completion by new faculty and staff within 30 days of employment.

<sup>12</sup> United Nations. (2015) The World's Women 2015. New York.

<sup>13</sup> Association of American Universities. (2015) Report on the AAU Campus Climate Survey on Sexual Assault and Sexual Misconduct. Washington, D.C.

## Transformational change from the top

### The case for change

Achieving gender equality is a priority for everyone and innovative research in this area can provide the critical thinking skills and tools needed to realize this vision. With three centers of excellence crossing disciplinary boundaries IMPACT universities are spearheading transformative research on gender that has the potential to create real-world impact.

**1 IMPACT in Action: Stony Brook University** Stony Brook University's Center for the Study of Men and Masculinities, will build a global understanding of the role for men in achieving gender equality. Stony Brook University's Center for the Study of Men and Masculinities, a one-of-a kind institution in the US, is redefining masculinity as we know it today and making gender equality and HeForShe a mainstream initiative across the SUNY network, with the potential to impact almost half a million students in the network's 64 institutions. In 2016, Stony Brook hosted a SUNY-wide HeForShe conference to work with all SUNY campuses to develop programs to increase gender equality and engage men.

**2 IMPACT in Action: Nagoya University** Build a 'Center for Gender Equality' to serve as the home for the gender equality movement. As the first Japanese university to establish a university-wide committee and an exclusive office to promote gender equality, Nagoya University is a nationwide leader in this area. Nagoya will remain at the cutting edge by creating a Center for Gender Equality on its own campus. The Center will enhance the visibility of our commitment to the HeForShe movement and serve as an international hub for gender research and education. Slated to open in 2017, the Center for Gender Equality will serve as a hub for gender equality in Japan, driving campus, city-and country-wide change.


**3 IMPACT in Action: Georgetown University** Advance the role of women globally through the Georgetown Institute for Women, Peace and Security. Georgetown seeks to strengthen the implementation of UN SCR 1325 through evidence-based research and analysis. With the recent creation of the Institute for Women, Peace and Security, Georgetown will contribute to further the role of women in all areas of peacebuilding—from prevention and the protection of women from sexual violence in conflict to participation in negotiations, refugee assistance and post conflict recovery. In the coming year, the Institute will unveil a state-of-the-art repository of key articles and studies documenting significant issues and best practices; promote a new seminal study on women's political participation in ameliorating conflict and contributing to sustainable peace, which launched in September 2015 and expand its international consortium which brings together practitioners and academics.

An abstract graphic featuring overlapping circles and a dotted pattern. A large dark grey circle is at the top, partially overlapping a white circle. Below these, a large red circle is partially covered by a dark grey circle. The bottom half of the image has a red background with a white dotted pattern. The text 'Transformative commitments to create centers of excellence' is overlaid in a light grey, sans-serif font.

Transformative  
commitments to  
create centers  
of excellence



### 3. Implementing HeForShe commitments

A black and white portrait of John J. DeGioia, President of Georgetown University. He is shown from the chest up, wearing a dark suit jacket, a white shirt, and a patterned tie. He is looking slightly to the right of the camera with a neutral expression. The background is dark and out of focus.

**John J. DeGioia**  
President  
Georgetown University

Universities have the unique capacity—and responsibility—both to model a commitment to gender equality within our own campus communities and to contribute to the movement globally through research and public discourse. Georgetown University is proud to support the work of HeForShe to empower women and girls, and to create conditions for equality, human dignity, and flourishing worldwide.

**Jonathan Dromgoole**  
Student  
School of Foreign Service  
Georgetown University

We have been able to put a man on the moon and eradicate diseases, yet we can't grant women the same rights as men? Why is it that the global community continues to systematically ignore the humanity of women at a time when gender equality is vital to our global economy and security? I am proud to attend an institution that understands the important role that women play on the international stage, but more importantly in our own community on the Hilltop.

We understand the important role that women, and all gender identities, play in every facet of society. We hope to continuously engage with the Georgetown University community to ensure that we no longer need to talk about women's rights and gender equality—not because they are not important, but because they become the status quo.

As an advocate for human rights, and a feminist, Georgetown's commitment to gender equality and the HeForShe movement illustrates the university's understanding of the importance of inclusivity, embodying the Jesuit value of women and men for others. As one of the ten IMPACT universities in the HeForShe movement, Georgetown University is unique in the sense that this is truly a community initiative. Having a strong youth presence not only provides a fresh perspective to our prestigious institution, but also adds a sense of accountability to the commitments Georgetown has made. For all the studies done about millennials, one thing is certain: we are a driven generation that likes to hold our leaders accountable.

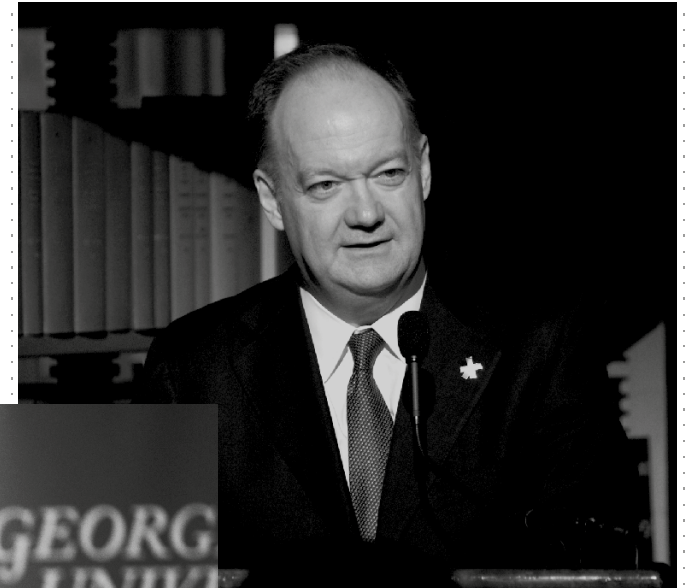


GEORGETOWN UNIVERSITY

## Progress towards commitments



**Georgetown University has a long-held commitment to gender equality and seeks to create conditions in which every individual can thrive. This work is never done. In strengthening our commitment this year, we were proud to join HeForShe, the UN Women Solidarity Movement for Gender Equality, and see our President, John J. DeGioia, recognized as an IMPACT Champion. His leadership demonstrates the university's conviction that change will happen through the engagement and work of both women and men.**



Georgetown University has made numerous contributions to the movement for gender equality through education, public dialogue, learning opportunities, and professional development workshops. We launched HeForShe on Georgetown's campus during our inaugural Gender Justice Week, hosted in February, featuring our official HeForShe launch event with Phumzile Mlambo-Ngcuka, UN Under-Secretary-General and Executive Director of UN Women. We were also proud to sponsor a book event with Ambassador Melanne Verwee and Lois Romano of The Washington Post, highlighting Ambassador Verwee's latest book "Fast Forward: How Women Can Achieve Power and Purpose." That same week, we were honored to host a delegation of 19 students, faculty, and staff from fellow IMPACT Champion School Nagoya University, for a conversation on women's leadership and networking. The panel discussion highlighted the work of the Georgetown Institute for Women, Peace and Security, the Women's Center, the Georgetown Women's Alliance, and our academic work. Mrs. Nobuko Sasae, wife of Kenichiro Sasae, Japanese Ambassador to the United States, offered remarks, and the collaborative opportunity fostered excellent conversation and deeper creative partnership between Georgetown and Nagoya.





**Advance the role of women globally through the Georgetown Institute for Women, Peace and Security.** We continue our work with UN Women to advance the role of women globally through the Georgetown Institute for Women, Peace and Security (GIWPS). To date, we have convened opportunities for dialogue and learning with members of our university community and leaders in the movement for gender equality. For example, the Institute brought world leaders to campus, including the President of Kosovo and former Presidents of Ireland and Finland, to discuss women’s key role in political participation in peace processes and how women are acting as key agents in addressing climate change. These events marked the release of two major research publications, “Women Leading Peace: A close examination of women’s political participation in peace processes in Northern Ireland, Guatemala, Kenya,



As we seek to expand upon our commitments, we are encouraged that 188 members of our community, including men in senior leadership positions spanning Human Resources to Athletics, expressed a desire to remain engaged and an interest in receiving regular updates about Georgetown’s HeForShe efforts moving forward. At the launch, Georgetown’s HeForShe team solicited interest in the formation of a formal HeForShe coalition of students, faculty, and staff committed to enhancing and expanding our commitments. Currently, 23 students have pledged a commitment to the coalition, and the group of students, together with senior leaders, is brainstorming how to enhance engagement with men on campus and globally.

In this first year as a HeForShe IMPACT Champion, we are pleased to report early progress on each of our commitments.

and the Philippines” and “Women and Climate Change: Impact and Agency in Human Rights, Security, and Economic Development.” In addition, we hosted Chelsea Clinton for a conversation with GIWPS Executive Director, Ambassador Melanne Vermeer, on the progress made on women’s rights in the past 20 years and continuing barriers to gender equality. Most recently in February, we hosted a series of events with senior United Nations leaders and prominent activists for gender justice around the world, including UN Special Representative on Sexual Violence Zainab Hawa Bangura, New York Times reporter Alissa Rubin, and actress and activist Ashley Judd.

The Institute engages the community through a variety of events and forums on campus from keynote addresses to academic roundtables. Large events featuring prominent speakers draw an average audience of 500; midsize panel events have an average attendance of 100 to 200; whereas small roundtables feature 20 to 40 participants for a deep-dive on a particular subject area.

We hope to continuously engage with the Georgetown University community to ensure that we no longer need to talk about women’s rights and gender equality—not because they are not important, but because they become the status quo.

In addition to members of the Georgetown community, the typical audience is comprised of United States government officials, members of the diplomatic community and non-governmental organizations, as well as leaders in academia and business.

IWPS and MSB will conduct an analysis of this program as a viable approach to creating sustainable economic opportunity for women in post-conflict societies through an innovative business investment. Ambassador Melanne Vermeer, Professor Ed Soule (Associate Professor in the McDonough School of Business) and Professor Catherine Tinsley (Professor of Management and Executive Director, Georgetown University Women’s Leadership Institute) will serve as Co-Principal Investigators.

The Institute engages the community through a variety of ways. Additionally, the Institute has a vibrant presence on social media with 2,498 “likes” on Facebook and 3,507 followers on Twitter. Since August 2014, there has been a 270% increase of Facebook

“likes” and a 174% increase of Twitter followers. The Institute also sends a monthly newsletter entitled “WomenPeaceWire” that reaches almost 2000 people in close to 100 countries.

**Strengthen Georgetown’s commitment to being a respectful, safe campus for all community members.** The university also continues our long-held commitment to making our campuses respectful, safe places for all of our community members. This work is ongoing and has our most serious and constant attention. In addition to educational and awareness programs for our students, we run the faculty and staff program, “RESPECT Training: Preventing Discrimination, Harassment, and Sexual Misconduct,” which, to date, has over a 98% completion rate, including completion by newly hired faculty and staff. This training provides our faculty and staff with valuable information about what is discrimination, harassment, and sexual misconduct and their roles, rights, and responsibilities.



In January 2016, Georgetown University administered the first climate survey on sexual assault and sexual misconduct to over 15,000 undergraduate, graduate and professional students. The goals of the survey were to assess the incidence, prevalence and characteristics of sexual assault and misconduct on campus; assess students' knowledge of resources available to victims and perceived reactions to an incident of sexual assault or misconduct; and compare our results to other institutions of higher education and national trends. The University undertook a robust marketing and communications campaign to inform students and encourage participation in the survey.

Materials were prominently displayed across campus to advertise the survey. President DeGioia and Rosemary Kilkenny, Vice-President for Institutional Diversity and Equity, sent weekly reminder notices to students and incentives were provided to get their attention to entice them to take the survey.

We achieved a participation rate of 51% of students and 44% of those respondents were men. 62% of undergraduate students and 42% of graduate/professional students took the survey. There was also noticeable racial and ethnic diversity among the students who took the survey, as well as substantial participation of students across Georgetown's various schools and campuses. All of the various offices whose representatives work with students were briefed on the findings. Survey results were announced and published along with action steps that the university steps is taking in fall 2016. These include the establishment of a taskforce, which will oversee focus groups, a resource awareness campaign, and targeted efforts on bystander intervention.

In order to encourage all remaining faculty and staff to take the on-line training course, "Respect: Preventing Discrimination, Harassment and Sexual Misconduct," reminders will be sent periodically until we achieve 100% completion.

In recent months, the issue of sexual assault on college and university campuses has been at the forefront of the national dialogue. Georgetown has engaged deeply in these issues for many years – from being one of the nation's first institutions to hire a full-time sexual assault coordinator in 1997 to the establishment of Georgetown's Sexual Assault Working Group more than a decade ago. Our recent launch of the University's first climate survey on sexual assault and sexual misconduct in January 2016, has yielded results that will help us ensure a safe academic and work environment for all members of our community.

**Use the new Georgetown Women's Alliance to create a culture where women thrive.** We are excited to support the new Georgetown Women's Alliance (GWA) to create a culture where women thrive. GWA members and their partners across the university provide regular opportunities for dialogue among both women and men on workplace and gender issues, as well as professional development opportunities. GWA's affiliates are groups that are part of Georgetown's diverse community whose goals include helping women develop personally and professionally and addressing gender justice.

GWA harnesses and amplifies their work and facilitates collaboration. GWA held a kick-off event on January 28, 2015, with the goal of identifying interested members of our community and collecting initial data about how GWA can serve them. The data will be used to inform future GWA activities. Approximately 150 people attended the launch and participated in an exercise that allowed them to specifically identify their primary interests and ways that GWA can meet those interests. To date, over 1200 members have joined GWA and have provided basic information about their role at Georgetown and their interests for GWA. The group is almost evenly split between staff/faculty and students.

In terms of interests, social/networking garnered the most interest, followed by mentoring and skills training.

This launch data is shaping GWA's goals and priorities and provides a baseline against which we can measure the impact of GWA's work going forward.

The work of GWA's affiliates also independently advances the goal of gender parity. For example Georgetown Women in Medicine, an affiliate within the GWA, has launched the "100 Current Women Professors Initiative," to augment their work to support women faculty's career advancement through recognition, mentorship, and promotion.

Specifically, this initiative seeks to assist our School of Medicine and Hospital women faculty who have held the rank of Associate Professors for five or more years to submit portfolios for promotion to Full Professor—and to more broadly honor and pay tribute to the 100 current women professors in medicine. We look forward to continuing this work and building upon it for a deeper understanding of how each of us can fulfill our responsibility to be an agent of change for women, both on our campuses and around the world.

## Spotlight on innovation

**Georgetown is supporting a unique university-corporate project. GIWPS has partnered with Georgetown's McDonough School of Business (MSB) to complete an independent study requested by designer Kate Spade. The company's executives launched an initiative called "on purpose," establishing an employee-owned factory in Rwanda to produce some of the brand's accessories.**



Georgetown's GIWPS and MSB will conduct an analysis of this program as a viable approach to creating sustainable economic opportunity for women in post-conflict societies through an innovative business investment. This collaboration exemplifies our belief that universities are uniquely positioned to conduct research in partnership with corporations, governments, and others to evaluate the impact of their work to advance gender parity.

