



## **Key stakeholder roles, commitments, and responsibilities**

## The Academic Cohort Members

### Your role on the programme

Your role is to be open, proactive, and engaged throughout all elements of the programme. This is your opportunity to forge meaningful relationships with stakeholders from across your institution as well as to create a strong network of peers from across the sector. This programme should enable you to identify your career ambitions and to develop a career action plan that will provide you with the discipline to maximise your own time when it comes to investing in your career development.

### Your commitment

1. Attend the **‘Personal Insights’** workshop (3 hours) together with your peer group.
2. Attend the **‘Career Planning’** workshop (2 days) together with your peer group, taking place in person in the UK.
3. Participate in **‘Career Coaching’** sessions (5 1:1 sessions).
4. Participate in **‘Sponsor Meetings’** with your programme sponsor (4 1-hour meetings) during the year-long programme.
5. Participate in **‘three-way coaching conversation’** with your line manager, and coach (60 mins).
6. **Meet with Senior Stakeholders**, together as a group, twice during the year-long programme.
7. Participate in **‘line manager meetings’** as you develop your career action plan.
8. Attend the **‘Career Progression’** workshop (2 days) together with your peer group, taking place in person in the UK.

### Key components of the programme and your role explained:

Timing	Component	Your responsibility	For your understanding	Key outcome
Feb	Inclusive Leadership Foundation Workshop	N/A	During this 1 day in person event, Senior Stakeholders from all participating Universities come together to explore the foundations of what it means to be an inclusive leader. Together with their peers from other participating Universities, they then identify what they will commit to achieving on the programme.	An understanding of the core principles of inclusive leadership as a concept and in practice. Stakeholders across institutions exchange ideas, establish tangible action plans and key commitments to take forward.
Feb	Personal Insights	To be open and willing to sharing personal experiences publicly, in order to allow these experiences to be made visible to	In this 3-hour session, Academic Cohort members come together with their peers to	A report of key themes is shared with key stakeholder groups for awareness and reflection.

		key stakeholders in your institution for awareness and meaningful action.	discuss their career experiences to date. Themes are identified and captured.	
Mar	Career Planning	To be engaged and open to learning different career development strategies that will help you achieve your aspirations. Be open to connecting with other cohort members and forge relationships that will help you build a community and expand your network.	In this 2-day workshop, Academic Cohort Members spend time together exploring key strategies and tools to support them to navigate their careers and achieve their aspirations.	Academic Cohort members gain confidence, foster community, enhance well-being and acquire tools for pursuing career goals with a focused strategy. They also determine how to effectively use their personal boardroom to achieve their aspirations.
March-Oct	Career Coaching	To participate and be engaged with all sessions and be willing to work collaboratively with your career coach to develop a tangible career action plan. To be proactive with the steps that you need to take to help you achieve your career aspirations.	Over a series of five 1:1 coaching sessions, Academic Cohort members explore aspirations, limiting beliefs, barriers and devise a realistic action plan for how they will be able to achieve their career ambitions, enabling them to focus on the few key things that will make the biggest difference.	A career action plan for each Academic Cohort member.
March-Oct	Line Manager meetings	You will meet with your line manager in order to discuss your career planning. In particular, you should be specific about your next steps and career aspirations, share your career action plan and establish how your line manager will help you work towards your specific goals.	Academic Cohort members meet with their own Line Manager to explore career aspirations and support available to help them to focus on their key development areas. Line Managers provide honest feedback and active support to support the Academic Cohort members to progress.	Improved trust and relationships between Academic Cohort members and their Line Managers.
March-Oct	Sponsor Meetings	You will meet with your sponsor in order to discuss your career aspirations. In particular, you should be specific about your next steps and establish how your sponsor can help you to expand your network, increase your visibility, and provide you with targeted projects and opportunities that will help you achieve your specific goals.	Academic Cohort members meet with their programme sponsor in a series of meetings to explore career aspirations and identify how their sponsor can use their influence to help them to achieve their goals. Sponsors will help expand the network and visibility of their sponsee's, actively seek out high profile projects and opportunities to support their career goals and provide honest feedback.	Sponsor expands sponsee's network and increases their visibility by providing them with high profile projects and opportunities.

