

APPLICATION CHECKLIST
Research, Scholarship, and Creativity Grant

Deadline February 12th

Please print and complete this checklist and attach it as the cover page of your grant application.

Faculty information

Name: Katherine A. Tunheim

Dept: Economics and Management

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Rank: Assistant Professor of Management

Checklist

☒ Description of previous projects (and outcomes) funded by RSC grants
☒ Complete project description, including separate statements of:

1. **Purpose.** What are the intellectual, conceptual, or artistic issues? How does your work fit into other endeavors being done in this field?

2. **Feasibility.** What qualifications do you bring to this project? What have you done/will you do to prepare for this project? What is the time period, i.e. summer, summer and academic year, academic year only? Is the work's scope commensurate with the time period of the project?

3. **Project Design.** This should include a specific description of the project design and activities, including location, staff, schedules or itineraries, and desired outcomes.

☒ RSC Budget Proposal Form attached as last page of application

☒ Nine (9) copies of completed application and budget (including this checklist) to be submitted to the John S. Kendall Center for Engaged Learning (SSC 119)

If successful, my proposal can be used as an example to assist future faculty applications. This decision will not in any way influence the evaluation of my application. ☒ Yes/ ☐ No (please circle one)

Application for Research, Scholarship and Creativity Grant

"A Phenomenological Study of Norway's Golden Skirt Rule"

Katherine A. Tunheim

Assistant Professor of Management

Department of Economics and Management

February 12, 2010

Previous work supported by Research, Scholarship, and Creativity Grant

None. This is my first request.

Description of Project

One of my research interests has been women and leadership/management issues for the past 20 years. The trend in historically male-dominated organizations is toward increased female leadership and participation (Carter & Rudd, 2005; Pini, 2005). While the numbers of women in business and education are increasing, the presence of women on boards of U.S. corporations is minimal. The bulk of corporate board directors remain composed of mainly white males (Flynn & Adams, 2009). Catalyst (2006) reported that women held only 14.7% of Fortune 500 board seats in 2005. Although there has been a slight increase in the percentage of women in Fortune 500 board seats, the numbers are still low in comparison to the proportion of women in the population. Unless advancements are made in the United States, American companies will most likely fall below the average in international comparisons in the future. In 2005, the percent of board seats filled by women in Norway was 28.8 percent, 22.8 percent in Sweden, 20 percent in Finland, 17.9 percent in Denmark, 15 percent in Australia and 14.7% in the United States (Wolfman, 2007).

Norway has more women on their boards than any other country in the world. In March 2002, Norway's government passed a statute that required all publicly owned (by State or municipality) enterprises to have women hold at least 40 percent director positions by January 2004. This statute has been dubbed "The Golden Skirt Rule" in Norway's popular press. At the time of enactment, only seven percent of all directors were women; within a few years, by May 2005, the figure had jumped to 15.7%. After trailing the United States for decades, Norway has quite quickly jumped to become the world-wide leader in recruiting women to corporate boards.

Purpose

According to two studies conducted by Catalyst (2006) and McKinsey (2007), when at least 40% of a corporation's board is made up of women, the corporation is likely to be more profitable. If this is the case, I want to understand what is happening on these boards. Is it due to better decision making? Is there more diversity of thought? Has the Sarbanes-Oxley Act of 2002 and new regulations imposed by the Security and Exchange Commission demanded a larger and more diversified pool of board candidates from which to choose? As a Gustavus Assistant Professor of Management, this could be an interesting research project to share not only with my students, but ideally to present at

two future conferences: (1) Academy of Management and (2) International Leadership Association. Both have active groups of researchers and practitioners interested in women and management/leadership issues. This would be a significant contribution, as no one has gone to Norway to conduct this research yet.

According to the World Economic Forum's latest survey (2009), Norway has the narrowest gender gap in the world. It has emerged as a world leader in equal salaries, labor force participation, female representation in parliament and literacy rates. I believe there is something to be learned from these Norwegians that could help us in the United States.