**Peter Mathieson**  
President and Vice-Chancellor  
The University of Hong Kong



HeForShe has made a good start at HKU, in Hong Kong more widely, and in universities worldwide. However, we have only scratched the surface of a complex and deep-rooted problem. We need culture change, system change, sustainable long-term policy change and the shared commitment to truly make a difference. I will continue to do my best to contribute.



**Peter Mathieson**  
President and Vice-Chancellor  
The University of Hong Kong

I am honored to be one of the ten university presidents from around the world to join the inaugural HeForShe IMPACT 10x10x10 cohort. At The University of Hong Kong, HeForShe is recognized, discussed, commented upon, sometimes criticized, but never ignored. This is a victory in itself.

The idea of gender equality has become associated with our university, with the simple act of wearing HeForShe lapel pins and including HeForShe and gender equality in public speeches around Hong Kong. In our first year, we have been focused on turning words into actions and intentions into outcomes. In year two, we hope to drive the engagement of students in our university's efforts. The future is theirs and they will benefit from the change HeForShe is working to enact. We welcome our students' energy, creativity, and drive.

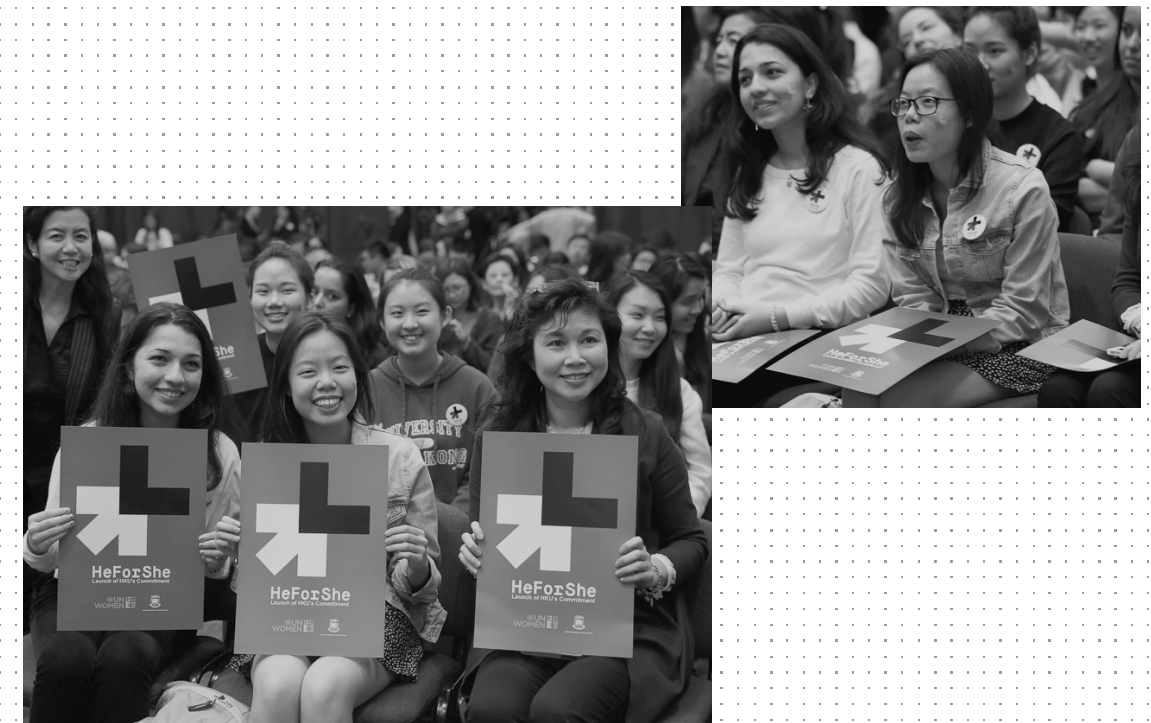
Personally, I am impatient for change. I hope to see rapid progress on this issue. When discussing HeForShe, I generally receive reactions ranging from enthusiastic support to cynical dismissal, with many in the middle looking to be activated. This middle group is a target for our work, as we provide them with information, support and encouragement so they can be mobilized to join our efforts and ultimately become HeForShe.



## Progress towards commitments

On April 10, 2015, The University of Hong Kong was proud to be the first university in the world to launch HeForShe on campus. Now, eight months later, Hong Kong University is proud to report that the two most recent appointments to the university's senior leadership team, the interim Vice-President for Academic Staffing and Resources and the new associate Vice-President for research, are both female.

These appointments contributed towards changing the female percentage of the senior team from 9% to 25% and exemplify the tangible actions that bring us one step closer to a gender-equal world. Moreover, in a landmark moment, HKU appointed its first-ever female full Professor of Engineering. As HKU has pursued vital work in this vein during year one, major successes have been met, particularly with regards to awareness raising and partnership building.



## Launch gender sensitization training to reach all faculty members and students by 2021



We have held several high-profile events at HKU, some focused on or led by students, others facilitated by staff. President Mathieson has been invited to participate in a number of major public events in Hong Kong on the subject of gender equity. Male leaders engaging on issues of gender equity, the core idea behind HeForShe is newly prominent in the Hong Kong discourse and we look forward to strengthening these conversations in the years ahead. Plans for universal gender sensitization training are equally being implemented.

### Make gender equality a higher education priority across the world.

It was the shocking statistic on the gender balance at the senior leadership level in the eight government-funded higher education institutions (HEIs) in Hong Kong – when surveyed in mid-2014 there were 110 posts at Dean level in these 8 institutions and only 8 [7.3%] were held by women, data from Dr Sarah Aiston – that headlined The University of Hong Kong's launch and drives the institution's determination to lead the HeForShe movement by galvanizing others in our field to similar action. The University of Hong Kong is a member of two major international alliances of research-intensive universities, Universitas 21 (U21) and the Association of Pacific Rim Universities (APRU). At the U21 Presidents' meeting in Chile in May and the APRU Presidents' meeting in Japan in June, President Mathieson presented HeForShe and invited both networks to commit to the movement. We were delighted when both agreed to do so. Actions such as these increase the awareness, participation, and geographical spread of HeForShe while bringing many top universities into the conversation to create true impact.

**Champion parity within The University of Hong Kong and across the HK8 alliance.** Pursuing long-term partnerships on the topic of gender equality has included a pervasive local component, in addition to the global push emanating from HKU's leadership in the alliances mentioned above. Locally, President Mathieson is the current head of the Heads of Universities Committee, which comprises the Presidents of the eight government-funded HEIs. President Mathieson has presented HeForShe to this group and invited his colleagues to contribute to the movement by investing in further research by Dr. Sarah Aiston to understand the issues of gender in Hong Kong's public universities. The University of Hong Kong is thrilled to report that at the close of the first year of championing HeForShe to HEIs, the majority have taken action.



The University of Hong Kong is thrilled to report that at the close of the first year of championing HeForShe to HEIs, the majority have taken action.





**Paul Boyle**  
President and Vice-Chancellor  
University of Leicester

Our launch event, marking the inaugural HeForShe #GetFree University Tour in September 2015 was a great start. We were delighted to welcome the UN Women team, Rt Honorable Nicky Morgan, Secretary of State for Education and Minister for Equalities, 500 staff and students, around 1000 HeForShe commitments from students in 2 days and 21 of our academics exhibiting their gender related research. We also proudly presented our unique launch 'We are HeForShe' video.

**Chris Pain**  
**Student**  
**Mphys Physics with**  
**Planetary Science**  
**University of Leicester**

**For me, HeForShe is a fantastic, brilliant and worthwhile movement that is vital to promote equality for everybody.**

In my own innocent naivety as a child, I always thought men and women were just people who could be whoever or whatever they wanted to be, without fear of prejudice or discrimination. As I progressed into adulthood I was deeply shocked to discover such divisions exist. It would be easy to hide away in a bubble of denial, convincing oneself that this idyllic situation is true, but the sad reality is that there is still inequality and division amongst men and women. We need to change this. I have always been proud to be a student at the University of Leicester, and the incredible range of diversity in terms of student populations, societies and subjects is inspiring!

I feel as though Leicester leads the way for a wide selection of equality opportunities, be it different faiths, ethnicity and societies, or academic and career progressions, so why not stand up for a fairer society for our genders as well? As our President and Vice-Chancellor Professor Paul Boyle put so eloquently, how can we strive for equal opportunities and rights for both men and women, with only

half of the population? Gender equality is vital to Leicester's community and its success, because we all have aspirations and dreams, and should be able to pursue these freely and with equal opportunity, regardless of gender. Men should be free to speak out about their emotions and feelings, without being labeled as 'unmanly', and women given equal opportunities to progress and succeed with their aspirations. I was unaware of some of the gender inequality issues that face the university and the world as a whole—such as women finding it much harder to progress in academia than men, or that men are 'pushed' into aggression and inability to express emotion, thus furthering negative impacts upon women—until they were raised at the welcoming talk.

I therefore deliberate that one of the Universities' IMPACT Champion commitments, to raise awareness for diversity and equality across all students and staff, should prove to be highly important and influential, furthering discussions about gender inequality. In addition, the commitments

of the University as one of the IMPACT 10x10x10 Champions have had an already profound effect upon the working and learning environment at the university; I have noticed that some of my male friends, who previously took fairly gender stereotypical views about post graduate careers and even our own studies, have now begun talking more about how the female students in the department help to bring a more balanced view to problems. As for the launch event and preparation itself, it was really impressive the level of detail and effort that had been made to ensure the launch was a large success, and especially the numbers of male students that signed up to the commitment at the Fresher's Fair stall—about 1000 commitments made in one day! This is a really great start to the HeForShe movement at the university, and I know many more students and staff alike have been very enthusiastic about promoting gender equality across the campus. There was also a wonderful response from all of the sports clubs and societies associated with the Students' Union, who committed to the movement. We all need to strive and push for equality, especially through movements such as HeForShe, so that one day, our hopes, dreams and beliefs for a fairer, equal society will become a reality, and be our legacy.



## Progress towards commitments



**University of Leicester is committed to achieving equality on our campus and becoming an academic agent of change to inspire other universities worldwide to join the HeForShe movement. In September 2015, we played host and kicked-off the first-ever #GetFree University Tour from our campus. During #GetFree we announced two major commitments to the gender equality movement—dedication of an academic building to our first female professor, Olive Banks, and the establishment of the Institutional Champion for Equalities and Diversities to serve as a university-wide ambassador for gender equality. We are proud to stand with HeForShe and use our 94 years of academic excellence to build a new tradition of equality within our university culture.**



**Close the gap between men and women in key academic and career areas, in both directions.** Leicester has taken game-changing measures against this dynamic commitment, numerically demonstrating rapid progress towards gender parity in academic disciplines. Across proportions of male and female students in key subjects from 2014/15 to 2015/16, data shows that gaps are closing in four out of six subjects, with a fifth remaining static.

These strides include 3 percent increases in female Physics and Astronomy students and male Sociology students, and 1 percent increases in male Media and Communications and Psychology students.

This growth indicates great promise, while Leicester's efforts are supported by departmental self-assessment groups to examine gender equality issues specific to each key discipline. Currently, these groups are thriving across all STEM departments, Media and Communications, and Sociology. The Career Development Service has several projects in the 2016 pipeline, including initiatives to de-gender career advice. As HeForShe has come alive on campus, the broader university community has taken an 'all in' approach to career-oriented dialogue and activism. Earlier this year, Leicester kicked-off a poster campaign to promote shared parental leave options, resulting in workshops that attracted a wealth of male partners.



### Create a cultural transformation around gender.

Since the University of Leicester became an IMPACT Champion, HeForShe has truly taken off in a landslide across campus. This movement jumpstarted in tandem with the HeForShe #GetFree University Tour during Fresher's Week—a launch event that attracted 500 participants and generated more than a thousand commitments. To commemorate the launch, Leicester unveiled a rousing campaign video, featuring men and women from the university community, including President and Vice-Chancellor Paul Boyle, speaking on why gender equality matters to them.

Emma Watson posted the video, resulting in 2.1K re-tweets and 5.2K favorites. Additional media reach included mention in fifty-six print and web articles. Beyond using their platform to promote the global visibility of HeForShe, Leicester is intent on following powerful events like the launch with actionable projects across campus. To crowd-source some of these efforts, launch participants were asked to complete a questionnaire in response to the prompt: 'What one thing would I like to see HeForShe deliver at the University of Leicester?' Major themes included achieving parity in career progression and pay, addressing 'lad culture' on campus, and increasing equality in sporting activity. To ensure an efficient and timely approach to these and the other focus areas embraced by the university's commitments, Leicester has created a staff Equality and Diversity Representative for each Department and Division. Additional student departmental representatives will be appointed in 2016 to continue the fruitful track of active listening and collaboration established in year one between the student body and administration.

This year, the University of Leicester celebrated International Women's Day with an event entitled 'Why Gender Equality Matters to Me'. Double Paralympic Champion and alumna Danielle Brown MBE was our invited keynote speaker, and highlighted her experiences of being a woman in sport. Further, we recognized the work of members of staff and students of different genders, awarding them for their work in advancing gender equality. Pictures of the award winners will be prominently displayed in the entrance of the University library.

The event generated media attention, with BBC Radio Leicester conducting a special interview on International Women's Day with Danielle Brown, which was broadcast on the day itself. This event follows our Inspirational Women at Leicester event for International Women's Day 2015, at which we recognized 12 inspirational women at the University of Leicester; their photos are now displayed in the foyer of one of the main buildings on campus.

Further, the high profile 'Space Girls, Space Women' photographic exhibition commissioned by the European Space Agency visited the University of Leicester from 8–18 March. This launched on campus with an opening ceremony, at which the Met Office Chief Scientist, Professor Dame Julia Slingo OBE FRS, spoke on her experiences of being a female climate scientist.

These events are part of a wider set of 10 events, celebrating International Women's Day, from 8 March – 18 March, ranging from showcasing good practice in the College of Medicine, Biological Sciences and Psychology, highlighting prominent female authors in the bookshop, examining childbirth and gender inequality, and the status of women in editing and publishing.

**Make public the conversation around gender, provide transparency, and actively monitor progress on these issues.** The story of year one at Leicester demonstrates the university's dedication to a collaborative and inclusive achievement of its bold targets—to change a culture and a community, everyone has to weigh in.

To this end, the university has set a range of strategies in motion, from aggregating facts that make 'the case' for gender equality, to bringing the conversation to everyone on campus, meeting them across the spectrum of possible entry points to the topic. In the spirit of this approach, Leicester's HeForShe launch featured twenty one gender-based research projects by faculty and staff, followed by the establishment of a gender related research database on the Leicester HeForShe website. Additionally, two new staff roles were established to monitor the implementation of commitments and ongoing production of research: the senior role of Equality and Diversity Ambassador and a role in Equalities to specifically manage data.

Across the university community, a number of societies have creatively engaged with HeForShe: the engineering-based formula motor racing team will utilize HeForShe visuals on their racing cars in 2016. Further, a HeForShe Student and Staff Association has been founded through the Students' Union President, a member of the University Gender Equality Executive Group, which is responsible for steering HeForShe activities. This will be marked with a high profile launch event at the start of semester 3 of 2016, directed by the student Presidents of the Association, designed to ignite discussion around gender equality, and further facilitate an active dialogue between staff and students on the HeForShe agenda.