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March-Oct	Senior Stakeholder meetings	You will meet with the Senior Stakeholders together as one group, at least twice during the programme to build personal connections and reality check ideas for change.	During a series of meetings, Senior Stakeholders meet with the Academic Cohort members from within their institution to build relationships, strengthen understanding and test assumptions that support them to successfully achieve change.	Meaningful relationships are forged and there is a much enhanced sense of the reality of experiences within the institution.
May-June	Inclusive Leadership Learning & Development	N/A	In this 3-hour workshop, each VC brings together the key stakeholders who are participating in the programme. Stakeholders reflect on the foundation workshop, assess progress, and advance efforts to refine and integrate an inclusive leadership action plan.	A sense of commitment and priority from the VC. Senior Stakeholders refine action plan, expecting all to take responsibility for collective action. A 100BWPN champion identified to hold institution to account. Progress updates shared institutionally during the progression workshop.
May-June	Three-way career coaching conversation	You will meet together with your line manager and coach to have an honest conversation receiving feedback. You should be open to receiving their feedback, and also be transparent about the support you need from your line manager to help you progress.	During these sessions, line managers will be expected to have open and honest conversations with the academic cohort members in order to realistically map out routes to promotion.	Transparency and understanding of promotion pathways.
Oct	Inclusive Leadership Progression	N/A	During this 1 day in person event, Senior Stakeholders from all participating Universities come together to reflect on the programme, share key learnings and provide an update on the progress made across the year. They will build cross institutional alliances, where they can discuss opportunities, challenges, and strategies to sustain momentum beyond the programme.	Progress summary captured by EDI lead and circulated to all participating stakeholders within your university. 100BWPN champion takes ownership for ensuring stakeholders uphold their commitments post programme.
Nov	Career Progression	To reflect on your progress to date, share the key learnings, and be open to refining your career action plans. Be open to connecting with other cohort members and	In this 2-day workshop, Academic Cohort Members spend time together to reflect on the programme and provide an update on progress made across the year. They will develop	Academic Cohort members' feel connected, empowered, and fully charged to take control of their career.

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		forge relationships that will help you build a community and expand your network.	strategies for sustaining momentum in their career action plans and join an alumni community.	
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## **Guide to important meetings**

## 1. Vice-Chancellor and Academic Cohort members

### Meeting organisation

It is recommended that the Vice-Chancellor and Academic Cohort members meet three times during the course of the programme as follows:

- a) First meeting to take place after the Academic Cohort Personal Insights workshop and after the Inclusive Leadership Foundation workshop.
- b) Second meeting to take place mid-way through the programme.
- c) Final meeting to take place at the end of the programme, before the Inclusive Leadership Progression workshop.

Meetings should be organised by the VC's diary manager or the 100 Black Women Professors NOW programme coordinator and the Academic Cohort members invited.

Meetings should take place in person, wherever practically possible.

### Overall purpose

This meeting is intended to build personal connections so that the Academic Cohort members' names, faces, and stories are known to the VC beyond the demographic data they represent.

### Overall objectives

- a. For both parties to leave a positive, lasting impression on one another
- b. For both parties to get to know one another as real people (beyond titles and statistics)

### First meeting

	For the Vice-Chancellor:	For the Academic Cohort:
Preparation recommended	To see the list of women, their roles, titles, departments, and length of time at the University.	To do some background research about the VC, how long have they been in post, what have they been focusing on so far, what is their academic discipline.
Suggested questions for discussion	<ul style="list-style-type: none"> <li>• What has been your impression of the 100 Black Women Professors NOW programme so far?</li> </ul>	<ul style="list-style-type: none"> <li>• Why do you believe that the 100 Black Women Professors NOW programme is important?</li> <li>• What have been your experiences of being at the University?</li> </ul>

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	<ul style="list-style-type: none"> <li>• What have been your experiences of being at the University?</li> <li>• What do you think we should be doing to really affect change at the University?</li> </ul>	<ul style="list-style-type: none"> <li>• What is challenging about achieving change at the University?</li> </ul>
Next steps recommended	Reflect on the conversation and consider is there anything else you can personally do to support the academic cohort members.	Follow up individually with an email to thank the VC for their time and mention anything that particularly stood out from the meeting.

## Second meeting

	For the Vice-Chancellor:	For the Academic Cohort:
Preparation recommended	Reflect on your impression of the programme so far. Review the lived experiences document. What are you considering is needed for change.	Reflect on the impact the programme is having. What are you learning about yourself and your career aspirations.
Suggested questions for discussion	<ul style="list-style-type: none"> <li>• How is the programme going now? Have there been any stand out moments for you?</li> <li>• How are you feeling about your own career and aspirations?</li> <li>• Do you think you can achieve your aspirations at this University?</li> </ul>	(VC to lead discussion)
Next steps recommended	Reflect on the conversation and consider is there anything else	Reflect on the conversation and consider is there anything else



	you can personally do to support the academic cohort members.	you can do to maximise the opportunity of being on the programme. Follow up individually with an email to thank the VC for their time and mention anything that you are grateful for related to systemic change that you are aware of.
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**Final meeting**

	For the Vice-Chancellor:	For the Academic Cohort:
Preparation recommended	Reflect on the impact of the programme at the University.	Reflect on the overall impact of the programme on your career.
Suggested questions for discussion	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for you and your career?</li> <li>• Why do you think the University should continue to support the programme?</li> </ul>	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for the University in terms of systemic change?</li> <li>• Why do you think the University should continue to support the programme?</li> </ul>
Next steps recommended	Reflect on the conversation and your key observations that you will share at the final workshop with your senior team.	Follow up individually with an email to thank the VC for their prioritisation of the programme and restate the personal impact that it has had on you and your career.

