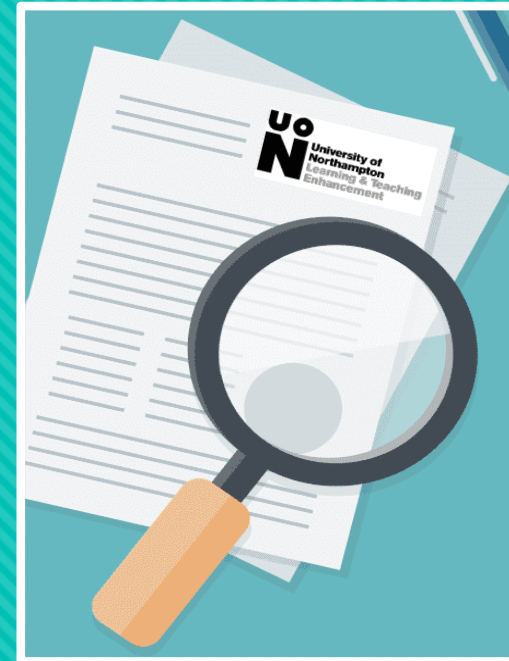


Achieving representation within curricula case studies: exploring educators' decision- making process



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(Senior Lecturer / Programme Leader: Sport Management and Leadership)

INTRODUCTION



WomenAlsoKnowStuff

Why Is My
Curriculum
White?

Various narratives centred around directly tackling:

- the Eurocentric domination (Heleta 2016; Lumadi 2021; Mngomezulu and Hadebe 2018)
- the white male-centric status quo (varies according to study area) (Jester 2018) and / or
- the shortage of diverse representation in the curricula (Universities UK 2019).

case studies

CURRICULA REPRESENTATION

Reduce negative feelings expressed by marginalised students (Jester 2018).

Empower students to challenge stereotypes
(Rios, Stewart, and Winter 2010).

Promote change and challenge societal issues
(DeLuca et al. 2022).

Reducing gendered assumptions within male domains
(Sharen and McGowan 2019).

Provide aspiration / inspiration
(Universities UK 2019).

Challenge students with privileged identities to engage with the topic of diversity
(Vianden 2018).

CASE STUDY REPRESENTATION

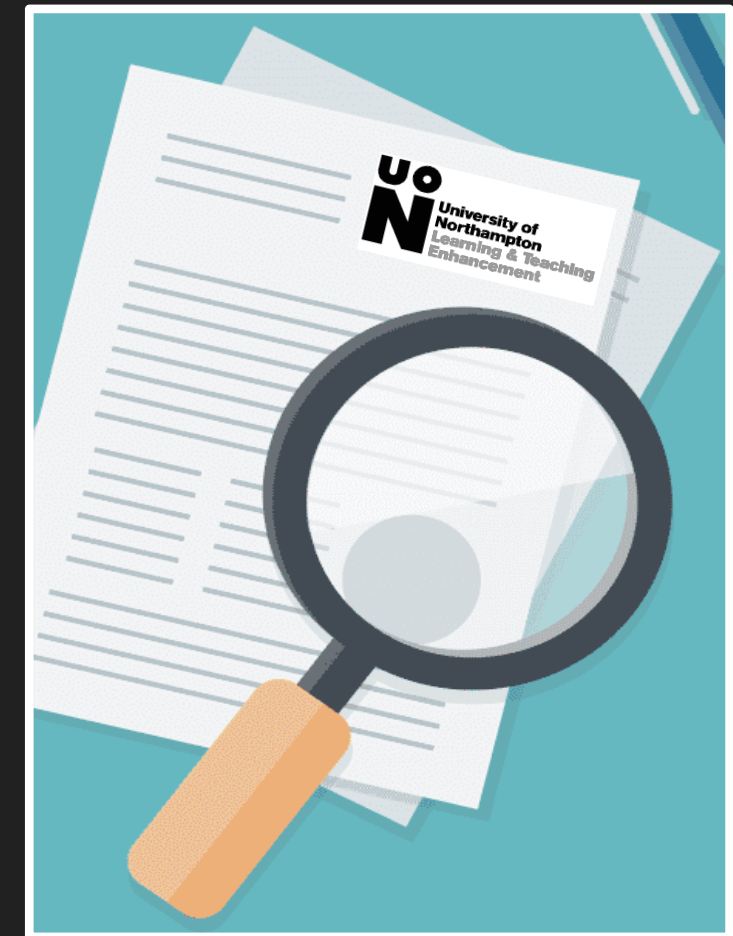
- Primarily white male protagonists and limited incorporation of EDI issues (Center for Equity, Gender and Leadership 2020).
- **Hidden curriculum → tacit messages**

WHY?

Socialise students to business community and school values (Høgdal et al. 2021).