**Further, the University is actively engaged in Athena SWAN, a national gender equality initiative. Since November 2015, we have achieved two new Silver Awards, in our Department of Infection, Immunity and Inflammation, and our Department of Cardiovascular Sciences, recognizing the actions they have undertaken to address previously identified barriers to gender equality, and demonstrating the impact of these actions.**

For example, in the Department of Cardiovascular Sciences, more than 90% of male academics have made the HeForShe commitment. They are appointing a HeForShe focal point, and are developing a HeForShe strategy, which will be incorporated in induction. They are also working hard to enable those who take maternity or shared parental leave to transition to and from the workplace more easily, for example, they are given priority access to pool technical support (before, during and after leave) and reduced administration and teaching load for 12 months after their return. A £5,000 research grant fund is also made available.

The Department of Infection, Immunity and Inflammation have held a number of well-attended events, debating the wider issues around gender inequality, igniting the debate around gender issues.

The University of Leicester additionally holds Silver in the Department of Health Sciences, and seven Bronze awards in STEM subjects. Our School of Museum Studies was one of 16 non-STEM departments to achieve Bronze in the Gender Equality Charter Mark Trials in 2014.

As a result of the work we have undertaken on HeForShe thus far, the University of Leicester has been shortlisted for a Guardian Award, in the 'advancing staff equality' category.

## Spotlight on innovation



**The University of Leicester is unique in making the commitment to degenderize career options. Through this focus, the university aims to dispel stereotypes of gendered careers, whilst simultaneously equipping graduates with a greater appreciation of gender inequality issues. A highlight of Leicester's campaign on this front is the Sprint Program.**

Sprint is designed to support female undergraduates in taking hold of their personal development, achieving their ambitions, and excelling in the workplace. The University has been engaged in Sprint since 2014. As of July 2015, 72 students had participated in Sprint.

This year, the University appointed an in-house Sprint trainer. Leicester anticipates that the program will be delivered to a further 60 women in 2016, 80% of whom will be from widening-participation background.

In February 2016, the Sprint program was officially launched on campus, marked by a keynote speech by Professor Helen Atkinson CBE FREng, an inspirational role model for female students. The event was fully booked; careers are currently shortlisting for the 2016 Sprint program, which will be fully booked. Participants will be supported to gain relevant experience—such as internships, the Leicester Award for employability, part-time work, employment or further study. This training will be targeted at specific groups by identifying employment sectors in which there is a particularly high pay gap between men and women. 'It was all incredibly useful and enjoyable, I would recommend it to everyone and wish that more women had taken part in the program,' said a program participant.



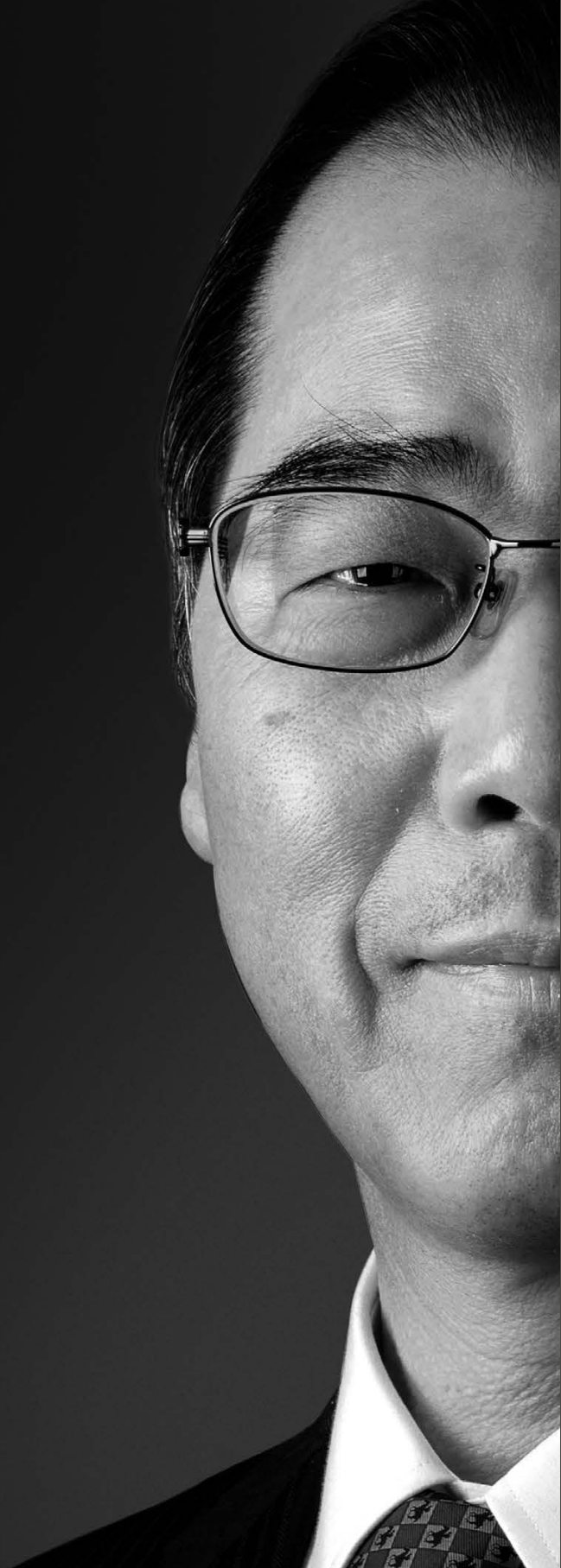
**Launch of new project on collecting DNA evidence from survivors of sexual violence in conflict zones and displaced communities.** Researchers from the University of Leicester have recently launched a new project investigating alternative ways of collecting DNA evidence from survivors of sexual violence in conflict zones and displaced communities, including refugee camps. The project, led by Dr. Lisa Smith from the Department of Criminology, explores new methods for collecting forensic DNA evidence in cases of sexual violence for use in regions where survivors do not have access to medical facilities in order to provide these survivors with access to justice that may otherwise be unavailable.

The first phase of the project involves researchers from the University of Leicester's Departments of Criminology and Genetics, collaborating with Thermo Fisher Scientific, to test a variety of alternative DNA recovery techniques, in order to determine their suitability for use on the ground in challenging circumstances, and to overcome technical and cultural barriers, which currently exist in remote regions. The project also examines aspects related to the interviewing of survivors and witnesses; currently there is limited research in this area. The interviewing of survivors and witnesses is a crucial part of the investigation of sexual violence in these regions.





**Seiichi Matsuo**  
President  
Nagoya University



Becoming a member of the IMPACT 10x10x10 initiative has given Nagoya University and myself a great opportunity to promote diversity and gender equality on campus, and across Japan. I am fully committed to and excited about bringing about social change toward gender equality at every level, and look forward to working together with UN Women and other IMPACT Champion universities, government, and industrial leaders toward this important end.

**Dr Aya Okada**  
**Vice Trustee for**  
**International Cooperation**  
**Nagoya University**

**In their many leadership roles across educational programs, departments, and partnerships, Dr. Aya Okada and Dr. Hiroko Tsukamura powerfully role model for younger female faculty members and students.**

Okada holds a Ph.D. in Economic Development from MIT and has actively led numerous research projects on education and human resources development in Asian developing countries, as well as fostering Nagoya's networks and collaborations with HeForShe and UN agencies. Herself a doctoral recipient from Nagoya, Tsukamura coordinates the Women's Leader Program to Promote Well-being in Asia and plays a leading role in championing initiatives that support the work-life balance of university female faculty, staff, and researchers.

"The IMPACT Commitments enhance our ability to visibly prioritize gender equality, and have helped us gain additional support and endorsement from various stakeholders both inside and outside the university—building

a Center for Gender Equality is a good example. Beyond Nagoya, we now have a platform to nationally and internationally highlight these topics. Indeed, Nagoya's joining the IMPACT 10x10x10 initiative, has also created great opportunities to engage in lively dialogues and develop new partnerships with government, industry, international organizations, and universities abroad in advancing gender equality in Asia and globally, especially in line with the Sustainable Development Goals (SDGs)."



**Dr Hiroko Tsukamura**  
**Vice Trustee for**  
**Gender Equality**  
**Nagoya University**

**The IMPACT Commitments have helped us mainstream the promotion of gender equality at Nagoya University, an action that is already cascading change in Japan.**

We have seen a growing interest in the issue of gender equality among the executive management, faculty, staff, and students since Nagoya University was selected as one of the IMPACT Champions, greatly increasing the momentum to advance the status of women on campus and across the country.

For example, in June 2015, Nagoya University's executive management team headed, by President Matsuo, set and endorsed a medium-term strategic plan called the Nagoya University-Matsuo Initiative Reform, Autonomy, and Innovation 2020 (NU MIRAI 2020) that President Matsuo is committed to achieving before the conclusion of his term in 2020. The NU MIRAI 2020 includes all the IMPACT Commitments, stresses the importance of diversity,

and locates gender equality as a high priority. The IMPACT Commitments have also facilitated consensus building for the construction of the Center for Gender Equality, which will serve as an international hub for gender research and education. Moreover, we have organized various events to raise awareness regarding gender equality, such as an international symposium on promoting women's leadership in Asia, and the HeForShe movement at Nagoya University to promote women leadership, gender equality in academia, and gender studies.

"I believe that by promoting gender equality on campus, we will create solutions for all members of our own community, and act as a model for other Japanese universities to follow. Gender equality assures a deeply needed basis of diversity—we need diverse views and approaches to achieve human well-being and to promote cross-cultural understanding in a global society. As Nagoya cultivates an international campus environment and leads in research, pursuing gender equality is a path to broader diversity, both within the community and in its academic pursuits. From this diversity comes the opportunity for true innovation. At Nagoya, having more women on research teams, particularly among principle investigators (PIs), has definitively led to more creative results."

## Progress towards commitments

**On December 16, 2015, Nagoya held a special HeForShe event for its faculty, students, and staff across its campus. President Matsuo addressed the entire university community, sharing Nagoya's IMPACT Commitments and calling for on-the-spot commitment to join the movement for gender equality. At the 23rd World Scout Jamboree in Yamaguchi, Japan, Nagoya hosted a booth in partnership with UN Women that received visits from over 1,800 young people from fifty countries, and mobilized 700 commitments from young men. These events are a brief window into the whirlwind of year one at Nagoya, yet they are indicative of the spirit that has captured the university community.**

In a multitude of diverse approaches that strive for equal engagement by students, faculty, and staff of all genders, that champion women's leadership, and that foster partnerships spanning regional, national, and global networks, Nagoya has sped forward, well on its way to shifting the global tide of gender equality.

### **Build a 'Center for Gender Equality' to serve as the home for the gender equality movement at Nagoya.**

Progress on what will be a leading Center for Gender Equality in Japan is well underway following an official endorsement by the Nagoya University Matsuo Initiative for Reform, Autonomy, and Innovation 2020 ('The NU MIRAI 2020'). At Nagoya, a blueprint design has been proposed and a construction site has been determined, the details of which are reported monthly by an established planning committee.

**Drive parity from the top, increasing the representation of women in leadership positions to 20% by 2020.** Nagoya's strong emphasis on women's leadership is echoed by Japan's national priorities, including the NU MIRAI 2020's intent to increase the representation of women in faculty positions to 20% and to broadly accelerate the share of women in leadership positions. In solidarity with these national efforts, we have determined a number of possible strategies for promoting women in leadership, and we are collaborating across its network to gather accurate data and align on effective approaches.

## Inclusive Growth, Sustainable Development, and Gender Equality from the Youth Perspective.

In August 2015, Ms. Haruko Arimura, then Minister in charge of Women's Empowerment and Minister of State for Gender Equality, visited the university to engage in dialogue with a group of female natural science faculty members. Conversations like this— in partnership with leaders across government, academia, and business—strengthen Nagoya's path to parity, offering crucial insight and resources that have already informed action. In line with Nagoya's commitments, the university established two mentorship initiatives for women leaders in 2015: an inter-university program and a program for graduate students enrolled in the Women Leadership Program to Promote Well-being in Asia. A one-year women leadership program was also launched for female faculty members, wherein participants receive leadership skill training and curate a personal network. Organized by Nagoya's 'Women Leaders Program to Promote Well-being in Asia,' the university's first public HeForShe event foregrounded women in leadership. Hosted in May 2015, the event convened an international symposium on Promoting Women's Leadership in Asia. By inviting pioneering women leaders from all sectors, within and beyond Japan, alongside male leaders who promote equity, the symposium raised awareness about gender equality and highlighted the particular importance of women's leadership in Japan. The symposium was also held as an official side-event for the World Assembly for Women in Tokyo 2015 (WAW! 2015), organized by the Japanese government in August.

**Work with the government and private sector to champion gender equality across Japan.** Nagoya's selection as an IMPACT Champion has been widely covered by national and local media, with President Matsuo receiving numerous invitations to share Nagoya's experience of and approach to gender equality. These compelling opportunities have included an appearance at the Japan Diversity Network Symposium, a key national event for the topic of gender equality. Government collaboration has also escalated in 2015, notably including a visit from Deputy Director-General of the Ministry of Education, Culture, Sports, Science and Technology (MEXT) to exchange ideas on how Japan can increase women's representation in the higher education community. Continuing this momentum, Nagoya co-hosted a symposium on gender sensitization with the Aichi Prefectural Government on January 26, 2016.

At the symposium, President Matsuo and Aichi Governor Omura were speakers, and companies and universities in the Aichi Prefecture were invited. As one of its 2020 targets, Nagoya will engage five companies, five universities, ten government-funding schemes and twenty mentorship programs to promote HeForShe and gender equality across Japan. In 2015, the university began partnering with three companies—the Chunichi Shimbun (the biggest newspaper company in central Japan), IBM Japan, MIK International (a language service company)—and two universities, Aichi Medical University and Fujita Health University. These partnerships have already resulted in concrete output. Working jointly with the World Bank and UNICEF Tokyo Offices, Nagoya organized a Video conference with Global Youth Leaders on "Inclusive Growth, Sustainable Development, and Gender Equality from the Youth Perspective" in August. This collaboration connected young people located in five countries, raising their awareness of gender issues across different regions. Following an overwhelmingly positive response, Nagoya has instituted ongoing video conference sessions that will engage youth leaders around the world in dialogues related to the Sustainable Development Goals (SDGs), with a particular emphasis on gender equality.



## Spotlight on innovation



On campus, Nagoya has begun institutionalizing machinery for promoting gender equality through concrete and long-lasting integration efforts, of which the Center for Gender Equality is a powerful example. Nagoya is uniquely positioned to inspire collaboration across campus departments and to spark similar action across its vast network of university and government partners. High-impact opportunities have already been taken in year one through the implementation of the "Women Leaders Program to Promote Well-being in Asia," an interdisciplinary graduate program involving four schools, namely the Graduate Schools of International Development, Bio agricultural Sciences, Medicine, and Education and Human Development. The program provides selected students, mostly female, with targeted lectures and seminars to develop leadership skills. Nagoya has invited global female leaders from international organizations, government, and the private sector to share their experiences and offer career consultation.


