Impact through Scholar–Activism

The New Frontier of Value–Creating Research

Charlotte M. Karam, PhD
Impact
ENHANCING SCHOLARLY IMPACT

1. Align scholarly impact goals with actions and resource allocation decisions.

2. Ensure that performance management and reward systems are consistent with impact goals.

3. Be strategic in selecting a journal list.

4. Develop a strong doctoral program (with practice components).

5. Promote practical knowledge and applications.

(Aguinis, Yu, & Tosun. 2021)
VALUE FOR WHOM?

• Who do the researchers claim the findings benefit?

• What are the actual benefits and for whom?

• What, if any, inequities or injustices are augmented or challenged?
Impact you strive for in your research is about:

- changing systems that exclude, oppress, exploit
- bringing about political or social change
- working to redress the big problems of the world, of our communities
“...in active participation in practical life, as constructor [and] organizer, a permanent persuader, and not just simple orator. “

- Gramsci (1971)
“talk-plus-walk”
- Tilley and Taylor (2014)
• The transformation of social relations
• The quest for justice through reducing inequality by advancing the diverse interests of individuals and communities
• The striving for equity through structural change in the context of global capitalism
My Journey to Feminist Research
From Positivism to Whatever Empowers Change

01. New PhD | Publish of Perish

02. Unpacking my own struggle in the Academy

03. Broaden to include alternative epistemologies

04. Scholar-activist & Activist-Scholar

Possibilities for evidence-based, local, participatory change
Scholar-Activist & Activist-Scholar
Possibilities for evidence-based, local, participatory change

Culpable HR Systems
Sexual Harassment at Work
Recruitment, Retention, & Promotion

My Career in Academia
Women’s Careers in Universities
Cross-Sector and Cross-Country

Hegemonic Oppression
Codified & Epistemic Injustice
Corrupt political elite
My Career in Academia
Women’s Careers in Universities
Cross-Sector and Cross-Country

Localizing women’s experiences in academic multilevel factors at play in the Arab Middle East and North Africa
Charlotta M. Karam
and Fida Afouni

Gyors University, Beirut, Lebanon

This article explores the local and global experiences of women at higher education institutions in the Arab Middle East and North Africa. Our research questions are: What is the current state of academic women's careers and across the region? What are the barriers to women's careers development and how can these be overcome?

We adopt a cross-sector research method to this study. First, through a critical review of the literature, we developed a regional academic and institutional narrative to describe the gendered experiences of women at higher education institutions in the Arab Middle East and North Africa. We conducted a survey to gather data on the experiences of women in academia.

The results show that women face significant challenges in academia, such as gender bias, lack of support, and lack of opportunities for professional development.

Keywords: Academic, Women's Careers, Arab Middle East and North Africa, Multilevel Factors, Gender Bias, Professional Development.
Hegemonic Oppression
Codified & Epistemic Injustice
Corrupt political elite
Hegemonic Oppression
Codified & Epistemic Injustice
Corrupt political elite
**Culpable HR Systems**

**Sexual Harassment at Work**

**Recruitment, Retention, & Promotion**

- **Aim:** Examine how employers and their key stakeholders understand Sexual Harassment and how they engage in anti-SH efforts

- **Definition of SH adopted:** *Unwanted, unwelcomed behavior of a sexual or sex-based nature that can manifest in different forms (e.g., verbal, physical, psychological) and across different mediums (e.g., cyberspace, in person, through images, etc.)*

- **Participants:** employers and stakeholders that are embedded within the Lebanese National Business System (NBS).

What are the power dynamics shaping the understanding of SH in Lebanese workplaces?

- There are intricate power dynamics both within and outside Lebanon’s national context

- The way SH is understood is intimately embedded in the context in which the event happens and therefore is tied to larger systems in a nation i.e. the political, colonial, financial, cultural, etc…

- Power is highlighted as forces beyond the individual and interpersonal levels of analyses, to bring to light power dynamics intimately intertwined with intranational subsystem intricacies and historical transnational geopolitical forces
2015 - 2017: Small Local External Grant KIP Project
Anti-Sexual Harassment

Started with focus groups and a reading circle!

2019 - 2024: Larger Regional External Grant KIP Index & LE Index

981 women interviewed
3274 employers surveyed
726 HR managers trained

SAWI Project
2019 - 2025: Larger Regional External Grant

112 inclusive RRP Policies & Implementation Strategies
Working with employers on tracking and culture change

2020 Law 205
2018 Founded CIBL
Multistakeholder Mobilizing
Lobbying Government & Media, SM, Ed, Campaigns

Gender-lens investing (GLI)
Over 2000 attending public webinars

Next?
INCLUSIVE HUMAN RESOURCE MANAGEMENT SYSTEMS
Feminism(s)

HOW CAN THEY INFORM YOUR RESEARCH IN MANAGEMENT?

WHAT ARE RELEVANT APPROACHES IN MANAGEMENT RESEARCH?
Feminism(s)

Liberal
- Neoliberal economy
- Business case for inclusion
- Increased role of private sector
- Managing diversity through training, flex time, internal productivity focus
- Bottom line remains priority

Liberating
- Centralize power and power dynamics to examine HR structures, management-employee, positionality
- The dynamics of oppression underpinning gender, global markets, capitalist relations, and the ideologies that advance the current political economy
- Who benefits and who losses
- Combat the processes that exploit, marginalize, and colonize
MANAGERIAL
focused on inclusive HR systems as it relates to business outcomes and how to ensure competitive advantage through inclusion (DEII) efforts.

SOCIAL JUSTICE
focused on inclusive HR systems as it relates to inequality and injustice, and how to achieve a fair and equitable workplace through inclusion (DEII) efforts.

CRITICAL
focused on inclusive systems and structures of discursive power normalizing the actions of dominant and subordinate groups and how to achieve emancipation.
3. Critical Feminist Perspective

Liberating Feminisms

Moving outside of the fishbowl to look at the negative externalities of business, HR practices and neoliberal market system.
3. Critical Feminist Perspective

Liberating Feminisms

- Critical Theory
- Socialist Feminism
- Poststructural Feminism
- Postmodern Feminism
- Transnational/(Post)Colonial Feminism
- Many, many others
Something’s Gotta Change

It’s all very well “making discoveries”, “saving lives”, and “improving the world” Roger. But if you do not publish in the journals listed in this form, it doesn’t count.
Career progression in the academy today is contingent on top tier academic publications as the most sought-after indicator of academic success. While these types of academic outputs are extremely important and necessary, scholars’ societal impact that takes shape in forms other than top-tier journal publications has not found its position into academic reward systems.
Something’s Gotta Change

https://sfdora.org/read/
Thank you

MERCI

شاكرًا