## 2. HR Director / People lead and Academic Cohort members

### Meeting organisation

It is recommended that the HR Director and Academic Cohort members meet twice during the course of the programme as follows:

- a) First meeting to take place after the Academic Cohort Personal Insights Workshop and after the Inclusive Leadership Foundation workshop.
- b) Second meeting to take place before the Inclusive Leadership Progression workshop.

Meetings should be organised by the HR Director, inviting the Academic Cohort members to meet with them as a group.

Meetings should take place in person, wherever practically possible.

### Overall purpose

This meeting is:

- 1) To build personal connections so that the Academic Cohort members' names, faces and stories are known to the HR Director beyond the demographic data they represent.
- 2) For the HR Director to be able test assumptions about policy and practice priorities and what might have the most significant impact, for the Academic Cohort to provide their honest views in a constructive way to contribute to change.
- 3) For the HR Director to get support for policy and practice changes they will implement and for the Academic Cohort to have the opportunity to shape and influence these changes.

### Overall objectives

- For both parties to leave a positive, lasting impression on one another.
- For both parties to get to know one another as real people (beyond titles and statistics).

### First meeting

	For the HR Director:	For the Academic Cohort:
Preparation recommended	<ul style="list-style-type: none"> <li>• To see the list of women, their roles, titles, departments and length of time at the University.</li> </ul>	None

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	<ul style="list-style-type: none"> <li>To understand what you think will make the biggest different in changing the status quo, that is within your control.</li> </ul>	
Suggested questions for discussion	<ul style="list-style-type: none"> <li>What have been your experiences of being at the University?</li> <li>What do you think we should be doing to really affect change at the University?</li> <li>Invite feedback on your ideas for change.</li> </ul>	None just to engage with the HR Director in a constructive way with a view to what change could be possible.
Next steps recommended	<ul style="list-style-type: none"> <li>Reflect on the conversation and consider is there anything else you can personally do to support the academic cohort members.</li> <li>Reflect on the cohort's experiences and opinions regarding your priorities for change and consider how you can refine your ideas and assumptions to maximise impact.</li> </ul>	

## Final meeting

	For the HR Director:	For the Academic Cohort:
Preparation recommended	Reflect on the impact of the programme at the University.	Reflect on the overall impact of the programme on your career.

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Suggested questions for discussion	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for you and your career?</li> <li>• Why do you think the University should continue to support the programme?</li> <li>• Explain what you have achieved so far and what priorities are moving forward, ask for advice and support with implementation as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for the University in terms of systemic change?</li> <li>• Why do you think the University should continue to support the programme?</li> </ul>
Next steps recommended	Reflect on the conversation and your key observations that you will share at the final workshop with your senior colleagues.	

### 3. Research Director / Research lead and Academic Cohort members

#### Meeting organisation

It is recommended that the Research Director and Academic Cohort members meet twice during the course of the programme as follows:

- a) First meeting to take place after the Academic Cohort Personal Insights Workshop and after the Inclusive Leadership Foundation workshop.
- b) Second meeting to take place before the Inclusive Leadership Progression workshop.

Meetings should be organised by the Research Director, inviting the Academic Cohort members to meet with them as a group. Meetings should take place in person, wherever practically possible.

#### Overall purpose

This meeting is:

4. To build personal connections so that the Academic Cohort members' names, faces and stories are known to the Research Director beyond the demographic data they represent.
5. For the Research Director to be able test assumptions about policy and practice priorities and what might have the most significant impact, for the Academic Cohort to provide their honest views in a constructive way to contribute to change.
6. For the Research Director to get support for policy and practice changes they will implement and for the Academic Cohort to have the opportunity to shape and influence these changes.

#### Overall objectives

- For both parties to leave a positive, lasting impression on one another.
- For both parties to get to know one another as real people (beyond titles and statistics).