**Nagoya University's approach to raising the profile of gender-equality comes at the topic from every angle, innovating on community, regional, and national engagement levels.**

**Students are also provided with the opportunity for overseas fieldwork in neighboring countries, UN offices, and in the overseas offices of the Japan International Cooperation Agency(JICA). These spaces of international collaboration distinguish Nagoya as a hub for joint research and educational activities in various disciplinary fields with its partner universities in Asia.**

In 2014-2015, Nagoya established NU Asian Satellite Campuses in Cambodia, Mongolia, Vietnam, Laos, Uzbekistan, and the Philippines to provide transnational doctoral programs for leading professionals in these countries. Through these and similar initiatives, Nagoya extends inter-university networks with leading universities in Asia, facilitating the academic exchange of female researchers in the region.





A black and white portrait of Stephen Goss, a man with short, light-colored hair and glasses, wearing a dark suit, white shirt, and patterned tie. He is looking slightly to the right with a faint smile. The background is dark and out of focus.

**Stephen Goss**  
Pro-Vice-Chancellor  
The University of Oxford

Participation in the movement has further galvanized our efforts to diversify our leadership, improve the recruitment of female academics, and work collaboratively with our students to create an inclusive culture in which gendered violence is not tolerated and any student experiencing such violence is fully supported by the institution.

**Louise Richardson**  
**Vice-Chancellor**  
**The University of Oxford**

**‘Addressing gender equality and ensuring that The University of Oxford is a safe and inclusive space for all our students have been among my main priorities since I became Vice-Chancellor.’**

Addressing gender equality and ensuring that The University of Oxford is a safe and inclusive space for all our students have been among my main priorities since I became Vice-Chancellor. We have already made significant progress in improving the representation of women in academic roles and creating a culture free from violence. We can do more though – and look forward to working collaboratively with other IMPACT Champions on this urgent agenda.

**Stephen Goss**  
**Pro-Vice-Chancellor**  
**The University of Oxford**

**‘We are proud of the innovative activities undertaken by our male and female students in support of this agenda, including the mobile response app profiled here.’**

As Pro-Vice-Chancellor for Equality, I am delighted to share my reflections on our first year. Participation in the movement has further galvanized our efforts to diversify our leadership, improve the recruitment of female academics, and work collaboratively with our students to create an inclusive culture in which gendered violence is not tolerated and any student experiencing such violence is fully supported by the institution. We are proud of the innovative activities undertaken by our male and female students in support of this agenda, including the mobile response app profiled here...

**Trudy Coe**  
**Head of the Equality**  
**and Diversity Unit**  
**The University of Oxford**

**It is rare and inspiring to have such an empowering, hands-on experience that integrates skills, tools, and real world impact.**

'The First Response' mobile app ([www.firstresponseoxford.org/](http://www.firstresponseoxford.org/)) is a collaboration between the 'It Happens Here' campaign, led by Oxford DPhil student, Eden Tanner, and Code4Rights, led by Joy Buolamwini. 'It Happens Here' is dedicated to raising awareness about sexual violence and works with members of The University of Oxford and the wider community to ensure that Oxford is a safe place for everyone. Code4Rights seeks to increase women's participation in technology by providing opportunities to develop apps that help create a more equal society for all. This unique collaboration makes the app the first of its kind. It is intended to equip students with the immediate information they need to address any incident of sexual violence—as a survivor, friend, or otherwise. It also empowers female community members to learn coding, an area in which women are still significantly under-represented. The two organizations held brainstorming workshops during their Anti-Violence Valentine's Conference on 14 February 2015, before holding technical workshops that taught coding to female participants.

Participants contributed pages to the app and, once a draft app was made, took part in a feedback workshop to offer suggestions for improvements. Feedback was incorporated into the next technical workshops, which were followed by another feedback workshop. The cycle repeated until the completion of the app. Over 48 community participants made First Response Oxford possible with 30 directly involved in the brainstorm/tech/feedback sessions. Within the app, many pages have a heart icon on the upper right hand side. This is a button that displays a message of encouragement from the person who coded that page. Users can also view and search for frequently asked questions from the standpoint of a survivor or a supporter. The story of who creates technology is as important as the creation itself. Women are over-represented as survivors of sexual violence and under represented as creators of technology. The producers of 'First Response' wanted to make a statement by having a majority of contributions come from women, while encouraging anyone of any gender identity to participate.



## Progress towards commitments



**Since the launch of IMPACT 10x10x10, The University of Oxford has leaned into engagement with HeForShe, facilitating a university-wide conversation around gender equality. As a global leader in the field of education, Oxford is dedicated to leveraging its international reach to achieve equitable practices, and to work with peer institutions around the world. From engagement with students, prompting administrative reflection, and discussions on masculinity among students, faculty, and staff, year one at Oxford has seen nuanced dialogues across the university, prompting tangible change in alignment with the needs of an all-inclusive community.**

With its first year as an IMPACT University Champion, Oxford has taken a stand on cultivating a living, learning, and working environment where students of all genders can thrive.

**Achieve one-third representation of women across all university senior leadership roles by 2020.** Promoting parity within faculty and staff is a key priority for The University of Oxford, and a priority in the institution's 2013-2018 Strategic Plan. The university approved a suite of gender equality targets in 2014, including achieving 30% representation of women in professorial roles by 2020. As an IMPACT Champion, Oxford has extended this target to all leadership and governance roles, including the senior management team and university decision-making bodies, and has committed to a wide-ranging set of actions. These include strengthening support and leadership training for women; undertaking a thorough policy review to ensure all procedures are free from bias; training all selection committee members in unconscious bias; and engaging students to improve the share of women in student leadership roles. During year one with HeForShe, work has focused on ensuring that all twenty-eight of Oxford's science and medical sciences departments have an Athena SWAN award,<sup>14</sup> requiring them to address any imbalance in the academic pipeline through the introduction of good practices and changes in culture. Additionally, emphasis has been placed on improving and extending training on unconscious bias and embedding equality in all institutional decision making.





**Engage the whole community—from app developers to sport teams—to holistically address campus violence and enforce zero tolerance.** In an effort to shift the dialogue and patterned behavior of gender-based violence on university campuses, Oxford has adopted a multi-faceted approach that strengthens incident prevention and response while more broadly impacting culture by challenging gendered social norms and historically entrenched male advantage. The university committed to collaborate across a range of groups to proactively educate, prevent violence, and enhance support for survivors. To this end, all undergraduate colleges offered mandatory sexual consent workshops during Freshers Week, and they were available to all graduate students. Oxford has also led a conversation on 'positive masculinity' through its support for The Good Lad Campaign.<sup>15</sup> The student-run platform enables men to become agents of positive change within their university social circles and greater communities. In 2015, Oxford's entire rugby team attended an hour-long course on this topic and the Campaign ran more than 40 workshops reaching over 500 men and 100 women, and continued a strong relationship with the university's sport clubs, Student Union and administrative staff. Good Lad has been proud to host Tony Porter from A Call To Men, and Jennifer Siebel Newsom, director of The Mask You Live In to separate events at the university, feeding into the broader culture of engaging men in discussions of gender. One of Oxford's greatest assets is its vocal student base, and approaches to this commitment have directly engaged with the expertise of the Student Union's Women's

Officers and LGBTQ Campaign, the Oxford Women's Campaign, and the activist bodies Code4Rights and 'It Happens Here'. Through the learning of these partnerships, the university is expanding physical and technical resources, while seeking to move toward a zero-tolerance policy.

**Accelerate progress towards gender equality beyond Oxford.** Oxford has implemented its commitment to ensure that HeForShe appears on the meeting agenda of International Alliance of Research Universities (IARU), the League of European Research Universities (LERU), and the Russell Group. The university engaged IARU members with HeForShe at a June 2015 meeting hosted at Oxford, and hosted a meeting with representatives of the Russell Group in January 2016. This meeting focused on addressing sexual assault on campus, thereby demonstrating Oxford's effort to not only promote the HeForShe movement but to initiate broader dialogues that engage key university priority areas.

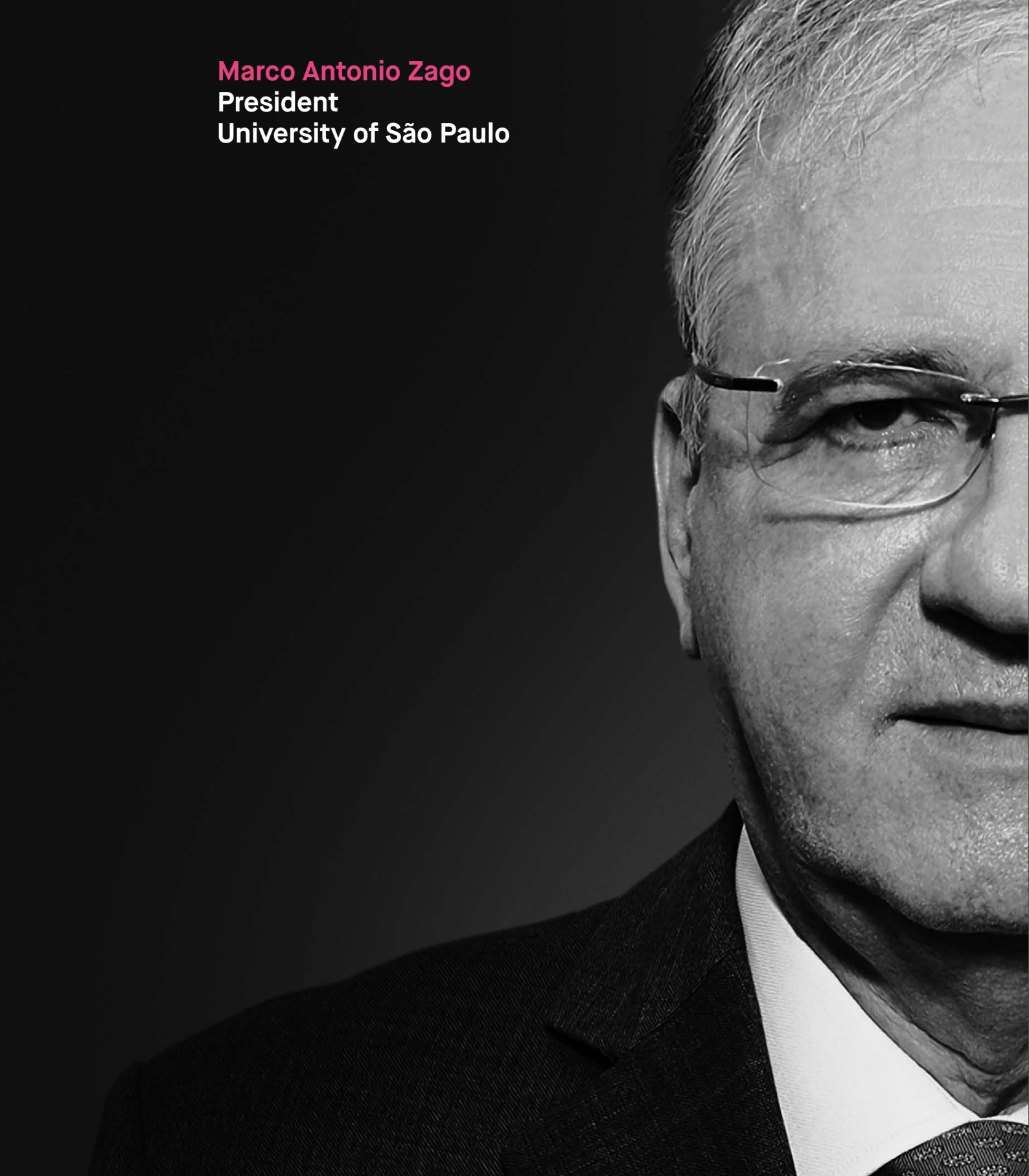
**Spotlight on new leadership structure at Oxford.** Championing women in leadership has long been an urgent priority for Oxford. In a historic moment, Professor Louise Richardson became Oxford's first female Vice-Chancellor on 01 January 2016. Born in the Republic of Ireland, Professor Richardson holds a BA in History from Trinity College, Dublin; an MA in Political Science from the University of California, Los Angeles (UCLA); and an MA and PhD in Government from Harvard University. She is an internationally renowned scholar of terrorism and security studies, on which she has advised international policy makers. Oxford looks forward to embodying gender equality across the University, and Professor Richardson will co-lead HeForShe efforts alongside the Pro-Vice-Chancellor of Diversity and Equality, Stephen Goss. This partnership makes a dual statement of equity and priority, demonstrating Oxford's investment in leading change by accelerating transformation at home.

## Spotlight on innovation

**This year, Oxford has undertaken considerable preparatory work with a view to implementing a university-wide strategy on sexual violence in 2016. Catalyzed by our HeForShe commitments, Oxford's action has been far-reaching and comprehensive, encompassing policy changes, increased training, and external partnerships. A new Harassment Policy and Procedure was introduced across the collegiate university, unequivocally announcing a zero-tolerance stance. The policy was accompanied by a new role for the Director of Student Welfare and Support Services in overseeing all cases of sexual violence involving students.**

In 2016, individual colleges will move to adopting a version of this Policy and Procedure. A group of dedicated advisors and counsellors have received specific training in handling cases of sexual violence, and 'front-line' college staff have been trained to ensure appropriate and immediate response to disclosures of sexual violence, signposting students to specialist support. Training has also occurred at a student level, with the Student Union providing compulsory sexual consent workshops, collaborating with the local police force on a web-based consent campaign, and piloting bystander workshops.

Externally, the university has built relationships with key local stakeholders in order to better support any student who has experienced sexual violence and ensure their immediate access to specialist support and expertise. These include local Specially Trained Police Officers, the Oxford Sexual Abuse and Rape Crisis Center, and the regional Independent Sexual Violence Advisory and Restorative Justice Services. Oxford has also established links with the other local university, Oxford Brookes, in order to coordinate advances on prevention and support, and is now formally represented on the police group which develops the region's rape and serious assault prevention plan.



**Marco Antonio Zago**  
President  
University of São Paulo

**The University of São Paulo  
is a powerful instrument  
to develop long-term  
transformative changes of  
behaviors to address social  
issues such as violence  
against women and all  
types of discrimination.**

**Professor Eva Blay**  
**Head of USP**  
**Women's Office**  
**University of São Paulo**

**Noted researcher and recognized for her academic work, Professor Eva Blay was chosen by the USP's President to coordinate the USP Women's office, the department responsible for developing and implementing the HeForShe IMPACT 10x10x10 initiative.**

Professor Eva Blay is a leading name of the feminist movement in Brazil. She created the first undergraduate and postgraduate course about women in the USP. Dr. Blay was also the precursor of studies on women's political participation, feminism, masculinities and violence against women. 'One of our expectations is that the USP can enhance the reporting mechanisms of violence against women and work to prevent the gender based violence. We want to implement an inclusive, respectful and peaceful culture inside the University of São Paulo', says Dr. Blay about the leading role of the University of São Paulo in the HeForShe movement. In a patriarchal society such as the Latin American, the HeForShe movement is a challenge. The university space is the appropriate place to propose changes to persisting sexist values and paradigms. We truly believe that the USP program will be successful and that the support from UN Women will be fundamental for our efforts.



## Progress towards commitments

**In 2015, we created the USP Women's Office, a first step towards the creation of a holistic strategy to address violence against women. This office will also propose and implement a broad range of initiatives aimed at advancing gender equality. The main objective of the Office is to implement a gender inclusive, respectful and peaceful culture.**

To face sexism and the unequal environment the following actions were taken by the USP Women office in 2015:

1. The connection of the Office with the Commission on Human Rights of the University of São Paulo which is the governing body for all cases of violence.
2. The articulation of the Office with the Ombudsman's Office and Faculties where violence against women in the university occurred.
3. Collaboration with a prosecutor in order to assist and guide the juridical cases of violence against women that took place on campus grounds.
4. Support new research around gender based violence on university campus.