Feasibility

The qualifications that I bring to the project include a 27 year business career in which I have often been the token female on the leadership team or on the non-profit board. What I have done so far in preparing for this project is a literature search that produced 30 articles on the topic. I have also recently attended two conferences at which papers on this topic were discussed in the Women and Leadership tracks. They were at the American Management Association Conference in Chicago in August 2009, and at the International Leadership Association Conference in Prague, Czech Republic, in November 2009. The presenters talked about the Golden Skirt Rule but no other researcher has been there to collect data. I also attended a "Women on Boards" event put on by the National Association Board of Directors in December 2009, and just this week attended the St. Catherine Forum on Women in Leadership. Two professors from St. Kate's (Hawthorne & Bangs) just published the *2009 Minnesota Census of Women in Corporate Leadership*, indicating how Minnesota's top 100 public companies rank. They report that twenty seven of the top 100 public companies in Minnesota have no women on board members. Forty-one of the top 100 public companies have only one woman on their boards. Women hold only 15 percent of the Section 16b (SEC) executive officer positions in Minnesota's top 100 public companies. Nineteen of the top 100 public companies have no women involved in leadership – either as directors or executive officers. Lack of gender diversity in top corporate ranks is more than an issue of equity. It is a matter of business performance that affects the economic future of our state.

The time period for the study is that I plan to travel to Norway during early July 2010. I will collect and analyze the data in mid to late July and write the first of two papers in August before the fall semester begins. The second paper will be written during J-term 2011.

I hope to present my first paper from this research at the International Leadership Conference in Boston in October 2010 and the American Management Association Conference in August 2011.

Project Design

According to van Manen (1990), phenomenology asks the question: What is this experience like? It allows the researcher to study a phenomenon to learn about it. I want to find out about the lived experience of women on boards in Norway.

Research Participants

I would interview 10 women on boards in or around Oslo. These interviews would be pre-arranged by early summer through my contacts at The Norway House in Minneapolis, Concordia Norwegian Language Villages (Skogfjorden), the U.S. Ambassador to Norway, the Norwegian-American Chamber of Commerce, and connections through Gustavus.

Interviews

All ten interview participants would be interviewed face-to-face. I will ask for permission to audio-tape the interviews, so that transcripts will be created.

Data Collection

Each interview would ask the following questions: What is the experience like of being on a corporate board in Norway? How have male board members responded to you as a woman member on the board? Has your corporation increased its profits from your membership? Has there been any backlash due to your mandatory participation on the board? What have you learned from this experience?

Data Analysis

The interviews will be subjected to hermeneutic phenomenological reflection to allow themes to emerge. Texts will be read four times. Lines will be highlighted from the texts and categorized by theme and participant. These summarized themes will be compared and contrasted to an extensive literature review that will be conducted prior to the data collection.

Two Year Proposal Request

This project is ideally the first RSC Grant Proposal of two. Next year I hope to submit another RSC request to allow me to conduct a similar study in Sweden.

Proposed Costs:

Airfare from Minneapolis to Oslo during July 2010	\$1050
Hotel room rate for three nights in downtown Oslo	\$ 450
Train fare from the airport to the downtown hotel and back	\$ 50
Food for four days	\$ 400
Transcriptionist - \$100/respondent (Gustie grad from my Dissertation, unless there is a less expensive option here)	\$1000

Total:

\$2950

Research, Scholarship, and Creativity Grant BUDGET INFORMATION

Faculty Stipend

(\$500 professor; \$600 associate professor; \$700 assistant professor)

Expenses

Faculty may apply for up to \$1500 to pay for the cost of equipment, materials, personnel, and travel associated with the project to be funded by the RSC Grant. All expenses must be necessitated by the project to be funded by the RSC Grant.

ITEM	AMOUNT
Equipment (e.g., transcription machine, camera, cassette recorder— but not to include computer hardware)	\$
1: Cost	\$
2: Cost	
3: Cost	
Materials (e.g., books, printing, software, lab supplies)	\$
1: Cost	
2: Cost	
3: Cost	
Personnel (e.g., typist, transcriptionist, student assistant)	\$ 1000.
1: transcriptionist – 10 interviews @ \$100/each	\$ 1000.
2:	
Travel Costs (cannot include conference travel, see http://gustavus.edu/finance/travel.php for allowable travel expenses)	\$ 1950
Airfare: Minneapolis to Oslo and back	\$ 1050.
Mileage: Number of miles @ \$0.55/mile	
Lodging: Oslo hotel for three nights @ \$150/night	\$ 450.
Meals: Food for four days @ \$100/day	\$ 400.
Train fare from airport to hotel @ \$25/round trip	\$ 50.
Other Expenses	\$
1: Cost	\$
2: Cost	
3: Cost	
TOTAL EXPENSES	\$ 2950.
AMOUNT REQUESTED (not to exceed \$1500 + stipend commensurate with rank)	\$ 2950
I know this is more than \$1500, but I want to learn how other faculty members do this when international	

travel and transcription services are involved. Thanks.	
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Have you applied for, or received funding from, another source to help support this project? No.
Funding Source:
Amount:
Please explain how the RSC will be used in addition to the other funding.