#### First meeting

	For the Research Director:	For the Academic Cohort:
Preparation recommended	<ul style="list-style-type: none"> <li>• To see the list of women, their roles, titles, departments and length of time at the University.</li> <li>• To understand what is wrong with the status quo and what you think will make the biggest different in</li> </ul>	None

	changing the status quo, that is within your control.	
Suggested questions for discussion	<ul style="list-style-type: none"> <li>• What have been your experiences of doing research at the University?</li> <li>• What do you think we should be doing to support you to be successful with your research?</li> <li>• Invite feedback on your ideas for change.</li> </ul>	Consider your understanding and experience of applying for research funding and conducting research at the University. What support do you need to really pursue your research ambitions?
Next steps recommended	<ul style="list-style-type: none"> <li>• Reflect on the conversation and consider is there anything else you can personally do to support the academic cohort members.</li> <li>• Reflect on the cohort's experiences and opinions regarding your priorities for change and consider how you can refine your ideas and assumptions to maximise impact.</li> </ul>	

**Final meeting**

	For the Research Director:	For the Academic Cohort:
Preparation recommended	Reflect on the impact of the programme at the University.	Reflect on the overall impact of the programme on your career.

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Suggested questions for discussion	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for you and your career?</li> <li>• Why do you think the University should continue to support the programme?</li> <li>• Explain what you have achieved so far and what priorities are moving forward, ask for advice and support with implementation as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• How has the experience of the programme impacted you?</li> <li>• What's next for the University in terms of systemic change?</li> <li>• Why do you think the University should continue to support the programme?</li> </ul>
Next steps recommended	Reflect on the conversation and your key observations that you will share at the final workshop with your senior colleagues.	

#### 4. Equality, Diversity and Inclusion Lead and Academic Cohort members

##### Meeting organisation

It is recommended that the most senior person with responsibility for EDI at the university (EDI Lead) and Academic Cohort members meet at least twice during the course of the programme as follows:

- c) First meeting to take place after the Academic Cohort Personal Insights Workshop and after the Inclusive Leadership Foundation workshop.
- d) Second meeting to take place before the Inclusive Leadership Progression workshop.

Meetings should be organised by the EDI lead, inviting the Academic Cohort members to meet with them as a group.

Meetings should take place in person, wherever practically possible.

##### Overall purpose

This meeting is:

- 1) To build personal connections so that the Academic Cohort members' names, faces, and stories are known to the EDI lead beyond the demographic data they represent.
- 2) For the EDI Lead to be able test assumptions about strategic EDI priorities and what might have the most significant impact, for the Academic Cohort to provide their honest views in a constructive way to contribute to change.
- 3) For the EDI Lead to get support for strategic changes they will implement and for the Academic Cohort to have the opportunity to shape and influence these changes.

##### Overall objectives

- For both parties to leave a positive, lasting impression on one another.
- For both parties to get to know one another as real people (beyond titles and statistics).

##### First meeting

	For the EDI Lead:	For the Academic Cohort:
Preparation recommended	<ul style="list-style-type: none"> <li>• To see the list of women, their roles, titles, departments and length of time at the University.</li> </ul>	None



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	<ul style="list-style-type: none"> <li>To understand what you think will make the biggest different in changing the status quo, that is within your control.</li> </ul>	
Suggested questions for discussion	<ul style="list-style-type: none"> <li>What have been your experiences of being at the University?</li> <li>What do you think we should be doing to really affect change at the University?</li> <li>Invite feedback on your ideas for change.</li> </ul>	None just to engage with the EDI Lead in a constructive way with a view to what change could be possible.
Next steps recommended	<ul style="list-style-type: none"> <li>Reflect on the conversation and consider is there anything else you can personally do to support the Academic Cohort members.</li> <li>Reflect on the Cohort's experiences and opinions regarding your priorities for change and consider how you can refine your ideas and assumptions to maximise impact.</li> </ul>	None

## Final meeting

	For the EDI Lead:	For the Academic Cohort:
Preparation recommended	Reflect on the impact of the programme at the University.	Reflect on the overall impact of the programme on your career.
Suggested questions for discussion	<ul style="list-style-type: none"> <li>How has the experience of the programme impacted you?</li> <li>What's next for you and your career?</li> </ul>	<ul style="list-style-type: none"> <li>How has the experience of the</li> </ul>

	<ul style="list-style-type: none"> <li>• Why do you think the University should continue to support the programme?</li> <li>• Explain what you have achieved so far and what priorities are moving forward, ask for advice and support with implementation as needed.</li> </ul>	<p>programme impacted you?</p> <ul style="list-style-type: none"> <li>• What's next for the University in terms of systemic change?</li> <li>• Why do you think the University should continue to support the programme?</li> </ul>
Next steps recommended	Reflect on the conversation and your key observations that you will share at the final workshop with your senior colleagues.	

**Note:**

During the pilot, one University's EDI Lead initiated meetings with the Academic Cohort every 6 weeks. The EDI Lead became an active sponsor for the women, and they discussed progress and opportunities together. Opportunities got shared within the group and there was mutual support for the woman who would benefit the most to seize specific opportunities.