USP will also disseminate the results of this research produced by the Data Popular Institute and AVON Brazil in the coming year detailing the origin of gender based violence according to students' perceptions.

**Address and prevent violence against women on USP Campus.** In 2015, students studying Advertising at USP's School of Communications and Arts were mobilized to develop a campaign for the empowerment of women. Professors asked their students to convene in groups to simulate advertising agencies and create an awareness campaign that would be presented at the end of the year.



On International Women’s Day 2016, the USP launched the winning campaign called “She Always Can”, stating that women are free to exercise their rights. The banners were placed throughout the university and postcards were distributed to students.

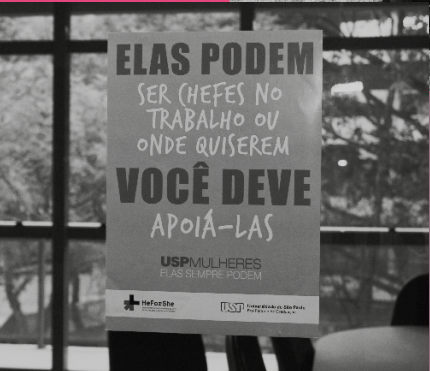
This was an active effort to raise awareness about women’s rights and reduce harassment and violence in the campus. In addition, USP Women has developed a holistic strategy to address violence against women on campus. The strategy includes campaigns that raise awareness for the academic community, promotion of lectures for first-year students on gender violence, and the creation of an operative working group which will develop

a protocol for immediate response to physical and sexual violence in the campus. We will also develop a separate protocol against moral and sexual harassment for the ombudsman office. USP Women will mobilize experts from the different areas of the university in order to establish a dialogue with the University’s Networks of Women to better understand the daily challenges encountered by women on campus and identify effective solutions. A program will also be jointly developed with partner bodies of the university aiming at preparing doormen and caretakers of student dorms and residences to provide immediate attendance to victims of violence. It will also include the promotion of a workshop conducted by a male expert. In addition, Academic Directors, Coordinators and Professors are encouraged to attend sessions with specialists on gender and masculinities.

The working group is composed of officers from USP Women, Social Assistance, Administration and the University’s feminist network. Representatives from the Prosecution and Public Defense Offices are also being invited to collaborate.

The working group will aim at developing a system to provide immediate and effective support and guidance to victims of sexual violence in the campus. The victim has the option to call a round the clock emergency number to be attended by a trained member of the team, who will mobilize security, guide the victim to health care and to the police station to state their case and ensure that the administrative measures are then taken for any disciplinary proceedings.

USP is also organizing a forum with the exhibition of films and panels about sex trafficking and same sex marriage with the objective of opening up a direct dialogue with our students. This program will be developed by USP’s Institute of Advanced Studies.



In addition to the emergency number, an awareness raising campaign will inform students about the available tools through which they can seek help, including the “My Voice” app, which was developed by USP students and teachers. It provides information, testimonials and support to women victims of different forms of violence on the campus.

**Establish an Interdisciplinary Research Program to promote safe cities for women.** USP has established a partnership with its Metropolis Research Center and will encourage the use of their methodology to study ways in which to make the university city a safe city. The Metropolis Research Center will map the security in the campus and surroundings while the university’s Women’s Network will mark the areas where women may be the most vulnerable. This interdisciplinary research program will also explore aspects of gender diversity, with the objective of identifying barriers to make cities safe for women and girls, and based on these findings, develop solutions to ensure that women have equitable access to public services and safety.

At the campus level, a survey is currently being developed to better understand the reasons that lead to violence and discrimination to take place at USP.

This survey aims at mapping, quantitatively and qualitatively, the extent and severity of this issue, in order to acknowledge, guide and subsidize the much needed attendance to victims but also the prevention of all forms of violence and discrimination. To do so, the coordinator of the research, Gustavo Venturi, is gathering the collective groups of USP to offer their inputs and contribute to the development and shaping of the research to develop a truly collaborative and effective tool. To generate additional discussions, USP Women has also promoted a film screening followed by round table discussions on sex tourism and unsafe environments.

**Launch a program to use sports as a tool to end the violence against women.** Sports is the common language that transcends class and culture, both within and beyond Brazil. For this reason, we are working to launch an innovative program to engage men and women to team up through sports while also making a linkage between sports and health. This innovative program will engage men and empower women through sport. USP Women is also studying a methodology to educate first-year students through sports. Year one is critical for us as we leverage the multiple sports teams in and around our campus to better inform our strategy for the coming years. We are proud to be a part of the inaugural IMPACT 10x10x10 cohort and the exciting journey ahead.

**Frédéric Mion**  
President  
Sciences Po

The fact that our gender equality action plan is supported by HeForShe makes it much easier to promote this message within all decision-making spheres and, consequently, to get our projects up and running faster. This mobilization clearly helps maintain the ambitious pace we have set ourselves.

**Hélène Kloeckner**  
Gender Equality Supervisor  
Sciences Po

The nomination to act as one of UN Women's HeForShe University IMPACT Champions is an acknowledgment of the pioneering role that Sciences Po has played in promoting gender equality.

IMPACT 10x10x10 is an incredible opportunity to scale up. The goal is not only to improve practices at Sciences Po, but also to create a demonstrative effect among the students we educate – the citizens, managers and political leaders of tomorrow. The fact that UN Women has selected Sciences Po shows that we are on the right track, but it also acts as a push to step up our engagement. It is both a huge incentive and a considerable responsibility. We have to prove ourselves worthy of the role and show even more determination in implementing the action plan that we have in place and which will run until 2017.

**SciencesPo**

**Maxime Forest**  
Researcher and Scientific  
Co-ordinator of the Effective  
Gender Equality in Research  
and the Academia Project  
Sciences Po

Being recognized as one of ten HeForShe IMPACT University Champions is both an outstanding acknowledgement of our commitment to gender equality—a reward for what we have achieved so far—and a spur for taking further action.

IMPACT 10x10x10 provides us with an opportunity to exchange solutions against challenges and proven practices worldwide. Our recognition as a University Champion gives us a true responsibility in terms of exemplarity and leadership. It is now up to Sciences Po, to prove that our commitment is strong and sustainable, and to show that changes for greater equality in academia and society are not only desirable, but also realistic and measurable. HeForShe will surely help us in this endeavor!



## Progress towards commitments

**Leading innovative thinking across sectors is a pillar of the Sciences Po education, and the institution's engagement with HeForShe is no exception. Engaging students from around the world, from any number of personal histories, the university has an exceptional opportunity to host international dialogue and prompt progressive action.**

**Year one has seen Sciences Po enliven its commitment to deepen and diversify conversations between university students and future employers, taking a distinct approach to championing fair and equitable practices in the workplace for all. First and foremost, year one has set the bar for powerful role modeling as Sciences Po strives towards parity by example within its own institution.**

**Reach 40% representation of both genders in academic, administrative, and senior leadership positions by 2020.** Sciences Po is conducting the first evaluation phase of this ambitious commitment, using research methods to carry out a thorough review. Academic career development, the age at which faculty members receive accreditation to supervise research, and staff promotion procedures are also being examined and deliberated. In 2015, Sciences Po was pleased to fill the vacated positions of several senior administrators, including Vice-President for Studies and Academic Affairs, Dean of Undergraduate Colleges, and Assistant Director of Human Resources, with women.

**Launch new programs to empower men as fathers and husbands as well as workers.** The first series of career launch workshops for students was held in October and November 2015, including a workshop on sharing professional and domestic responsibilities within couples. We are also organizing a forum for student associations on the culture of equality at the institution. The forum was held in March 2016 with researchers and the gender equality advisor, eventually leading to the publication of a common charter for participating associations. For male staff, the Human Resources Department has officially endorsed the principle of a paternity interview with their manager within six months of the birth or adoption of a child. The first letters will be sent out in 2016.

**Sciences Po has announced a constituted effort to diversify the speakers who address students about their profession, extending beyond gender diversity to an overall mix by profession and sector.**

The university is in the process of drafting a charter on the right to disconnect, which will be distributed to all administrative staff in 2016. It states that meetings must be scheduled to be compatible with domestic responsibilities or other personal constraints, that it is recommended not to send emails outside the normal working hours of one's department or on the weekend, and that there is no obligation to respond in real time to emails received outside working hours, on weekends or during holidays.

**Develop and scale programs that ready students for their careers in a gender-unequal labor market.** Since 2014, Sciences Po has been working with the Careers Service to develop a series of workshops on gender equality in the workplace, including an inaugural address by a female researcher, four workshops in small groups, and a final lecture from a female in a senior position. The series was held in October and November, and repeated in March and April, then every semester.

Further, Sciences Po has announced a constituted effort to diversify the speakers who address students about their profession, extending beyond gender diversity to an overall mix by profession and sector. These efforts include ensuring a gender balance when inviting round table panelists; distributing the Women Experts Guide and sharing lists of women professionals; and encouraging male students to raise the topic of life-work balance in meetings and forums. Additionally, the administration is preparing an awareness kit for guest speakers.



## Spotlight on innovation

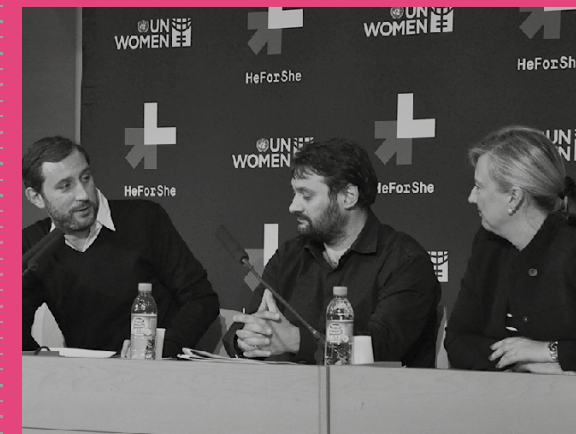


Sciences Po is one of the only French universities to have set up a sexual harassment monitoring unit. Operational since January 2015, the unit's objectives are, firstly, to listen to, advise and refer survivors and witnesses of sexual violence or harassment and, secondly, to conduct awareness-raising and prevention activities.

The members of the monitoring unit have received specific training and are committed to respecting the unit's rules of procedure. They are also equipped with appropriate working tools and methods, including interview sheets, presentations for all types of audiences and informal lunch meetings in a confidential setting. We have already presented an overall approach and the preliminary steps for setting up an entity of this nature to several French and international universities.

**Bringing HeForShe directly to the students with #GetFree.** Sciences Po was thrilled to be a landmark stop on the inaugural HeForShe #GetFree University Tour in the UK and France. At the personal invitation of President Mion, HeForShe brought the message of #GetFree directly to the students of Sciences Po. It was particularly poignant to host the tour in France, where there has been an ongoing and increasingly vocal conversation around the topic of sexism and gender.

The #GetFree tour stop brought together high-level speakers from the university, from businesses, and from the arts for a lively discussion on what gender equality means in France.



The day also included a thought-provoking roundtable discussion entitled, "Engagement of Men in Gender Equality: reality, utopia, or necessary?" The panel cultivated collaboration between Sciences Po and local IMPACT partners, as representatives from IMPACT Champion AccorHotels spoke on their own institutional commitments. These synergies between university administration, students, and businesses will be an important element of Science Po's journey with HeForShe moving forward.





**Samuel L. Stanley Jr., M.D.**  
President  
Stony Brook University



The gender equality issues we face on a daily basis could not be more important or timely. Among them: what is the role of men in gender equality; how can men become involved in the prevention of violence against women; how do we combat sexual assault and gender-based violence; and how do we promote healthy behaviors? The answers to these questions are fundamental to how we treat one another, how we work together to improve the human condition, and how we endeavor to achieve true equality.



**Bridget Foley**  
**Student Majoring in**  
**Environmental Humanities**  
**in the Sustainability**  
**Studies Program with**  
**a minor in Chemistry**  
**Stony Brook University**

**Bridget is a passionate activist and change agent who is using her past experiences to work toward an equal campus.**

Bridget has seen the work of HeForShe at Stony Brook transform the campus, giving a voice to students, faculty and staff engaging on these vital issues. As she continues her studies, she will work to be a leader for gender equality, encouraging her friends and fellow students to educate themselves and then activate for change. Bridget, who understands the many forms of oppression related to gender equality, hopes to work at the intersection of gender equality and environmental justice when she completes her education.

Her introduction to HeForShe came through Emma Watson's rousing speech at the United Nations. After staffing a HeForShe Gender Equality Lecture for first-year students, she was profoundly affected by what she heard, identifying with the lessons on the harmful nature of gender stereotypes. Since that day, she has been committed to the HeForShe movement, believing that it inspires students to break through traditional gender norms and join together to achieve equality.

Bridget has faced latent discrimination throughout her life, causing her to have unreasonable expectations of herself and others. But after witnessing how traditional female stereotypes lead to a sense of powerlessness for women and push men to act in a hypermasculine manner, she has come to understand just how limiting gender stereotypes are. Whether male or female, many of her fellow classmates feel compelled to act in an inauthentic way to conform to traditional stereotypes, she says.



**Stony Brook**  
**University**

## Progress towards commitments



**Implementing HeForShe at Stony Brook and SUNY institutions has the potential to shape the experiences of more than 459,000 students and almost 90,000 faculty and staff, giving this IMPACT Champion unprecedented reach to effect positive change. The Center for the Study of Men and Masculinities offers the university a unique testing ground for the policies, procedures, and techniques that will transform academia and change each institution from the inside out.**

**Close the gap between men and women—from matriculation to graduation—by 2020.** Under the guidance of the Academic Success Team, Stony Brook has formed a working group focused on increasing male students' continued enrollment through graduation. This working group has performed a literature review and launched focus groups to study and understand the factors that impact male student success at Stony Brook, and is also studying ways to increase the percentage of female students who are offered admission and choose to matriculate.

Stony Brook has made the commitment to achieve gender equality throughout the student lifespan of its undergraduates. Today, almost all universities in the system enroll and ultimately graduate more women than men. The two primary points of examination will be on Day 15 of students' first semester and then again, when students graduate. We have employed different approaches to address both male graduation totals and the number of women who enroll. Although, at least 50% of our admission offers are currently made to women, a statistically significantly fewer number of women accept and enroll. We have charged our Enrollment Management Team with the task of understanding this situation and establishing a plan to encourage more women to enroll and persist through completion.

**Concurrently, we have charged another group with understanding and addressing those factors that lead to the disturbingly high number of males who do not remain engaged and ultimately do not graduate. Today, for four-year graduation, the number of female graduates exceeds those of male graduates by approximately 17 percentage points. We believe that the important lessons derived from our work will be of significant benefit of every institution of higher learning.**

**In partnership with the Center for the Study of Men and Masculinities, build global understanding of the role for men in achieving gender equality.** The Center for the Study of Men and Masculinities at Stony Brook, under the leadership of SUNY Distinguished Professor Michael Kimmel, continues to be the preeminent research engine in the academic field of men and gender equality. Dr. Kimmel is working with UN Women to provide relevant information and research to lead and guide the IMPACT 10x10x10 initiative. In addition, Dr. Kimmel and Dr. Charles Robbins, Vice-Provost for Undergraduate Education at Stony Brook, are developing innovative approaches to educate students around gender, gender equality, sexual harassment and sexual assault. Dr. Robbins, with the Athletic Director and Deputy Director of Athletics, hosted a session on equality with the Division 1 Athletics Academy of Leaders. And the Stony Brook HeForShe leadership team, along with the Center, held a conference for the 64 SUNY campuses in March 2016 that focused on engaging men and achieving equality on every campus. The implementation of these game-changing initiatives across every SUNY campus will positively impact the experiences of more than 459,000 students and almost 90,000 faculty and staff.

**Integrate gender equality into the academic and social experience of Stony Brook University.** Stony Brook has made tremendous progress on this commitment, presenting gender equality and our HeForShe commitments to the President's University Council and the University Senate. At the New Student Convocation, which brought together more than 4,000 students, faculty and staff, Stony Brook debuted a HeForShe video produced by the university that featured President Stanley and students engaged with the HeForShe movement. Additionally, Stony Brook redesigned the Opening Weekend programming and required curriculum for First-Year Seminars to include presentations on gender knowledge, gender awareness, gender equality and the HeForShe IMPACT 10x10x10 initiative. Finally, Stony Brook formed a HeForShe Steering Committee comprising students, faculty and staff to oversee the implementation of the IMPACT commitments. This unprecedented rollout of HeForShe at Stony Brook has engaged thousands of students, faculty and staff with the movement, and highlighted the importance of working toward equality for all.

## Spotlight on innovation



A tireless advocate of engaging men to support gender equality, Dr. Kimmel has lectured at more than 300 colleges, universities and high schools, delivered the International Women's Day annual lecture at the European Parliament, the European Commission and the Council of Europe; and worked with the Ministers for Gender Equality of Norway, Denmark and Sweden in developing programs for boys and men.

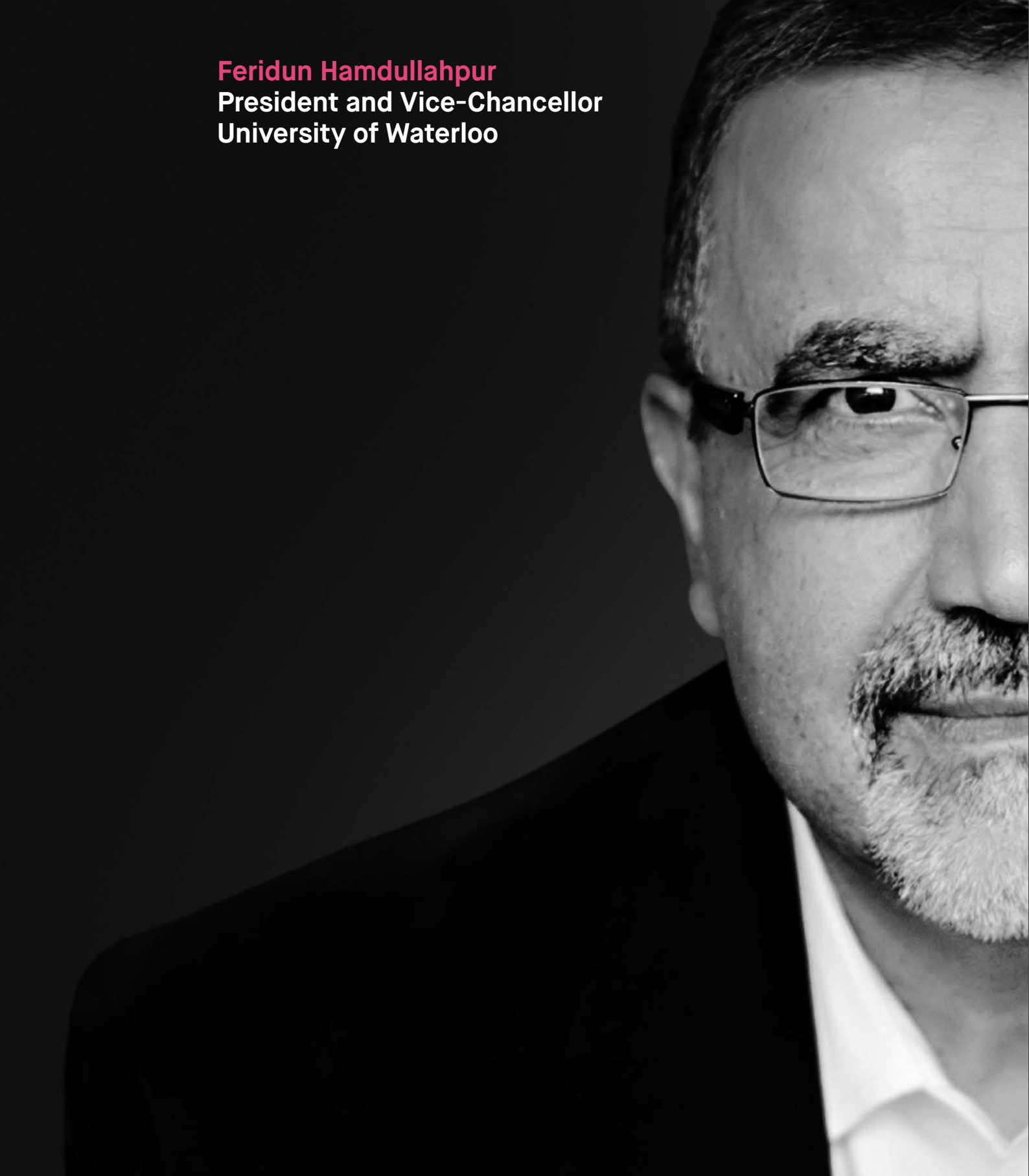
He consults widely with corporations, NGOs and public sector organizations on gender equity issues and was recently called "the world's most prominent male feminist" in The Guardian newspaper in London. He is an active partner in our Stony Brook University HeForShe movement.

**Michael Kimmel: a leading expert on men and masculinities**

**Michael Kimmel, SUNY Distinguished Professor of Sociology and Gender Studies at Stony Brook University, is one of the world's leading researchers and writers on men and masculinities. Among his many books are Manhood in America, Angry White Men, The Gendered Society and the best-seller Guyland: The Perilous World Where Boys Become Men. With funding from the MacArthur Foundation, he founded the Center for the Study of Men and Masculinities at Stony Brook in 2013.**





A black and white portrait of Feridun Hamdullahpur, President and Vice-Chancellor of the University of Waterloo. He is a middle-aged man with a mustache and glasses, wearing a dark suit jacket over a light-colored shirt. The background is dark and out of focus.

**Feridun Hamdullahpur**  
President and Vice-Chancellor  
University of Waterloo

I am proud that Waterloo is taking the lead for Canada's university sector in the global HeForShe effort. As a STEM-intensive university, we know that we've got our work cut out for us in achieving long-term and sustainable gender equity. We need to promote the message that women equally belong in and excel in STEM. What's more, we need to deliberately create clear paths for women to pursue studies in fields like Computer Science, Engineering and Math so we can overcome social barriers that have no place in a 21st century innovation university.



**Anya Forestell**  
**Physics and**  
**Astronomy Student**  
**University of Waterloo**

**Six young women entering academic programs in Science, Technology, Engineering and Mathematics began their studies in 2015 with a new \$12,000 HeForShe IMPACT Scholarship from the University of Waterloo. Two of the recipients share their reaction to being groundbreaking scholarship recipients:**

"Waterloo really caught my eye last summer, while I was participating in the International Summer School for Young Physicists," says Forestell, who grew up in Fredericton, New Brunswick. Now starting a program in Physics and Astronomy, she dreams of becoming an astronaut, although she's also open to exploring other paths. Forestell says there isn't one moment when she realized Astrophysics was for her.

"It was more an accumulation of moments: looking through a telescope to perceive Jupiter's moons left me in awe; reading books such as Brian Greene's Fabric of the Cosmos blew my mind; attending one of Chris Hadfield's talks inspired me. All of these moments confirmed little by little that Astrophysics was my passion," she said. Forestell says she's been lucky to grow up with family, friends, and teachers who support her career path, but realizes that gender equality is an issue in STEM fields. "I think one major challenge women will have to overcome, is unconscious gender bias, such as when men are offered higher starting salaries even if women have similar competencies," says Forestell, adding that women in developing countries face even more barriers. Getting the HeForShe scholarship makes her hopeful for the future. "Receiving this scholarship is a huge honor for me. HeForShe is an admirable movement and I am so grateful for its help."



**UNIVERSITY OF  
WATERLOO**

**Sarah Muth**  
**Mathematical Physics**  
**Student**  
**University of Waterloo**

**At age 17, Sarah Muth is already laser-focused on her career goal to become a Theoretical Particle Physicist. In fact, she's known since Grade 9 where she wanted to go professionally.**



That was a big motivation in applying to Waterloo's mathematical physics program. "I love everything about physics. I like the idea of understanding the laws that govern the universe. It makes me feel powerful, but also sort of humbled." Born and raised in Port Dover, Ontario, Muth is utterly devoted to her studies, having spent her summer working through Physics textbooks. When she was able to pull herself away, she volunteered at a long-term-care home as well as with a group that helps individuals with developmental and physical disabilities.

Muth is pleased with the scholarship's prestige, which she hopes will give her a boost when she applies to the Master's program at Waterloo's Perimeter Institute and later when she applies to do a Ph.D. internationally. "I have been concerned about the issue of women in STEM fields for quite some time, way before they offered me this scholarship," says Muth. "At some critical age, girls are somehow being deterred, and very likely they're not being deterred explicitly. The issue is that there is some sort of implicit bias which is causing girls to believe that they are not as good at these fields." She also thinks the gains to be had from women's perspectives in a traditionally male field like theoretical physics are significant. "You want a diverse range of abilities and approaches to solve a problem, which is part of the reason it's so important."

## Progress towards commitments

**In our first year as an IMPACT University Champion, the University of Waterloo has woven HeForShe into the cultural and academic fabric at the university. Our involvement in IMPACT 10x10x10 represents an exhilarating moment of progress and development and year one has ignited an impassioned campus-wide movement to truly embrace gender equity at every level of the institution.**

Work is well underway to achieve our goal of comprehensive, long-term, and sustainable gender equality. Under President Feridun Hamdullahpur's leadership, and alongside his special advisor on women's and gender issues Professor Diana Parry, Waterloo is collaborating with a network of people across campus to implement our action plan. So far, University of Waterloo is committing in excess of \$900,000 across forthcoming years towards HeForShe IMPACT efforts.

To realize their commitments, Waterloo has implemented an array of cutting edge initiatives, and our progress is already making gender equality advancements across each of their three commitments:

### **Boost girls' participation in STEM experiences to build future female leaders in traditionally male dominated disciplines.**

In 2015, Waterloo launched the first-ever HeForShe scholarship program supporting girls of promise to become women of distinction in STEM fields; appointed six professors as inaugural leaders for faculty-specific HeForShe IMPACT initiatives, spanning Science, Engineering, Technology, Health, Environment and the Humanities. In addition, Waterloo is providing financial support for week-long camps for girls in middle and high school and outreach programs for Aboriginal girls.

### **Enhance female faculty representation to drive towards parity in the future.**

To address our second commitment, Waterloo's Director of Equity is reviewing all faculty hiring recruitment and selection policy and practices to identify the resources and support required to enhance the representation of women in the faculty cohort at Waterloo. Based upon the outcome of that evaluation, Waterloo will pilot gender-sensitive hiring recruitment and selection practices. Part of this endeavor will include the provision of consultation and training on reducing unconscious biases and fostering an equitable climate at Waterloo. Waterloo's work to strengthen the representation of women in the faculty at the university will reinforce effort to build a strong network of females in STEM and attract future talent to Waterloo. Toward this end, Waterloo will host an annual graduate and post-doctoral conference for women in STEM, and a steering committee on this front is already underway.

### **Advance women into positions that lead the university.**

University of Waterloo is committed to more women in positions that lead the university. We already have programs in place for staff who are interested in career development, but need to establish similar opportunities for faculty. To begin, we launched a series of round table discussions in Autumn 2015 to solicit input from female faculty regarding their experiences on campus including challenges they have faced and career development aspirations. The information learned from the roundtables and the lesson learned from the staff program will inform the development of pilot programs for faculty, which will launch in 2016.



**To achieve equity in leadership, Waterloo needs research to explore gender equity issues and solutions on a broad scope. Toward this end, we have established a research grant, providing \$80,000 a year for the next five years to support research and scholarship focused on gender equity.**



As change leaders in gender equality – especially as a leading STEM-focused university – University of Waterloo aims to advance excellence at all levels of the institution while serving as a galvanizing force for social change at universities worldwide. All told, Waterloo's involvement in the UN Women's HeForShe IMPACT 10x10x10 initiative represents an exciting time of progress and development for the university. Our involvement in the IMPACT 10x10x10 initiative positions the university as an international change leader in gender equity, a role consistent with their reputation as Canada's most innovative university. We are eager to see what the next few years bring on our journey to gender equity.



## Spotlight on innovation

A true highlight of our first year as an IMPACT Champion was when we became the first institution to introduce a HeForShe Scholarship. Launched in September 2015, the University of Waterloo HeForShe IMPACT Scholarship will award twenty-four outstanding female students a total of \$288,000 over the next four years as a part of our ongoing efforts to achieve transformative and enduring gender equality.

This game-changing initiative elevates our commitment of driving girls' and women's participation in STEM fields, and we hope will inspire similar action by our peers around the world. This initiative is the next phase of our long-term project to boost women's engagement at every stage of the pipeline and will be annually awarded to six female students who apply to STEM degree programs in which there is a gender imbalance.

Composed of exceptional students from Canada and abroad, the inaugural recipients demonstrate promise in Mathematical Physics, Mechatronics Engineering, Astronomy, Computer Science, and Mathematics.

## Waterloo is committed to pursuing mentorship and leadership programs for both faculty and staff arising out of the learnings from these sessions.


**An innovative strategy that directly engages the community.** In our commitment to advance women's leadership within the university, Waterloo ignited a strategy that directly engaged with the community to whom this priority pertains. With initiatives already in place to address career mobility for staff members, the university curated a venue that offered the same opportunity to female faculty.

These "round table" discussions provide a platform for female faculty members to share their experiences, brainstorm solutions, and influence action. In 2015, these sessions reached more than ninety women and engaged with topics including hiring and retention, appointments and promotion, workplace dynamic, and academic research.

Waterloo is committed to pursuing mentorship and leadership programs for both faculty and staff arising out of the learning from these sessions. This strategy demonstrates the administrations thoughtful relationship with the university community, intent on offering solutions that not only address urgent problems, but also that do so in a way that has immediate impact for key stakeholders on campus.





A black and white portrait of Adam Habib, a man with short, dark hair, wearing a dark suit jacket over a light-colored shirt and a dark tie. He is looking slightly to the right of the camera with a serious expression.

**Adam Habib**  
Principal and Vice-Chancellor  
University of the Witwatersrand

South Africa's legacy of gender discrimination and violence is a reality that we fight daily. This is not a fight for women only. It is a fight for every person who abhors the abuse of power and the trauma of violence. It is a fight to ensure that the role of men in ending gender-based harm is as active participants and not passive observers; it is to ensure that patriarchy and inequality are uprooted; and to ensure that those who benefit from inequitable hierarchies are an equal part of their deconstruction. It is a fight that universities generally, and Wits University specifically, must be a part of.

**Professor Boni Meyersfeld**  
**International Gender and**  
**Domestic Violence Expert**  
**Associate Professor at the Wits**  
**School of Law and the Director**  
**of the Center for Applied Legal**  
**Studies (CALs)**

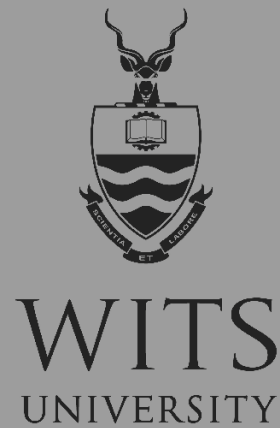
**In the wake of high-profile sexual assault incidents at Wits in 2012, I was appointed as Chairperson of the independent committee established to investigate and report on allegations of sexual harassment at Wits.**

Following our final report, I was elected to Chair the university-wide Sexual Harassment Advisory Committee (SHAC). As a committed and experienced gender activist and scholar, it is clear to me that, until Wits achieves gender and racial equity, many of our successes will be overshadowed by the apartheid legacy of racism and sexism.

At Wits, I have been a long-time advocate for the proactive and equal engagement of men and women to advance gender equality, and particularly to address the serious social ill of gender-based harm. HeForShe has come at a fortuitous time for us, aligning with an institutional moment of focused reflection on gender, and a commitment to prioritize and take definitive action to advance gender equality.

In this context, HeForShe has provided momentum, apt positioning, and additional credibility to Wits' action on gender equity. I have experienced the HeForShe magic most directly in my capacity as Chairperson of SHAC, where it is clear that IMPACT 10x10x10 has elevated the confidence of our members to mobilize gender-sensitization across the university.

In my role as Advisor to the newly established Gender Equity Office's Director, I have seen new audiences become engaged in the gender equality discussion and agenda. HeForShe has reenergized impetus for students, staff associations, unions, and relevant administrative and faculty groupings to take part in conversations and actions to advance gender equality. For me, one of the most gratifying outcomes of Wits' HeForShe commitment has been seeing the development of an integrated response to gender-based harm on campus through the establishment of the Gender Equity Office.



## Progress towards commitments

**HeForShe has provided Wits' Vice-Chancellor, Adam Habib, a powerful and wide-reaching platform to champion and advance the message of gender equity at Wits and beyond.**

It is certainly too early in such an ambitious movement to point to clear shifts in attitudes but we are encouraged that, since the launch of HeForShe on our campus in May 2015, we have experienced a rise in numbers of complainants reporting incidents of gender-based harm, as well as an increase in the number of gender champions supporting the struggle for gender equality. We are keenly aware that the legacy of gender discrimination and violence has existed for too long in our communities. Committing to HeForShe has consolidated our role as an active participant to ending gender-based harm and ensuring genuine equality.

### **Develop a comprehensive system to report, predict, prevent, and address gender-based harm on Wits' campus.**

This commitment is a great point of pride for Wits. Taking shape under the auspices of the Gender Equity Office (GEO), established in February 2014 under the directorship of Professor Jackie Dugard, year one saw a number of critical achievements for the GEO, including the recruitment of a full-time investigator and full-time counselor; the development and approval of a new gender-sensitive procedure handling misconduct; the inception of adjudicated panels and the hearing of the first disciplinary cases under this new system; the development of an information management system for professionally administering complaints; the development of university policies on student-staff conflicts of interest; and the rollout of focused advocacy campaigns across university spaces, including at residences. In 2016, Wits will use key learning from this program to implement targeted interventions in residence halls and elsewhere on campus. Also in the pipeline for 2016 are two key processes for moving from reactive to proactive measures when addressing gender-based harm: a university-wide climate survey on experiences of and attitudes towards gender-based harm; and a new policy addressing student-staff relationships.

**Use non-traditional supporters to mainstream gender equality at Wits.** Wits progressed significantly against this commitment through collaborations across the GEO, Transformation and Employment Equity Office, the Dean of Students, Counseling and Careers Development Unit, and the Student Development Leadership Office.

## Recognizing the challenges of implementing gender sensitization efforts across such a large and diverse community, one of the innovative mechanisms that GEO has developed for ensuring that students and staff are exposed to gender equity issues is to host “ambush” lectures and meetings.

Through such partnerships, Wits launched a number of student-focused gender-sensitization campaigns including I am SEXC, about positive self-esteem; Red My Lips, about not blaming survivors of sexual assault; and Silent Protest, raising awareness of sexual violence. An internal push for male staff and students to join HeForShe is also ongoing.

Recognizing the challenges of implementing gender sensitization efforts across such a large and diverse community, one of the innovative mechanisms that GEO has developed for ensuring that students and staff are exposed to gender equity issues is to host “ambush” lectures and meetings. Instead of advertng these events, facilitators coordinate with lecturers and staff leads to arrive unannounced and give a presentation. Through this stealthy strategy, Wits has given 37 lectures to students, 6 presentations to non-academic staff offices, and 6 to faculties.

In 2016, Wits looks forward to expanding our ambush lectures across campus to reach as many courses and spaces as possible, as well as deepening our advocacy and engagement for increased impact, especially around the university’s special focus on gender-based harm.

### **Increase the representation of women staff in the context of South Africa’s complex ‘dual diversity’ mandate.**

This is a long-term commitment, made more challenging because of Wits’ dual diversity mandate to promote racial as well as gender parity. Wits recognize this effort as a work in progress, crucial to the achievement of any other institutional successes.

Thus, while Wits has made significant strides in ensuring overall gender parity in staffing, with women representing 51% of the total full time staff population, and 54% of the full time academic staff complement, the administration is keenly aware that these numbers shadow the deeper inequity of the continued under-representation of women at the most senior levels. For this reason, Wits’ Five-Year Employment Equity Plan, as echoed in the HeForShe commitments, aims to increase the representation of women in senior roles by 2019 through active headhunting and the prioritization of women candidate in recruitment processes.

Successes have been made already, with 2015 seeing the representation of women in senior positions as 27% of full tenure-track professor positions, representing a 2% decrease from 2014; 22% of Head of School positions, representing a 2% decrease from 2014; and 31% of senior executive administration positions, representing a 4% increase from 2014.

## Spotlight on innovation

**Ending gender-based harm at Wits, and setting a gold standard for global progress through internal mechanisms and institutional action, is a poignant priority on campus. Wits is the first South African university to establish an independent, stand-alone office to comprehensively deal with gender-based harm in an integrated way. The university plans to use the successes of the Gender Equity Office (GEO) to promote this model widely among higher education institutions nationally, regionally and globally.**

2016 holds a wealth of new initiatives and strategies to truly achieve a campus free from gender-based harm. Intervention strategies will be maximized through university-wide campus surveys; university legislation will strengthen a zero-tolerance policy; and collaborations across student media outlets, peer groups, and administrative bodies will be cultivated. In their role as a national leader, Wits hopes to motivate others, within and beyond South Africa, to take action against a legacy of violence by innovating institutional reform.

**Putting systems in place to track gender-based harm.** Anonymous commentary from students who have benefited from Wits’ HeForShe commitment to develop a comprehensive system to tackle gender-based harm on campus:

“I wish I could find the words that best describe my gratitude. Thank you for not only fighting for me but for looking after my wellbeing in the process.

Your actions have taught me to never give up on fighting for women who suffer at the hands of men who think they are too powerful to be brought to justice.”

“It is hard to find the words to describe what your efforts in this process meant to us. We had become so used to feeling exposed, humiliated, betrayed, angry, tired, and confused and hurt without any expectation of justice. Meeting you gave us hope for the first time. You took our matter seriously when we had begun to question whether we were over-reacting, over-sensitive, vindictive.”

“I remember the first day I went to GEO; I was in an emotional state, I was crying and I was extremely hysterical. I remember my friend comforting me and reassuring me that it was okay to cry. I was reluctant to receive the help that was offered and at some point I was extremely conflicted, but slowly I started to open up and accepted help. Whenever I walked in the GEO offices I felt welcomed; the staff member’s smile is really comforting and my friends have been amazingly helpful in my journey to self-discovery and healing. Regardless of what day or time it was, I knew I could always email, SMS or call my friend, and I could express my feelings and move on. My mother even refers to her as my “second mother.” The support that I’ve received has helped me to open up to my family, to do better academically, and has helped me to become emotionally and psychologically stable. Words cannot express how the help I’ve received has contributed positively to my life.”



# Annex 1: HeForShe IMPACT Commitments

## Georgetown University

**Advance the role of women globally through the Georgetown Institute for Women, Peace and Security.** Georgetown seeks to strengthen the implementation of UN SCR 1325 through evidence-based research and analysis. With the recent creation of the Institute for Women, Peace and Security, Georgetown will contribute to further the role of women in all areas of peacebuilding – from prevention and the protection of women from sexual violence in conflict to participation in negotiations, refugee assistance and post conflict recovery. In the coming year, the Institute will unveil a state-of-the-art repository of key articles and studies documenting significant issues and best practices; launch a new seminal study on women’s political participation in ameliorating conflict and contributing to sustainable peace; and expand its international consortium which brings together practitioners and academics.

**Strengthen Georgetown’s commitment to a respectful, safe campus for all community members.** In recent months, the issue of sexual assault on college and university campuses has been at the forefront of the national dialogue. Georgetown has engaged deeply in these issues for many years – from being one of the nation’s first institutions to hire a full-time sexual assault coordinator in 1997 to the establishment of Georgetown’s Sexual Assault Working Group more than a decade ago. In 2015, Georgetown launched a new program to build upon its existing curriculum: ‘RESPECT: Preventing Discrimination, Harassment, and Sexual Misconduct’. RESPECT provides the tools to recognize and report discrimination, harassment, and sexual misconduct. More than 96% of current faculty and staff have completed the RESPECT training to date and, as part of the university’s ongoing work in this area, Georgetown is working steadily to increase completion rates (with a goal of 100 percent completion), including requiring completion by new faculty and staff within 30 days of employment.

**Use the new Georgetown Women’s Alliance to create a culture where women thrive.** In 2015, Georgetown launched the Georgetown Women’s Alliance (GWA), a university-wide platform that will serve as the hub for gender equality and women at Georgetown, coordinating across existing strong initiatives such as the Women’s Center, Georgetown Women in Medicine, and the Georgetown Women’s Leadership Initiative. To date, more than 1,200 Georgetown men and women have joined the GWA, including students, faculty, staff and alumni of the University. GWA will collect, disseminate and work to implement innovative research on women in leadership; share best practices to develop a supportive environment for all community members; and host events and programming that provide inclusive opportunities for open dialogue on these topics

## The University of Hong Kong

**Launch gender sensitization training to reach all faculty members and students by 2021.** HKU is committed to addressing violence, sexual harassment, and bias in all its forms, in order to build the supportive environment that will help achieve equality. The University of Hong Kong will develop a new gender sensitization curriculum to educate students and staff on unconscious bias and other subversive forms of gender harm, reaching all faculty members and students by 2021 (50% by 2018).

**Make gender equality a higher education priority across the world.** HKU’s commitment to HeForShe goes beyond its own campus. Through academic consortia including the HK8 alliance<sup>1</sup> and the Association of Pacific Rim Universities (APRU) and other international consortia, HKU will champion gender equality and HeForShe across academia, encouraging the development of bold sector-wide goals, and the rapid adoption of best practices across geographies. HKU will engage all HK8 members as HeForShe champions, calling on them to launch movements and set targets on their own campuses. Through the Association of Pacific Rim universities (APRU), HKU will work to scale HeForShe and gender equality movements internationally; by 2020, HKU will identify formal champions of gender equality in at least five nations.

**Champion parity within The University of Hong Kong and across the HK8 alliance.** Currently, women hold only 8 of the 110 Dean-level positions across Hong Kong’s eight government-funded institutions (7% of roles). The University of Hong Kong will champion a common target to treble the proportion of women in these positions by 2020, actively addressing the issue on their own campus, and, through their President’s leadership role on the HK8, challenging universities across Hong Kong to do the same. HKU will reform its own policies to accelerate progress towards parity, with changes including annual reporting on parity, and the requirement that all candidate short-lists include at least one woman professorships by 2020 (1.5% per annum increase). Taking a true ‘HeForShe’ approach, the University has identified the six disciplines with the largest disparity between male and female enrollment, committing to aim for a percentage-point-change towards gender parity every year; the University will support men to pursue psychology, as well as women passionate about engineering.

**Create a cultural transformation around gender.** The University of Leicester aims to ensure all students and staff feel empowered to pursue their ambitions; the University will accelerate its progress towards gender parity by integrating a gender challenge and equality and diversity awareness into activities including induction, curricula, careers guidance and partnership arrangements. The University’s HeForShe team will highlight gender equality externally and internally, elevating the conversation around equality, to reach a broad audience of men and women.

**Make public the conversation around gender, provide transparency, and actively monitor progress on these issues.** We will highlight gender equality externally and internally, elevating the conversations to ensure they are reaching a broad audience of men and women. We will actively track progress on gender equality, identifying strong performers and laggards. We will use HeForShe as a platform to galvanize students, and hold the university accountable to progress on an annual basis.

## Nagoya University

**Build a ‘Center for Gender Equality’ to serve as the home for the gender equality movement.** As the first Japanese university to establish a university-wide committee and an exclusive office to promote gender equality, Nagoya University is a nationwide leader in this area. Nagoya will remain at the cutting edge by creating a Center for Gender Equality on its own campus. The Center for Gender Equality will promote gender equality and serve as an international hub for gender research and education. Slated to open in 2017, the Center for Gender Equality will serve as a hub for gender equality in Japan, driving campus-, city– and country-wide change.

**Drive parity from the top, increasing the representation of women in leadership positions to 20% by 2020.** Nagoya’s creative approach to supporting female faculty members has already paid dividends; their women-only positions in natural science subjects have nearly doubled the representation of women in these roles. Using this success as a platform for parity, Nagoya will scale and strengthen female-only roles, create dedicated programs for female PhD students, and dedicated mentoring programs, to achieve 20% of women in faculty and leadership/administration positions by 2020 (a 75% increase from today).

**Work with the government and private sector to champion gender equality across Japan.** Nagoya established a forum to promote gender equality in Aichi Prefecture. Much like the IMPACT 10x10x10, the group comprises private sector, academia, and public sector actors. The trilateral group has launched effective programs including gender sensitization seminars and science outreach for female high school students. Going forward, Nagoya will scale the program with a strategic focus on two key pillars: effective career support for women students, and joint research opportunities for women researchers. By 2020, Nagoya will engage five companies, five universities, 10 government-funding schemes and 20 mentorship/leadership programs to promote HeForShe and gender equality across Japan.

University of Leicester

**Close the gap between men and women in key academic and career areas, in both directions.** The University of Leicester is dedicated to achieving gender parity for undergraduates, graduates, and faculty members. Setting the tone from the top, the University of Leicester will aim to increase the representation of women in leadership and faculty positions, to achieve 30% representation of women in professorships by 2020 (1.5% per annum increase). Taking a true 'HeForShe' approach, the University has identified the six disciplines with the largest disparity between male and female enrollment, committing to aim for a percentage-point-change towards gender parity every year; the University will support men to pursue psychology, as well as women passionate about engineering.

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The University of Oxford

**Achieve one-third representation of women across all university senior leadership roles by 2020.** Evidence suggests that 30% is a critical tipping point with respect to the representation of women. With this in mind, Oxford approved a suite of gender equality targets in 2014, including 30% representation of women in professorial roles, a bold increase from the 19% today. As part of their commitment to HeForShe, Oxford will extend the 30% aspiration across university leaders, to reach this threshold in all leadership and governance roles by 2020, including the senior management team and university decision-making bodies. To achieve these bold goals, Oxford will strengthen support and leadership training for women, undertake a thorough policy review to ensure all procedures are free from bias, and train all selection committee members on unconscious bias. Oxford will also engage students to drive towards parity, working closely with the Oxford University Student Union (OUSU) to improve the share of women in student leadership roles by expanding the OUSU Women's Leadership Development program, and supporting the pilot Women's Mentoring Scheme.

**Engage the whole community—from app developers to sports teams—to holistically address campus violence and enforce zero tolerance.** Oxford will work closely with a range of groups to develop a comprehensive response that aims to provide education, prevent violence, and enhance support for victims. In partnership with OUSU, Oxford will expand Sexual Consent Workshops to reach all students, making them a compulsory part of undergraduate orientation, and available to all graduate students. Working with OUSU and the organization, 'Code4Rights' Oxford will create a First Response mobile phone app. Additionally, the University will work closely with the Student Union and student leaders to challenge harassment in sport through an original zero-tolerance accreditation scheme. These new initiatives will build upon existing innovative programs, including the 'Good Lad' workshops, which have reached nearly 700 men in Oxford sports teams and societies. The 'Good Lad' campaign promotes 'positive masculinity', through scenario-focused workshops that address issues including: consent, peer pressure, banter, social capital, power and responsibility.

**Accelerate progress towards gender equality beyond Oxford.** Oxford's commitment to gender equality goes beyond the University and beyond the UK. Oxford is an active member of a number of key academic groups, including: the Russell Group, a consortium of 24 leading research-intensive universities in the UK; the League of European Research Universities (LERU); and the International Alliance of Research Universities (IARU). Oxford will leverage these fora to build on current work and engage other research-institutions and their Presidents in the need to engage men more fully with gender initiatives. Beginning with the June 28 IARU conference, Oxford will ensure HeForShe appears on the agenda of these high level groups, and use the groups as a platform to increase awareness of these issues, discuss key challenges, and disseminate best practices and strategies as developed by Oxford and the other HeForShe IMPACT Champions.

University of São Paulo

**Establish and implement a zero-tolerance to violence policy to address and prevent violence against women on the USP campus.** USP will develop a holistic strategy to address violence against women, with programs and interventions that begin on students' first day on campus and run until their graduation. The university will institute a zero tolerance to violence policy, bolster its support to victims and implement a suite of interventions to address the attitudes and culture that enable assault and rape to happen on campus. The full program will be announced in the first semester of 2016. USP will also collaborate with other academic institutions, calling on others to end campus-gender based violence. USP has already invited the University of Buenos Aires and Autonomous University of Mexico (together representing 850,000 students) to take part in a joint campaign addressing violence against women on university campuses: the universities will implement a common orientation curriculum for first year students that aims to replace risky traditions with new, positive norms. In the second semester of 2016, USP will host a conference for the ten IMPACT Champions, providing an opportunity to share best practices, discuss innovative solutions, and report-out on preliminary progress on addressing violence against women.

**Establish an Interdisciplinary Research Program to promote safe cities for women.** USP will support and strengthen an Interdisciplinary Research Program to explore all aspects of gender diversity and its role in urban development. This program will be carried out in already established graduate programs and as part of a new Research Program of the Institute of Advanced Studies, aimed at identifying barriers to make cities safe for women and girls, and based on these findings will develop solutions to ensure that women have equitable access to public services and safety. Given the global trend of urbanization, USP will disseminate the findings of this research to influence public policy and decision making not only in the city of São Paulo, but also for cities across the region and around the world.

**Launch a program to use sports as a tool to end violence against women.** Sports is the common language that transcends class and culture, both within and beyond Brazil. USP will launch an innovative program that will engage men and empower women through sport. In 2016, USP will launch this program on campus, using soccer as a tool to address violence against women at USP and, through outreach programs, across Brazil.

Sciences Po

**Reach 40% representation of both genders in academic, administrative, and senior leadership positions by 2020.** Sciences Po is committed to driving gender equality in both directions, committing to a series of bold targets that will make important progress towards parity. Sciences Po will reach 40% representation of both genders across academic, administrative, and senior leadership positions by 2020, including 40% of Fondation nationale des sciences politiques Board seats held by women. To reach this ambitious objective, Sciences Po will undertake a thorough review of all recruitment procedures. In addition, Sciences Po will proactively seek out female candidates, distribute female expert lists, and work with professional women's networks to identify candidates. Until 2020, Sciences Po will annually report on the representation of women in these positions, and will share best practices across the other IMPACT Champion universities to accelerate progress across higher education.

**Launch new programs to empower men as fathers and husbands as well as workers.** Sciences Po will champion a new type of masculinity, showing that it is possible and vital for men to share responsibilities at home and at work. Science Po's programs will enable men to 'go public' with their roles as fathers and husbands, as well as workers, and set a bold target for the share of men taking paternity leave: 90% by 2017. To foster the culture necessary for this change, Sciences Po will launch an innovative workshop series for male and female students and faculty to raise awareness of gender norms and engage the university community as champions of change. In addition, Sciences Po will expand the legally mandated maternity interviews to all parents—men, women and adoptive parents. The comprehensive interviews aim to smooth the transition back to work, and ensure that an honest conversation occurs about the ability of the parent to balance home and work responsibilities.

**Develop and scale programs that ready students for their careers in a gender-unequal labor market.** In 2015, Sciences Po launched a sweeping new Gender Equality Action Plan that aims to transform the culture of the university into one based on equality. Starting at home, Sciences Po will role model a gold standard on equality, ensuring gender parity in its own professional meetings, with at least 40% professionals of each gender, every year, for all programs. Sciences Po will roll out a series of programs aimed to empower students, including: workshops on negotiation and other core skills, and public gender-balanced discussions on the issue of work-life balance. To ensure consistent progress across the university, Sciences Po will institute a gender sensitization and awareness course, reaching 30% of students in 2016 and 50% by 2017, and launch a complementary awareness campaign, designed in collaboration with students in the School of Communication, creating a scalable model for other universities.

Stony Brook University

**Close the gap between men and women—from matriculation to graduation—by 2020.** Stony Brook’s graduation rate has risen more than 10 percent in the last decade, but a gender divide has emerged. Women graduate at a rate nearly 15 percentage points higher than their male counterparts. At the same time, men represent 56.6 percent of each incoming freshman class. Stony Brook is committed to closing the gap at both ends, reaching parity as students enter as freshmen, and graduate as seniors, with the overarching goal to reach a 60 percent four-year graduation rate by 2018. A series of focus groups with male students has recently been completed, and Stony Brook will introduce tailored programs to understand and address key barriers for men. The university is making a commitment to increase the representation of women in each freshman class by at least six percent. The Center for the Study of Men and Masculinities at Stony Brook will share best practices and model initiatives with campuses in the State University of New York (SUNY) system and beyond, working with universities across the country to address these challenges.

**In partnership with the Center for the Study of Men and Masculinities, build global understanding of the role for men in achieving gender equality.** The Center for the Study of Men and Masculinities will serve as the knowledge hub for gender equality, generating cutting-edge knowledge for HeForShe, IMPACT Champions, and the movement more broadly. Through the Center, Stony Brook will work toward making gender equality and HeForShe a mainstream initiative across the SUNY network, with the potential to impact almost half a million students in the network’s 64 institutions. In 2016, Stony Brook hosted a SUNY-wide HeForShe conference to work with all SUNY campuses to develop programs to increase gender equality and engage men.

**Integrate gender equality into the academic and social experience of Stony Brook University.** Stony Brook was one of the very first universities to host a HeForShe event and start a HeForShe campus organization. Leveraging this existing support for HeForShe, and working with faculty, students, and staff across the campus, Stony Brook is designing its commitment to gender equality into every stage of the campus life experience. In Fall 2015, Stony Brook began building gender sensitization programming and gender equality themes into its mandatory freshman seminar class, and by the 2019 academic year, 100% of students will have been reached.

University of Waterloo

**Boost girls’ participation in STEM experiences to build future female leaders.** To reach gender parity in STEM, we need to engage women and girls as young students. The University of Waterloo will build upon its existing expertise, scaling targeted outreach programming for young girls and women to build the pipeline for future success. Focusing on the most gender-disparate STEM experiences, the university commits to boost female enrollment in these programs to 33% by 2020 by expanding the scope of current programs and developing a number of targeted new initiatives.

**Enhance female faculty representation to drive towards parity in the future.** A gender-equal faculty is key to attracting and supporting the female leaders of tomorrow. To kick-start change, the University of Waterloo commits to reach a faculty composition of 30% women by 2020 (an average of half a percent annual increase). The University of Waterloo will champion three initiatives to increase the representation of women: a comprehensive review of selection and recruitment hiring practices, unconscious bias training, and the creation of career opportunities for high-potential women.

**Advance women into positions that lead the university.** Today, 24.5% of senior academic and administrative leaders are female. The journey from entry-level faculty to senior leadership takes over a decade. Increasing the share of women in leadership positions will have a ripple effect on gender parity at lower levels; as women see women in these roles; they feel empowered to take on these positions. Through these commitments, and a suite of programs to target high potential women, the University of Waterloo commits to reach 29% representation of women in academic and senior leadership (an average of one percent annual increase).

University of the Witwatersrand

**Develop a comprehensive system to report, predict, prevent, and address gender-based harm on Wits’ campus.** We need a comprehensive and robust system to address the problem of campus-based violence and gender harm. Wits is taking an innovative approach, creating a standalone Gender Equity Office that will: encourage reporting on gender-harm complaints, aiming to drive up the number of reported cases in the first year; continually analyze complaints; annually publish a report on campus trends and incidents to inform and improve preventative measures; provide dedicated support to complainants and victims of gender-based harm; and adjudicate complaints using a gender-sensitive disciplinary procedure.

**Use non-traditional supporters to mainstream gender equality at Wits.** Wits will launch an innovative grassroots campaign to identify and mobilize gender equality advocates. A series of ‘ambush lectures’ will take over classes and meetings, ensuring that gender equality messages reach the skeptics as well as the supporters. Equality will be integrated into the student experience, by identifying and connecting a web of gender change agents from student residences to social and sports clubs. To complement these innovative programs, Wits will provide compulsory eLearning and in-person gender sensitization courses.

**Increase the representation of women staff in the context of South Africa’s complex ‘dual diversity’ mandate.** Wits’ staff composition reflects apartheid’s racialized and gendered legacy; one recent study noted that there are only 28 female black South African professors across the whole country. In this context, Wits has reached an impressive overall faculty complement of 60% women, but women remain under-represented in leadership—27% of the executive management team, 22% of the heads of school, and 28% of professors are women. Wits will increase the representation of women in heads of school roles to 32% by 2019; increase the representation of women in professorships to 30% by 2019; and ensure gender parity in the executive management team by 2019.



Annex 2: IMPACT  
Universities Definition  
of Senior Leadership

Georgetown University

The following executives are included: The University President, Executive Vice-Presidents, Vice-Presidents, Vice-Provosts, President’s Chief of Staff, Deans, Chief Business Officers and others who attend President DeGioia’s Executive Retreat.

The University of Hong Kong

For The University of Hong Kong, senior management team (President, Provost, Executive Vice-President, four Vice-Presidents, Registrar, and Director of Finance) plus two Associate Vice-Presidents plus 12 Deans.

University of Leicester

Senior leadership at the University of Leicester is defined as the University Executive Board. The University Executive Board comprises Heads of Academic and Professional Services departments, and the University Leadership Team.

Nagoya University

Senior leadership at Nagoya University is defined as Trustees, Vice Presidents, Vice Trustees, Deans, Advisers to the President, and Administrative Directors, Managers and Deputy Managers.

The University of Oxford

Members of the University’s Council and its five main committees (Education, Personnel, Research, Planning and Resource Allocation and General Purposes) as of October 2015.

University of São Paulo

Senior leadership at the University of São Paulo is defined as the University Rector, Vice-Rector, Deans, Directors of Teaching and Research, Campus Directors and Superintendents.

Sciences Po

Senior leadership at Sciences Po includes members of Executive Committee that brings together the heads of Sciences Po’s various departments, and implements strategic orientations and decides on issues concerning the institution’s operations and management.

Stony Brook University

The University Council serves as the senior leadership team and includes all Deans and Vice-Presidents.

University of Waterloo

The University Council serves as the senior leadership team and includes all Deans and Vice-Presidents. Senior leadership at Waterloo includes members of Executive Council (comprised of President, Provost, Vice-President, Associate Provost, Dean, University Librarian, Registrar, Secretary and others) as well as Associate Deans, Department Chairs, Executive Directors, and Directors.

University of the Witwatersrand

Senior Leadership or the Senior Executive is defined as those employees on Peromnes Grades 1–3.

# Acknowledgements

We are thrilled to release this inaugural HeForShe IMPACT 10x10x10 University Parity Report. With this maiden group of universities, we have taken the first steps towards achieving gender equality and we are deeply thankful that they have chosen to join us on this journey and lead the way for others to follow.

We are indebted to the commitment and dedication of the 10 universities who are a part of IMPACT 10x10x10: Georgetown University, The University of Hong Kong, University of Leicester, Nagoya University, The University of Oxford, University of São Paulo, Sciences Po, Stony Brook University, University of Waterloo and University of the Witwatersrand. In particular, thanks are owed to the hard working teams implementing the commitments at each university. In addition, we would like to acknowledge the corporate and Heads of State who stand alongside the universities, together compromising our global team for change.

We would like to thank colleagues from across UN Women for sharing their insights and expertise with us as we work to achieve our goals.

We would also like to express our gratitude to IMPACT Champion University of Waterloo without whom the production of this report would not have been possible.

Finally, we would like to thank the team at Alphabetical once more for their creative vision in building this report.

**alphabeticalstudio.com**

# University overview of data

All figures as of 2015 academic year

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- Male

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Representation of women in undergraduate students for all full-time students.

**B: Graduate**  
Representation of women in graduate students for all full-time students.

**C: Full-time Faculty**  
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**D: Tenured Professors**  
Representation of women in tenured professor roles across each university.

**E: Senior Leadership**  
Representation of women in the senior most internal positions.

Historically, gender and color have been strongly associated, but as we begin to redefine traditional understandings of masculinity and femininity, stereotypes are fading away. With this in mind, UN Women worked closely with the Pantone Color Institute to develop a 'new' color. Bold and bright, HeForShe Magenta (PANTONE 18-1945, Bright Rose) is a tantalizing hue that immediately commands attention. HeForShe Magenta walks the fine line between red and pink, male and female, making it the ideal shade to represent HeForShe. The HeForShe magenta is strategically used to explore and challenge historical gender norms. In keeping with this, throughout this report, in data and graphics, magenta is used to indicate men. By linking the vibrant hue to men, rather than the expected—women—we continue to examine and scrutinize gender norms throughout our work.