Communicate what does (or doesn't) matter (Rios, Stewart, and Winter 2010).

Perpetuate the existing status quo in which business leaders are traditionally white males - create unintended learning about appropriate role behaviours and work skill abilities (Sharen and McGowan 2019).



THE RESEARCH

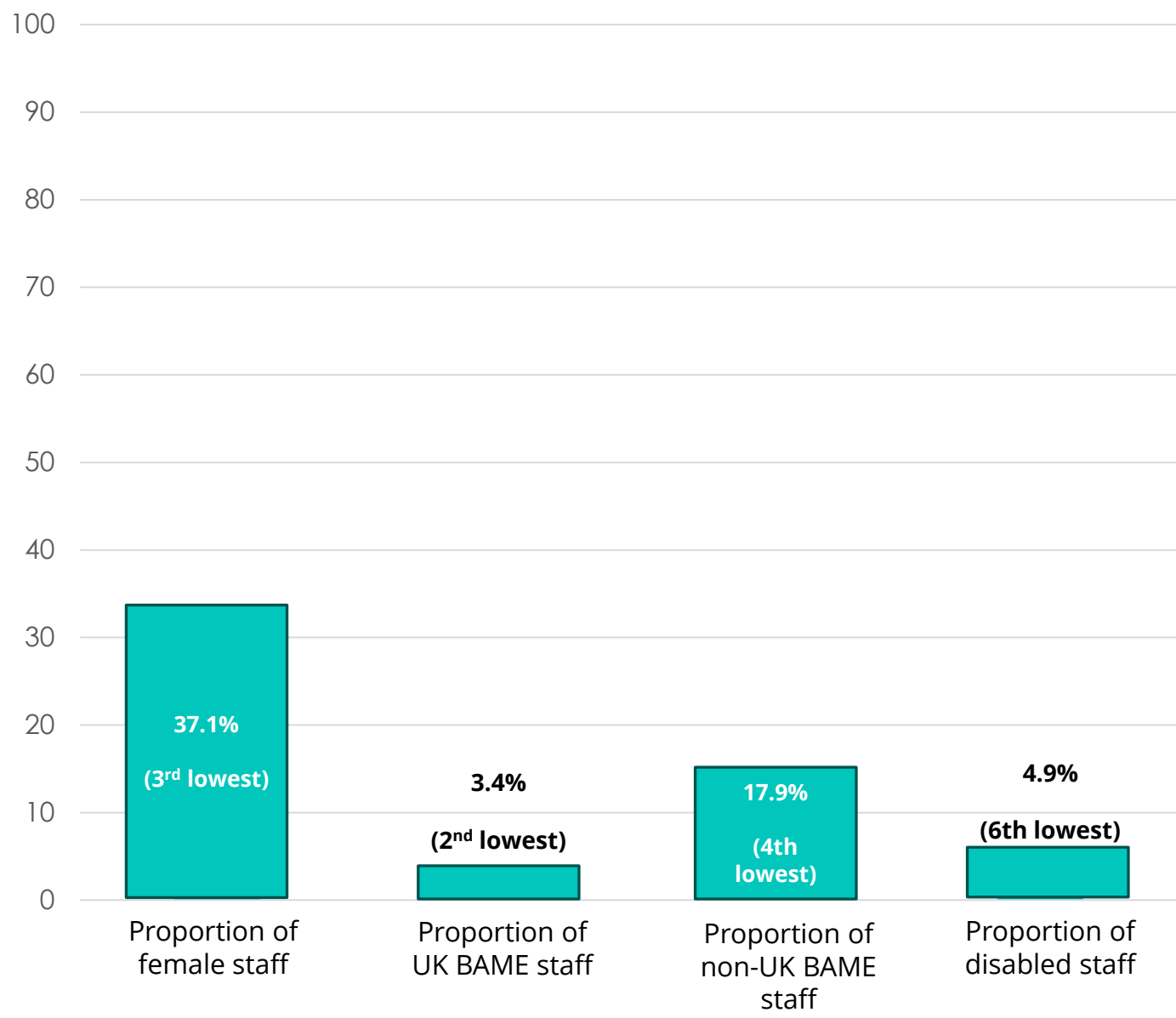
1. Explore educators' decision-making processes, including the representative groups used (if any), when selecting / creating case studies.
2. Explore educators' perceptions regarding the challenges to achieving higher levels of representation in case studies are investigated.

Sport management curricula – case studies





Comparison of 26 non-SET departments with available data



Equality + higher education

AdvanceHE MEMBER BENEFIT

Staff statistical report 2022

Sports Science and Leisure Studies



REPRESENTATION IN THE CURRICULA

Theoretical Framework: Jester (2018)

Descriptive Representation

- Representatives possess the same composition as the represented 'society' (Pitkin 1972).
 - Student group?
 - Industry?
 - **Society?**

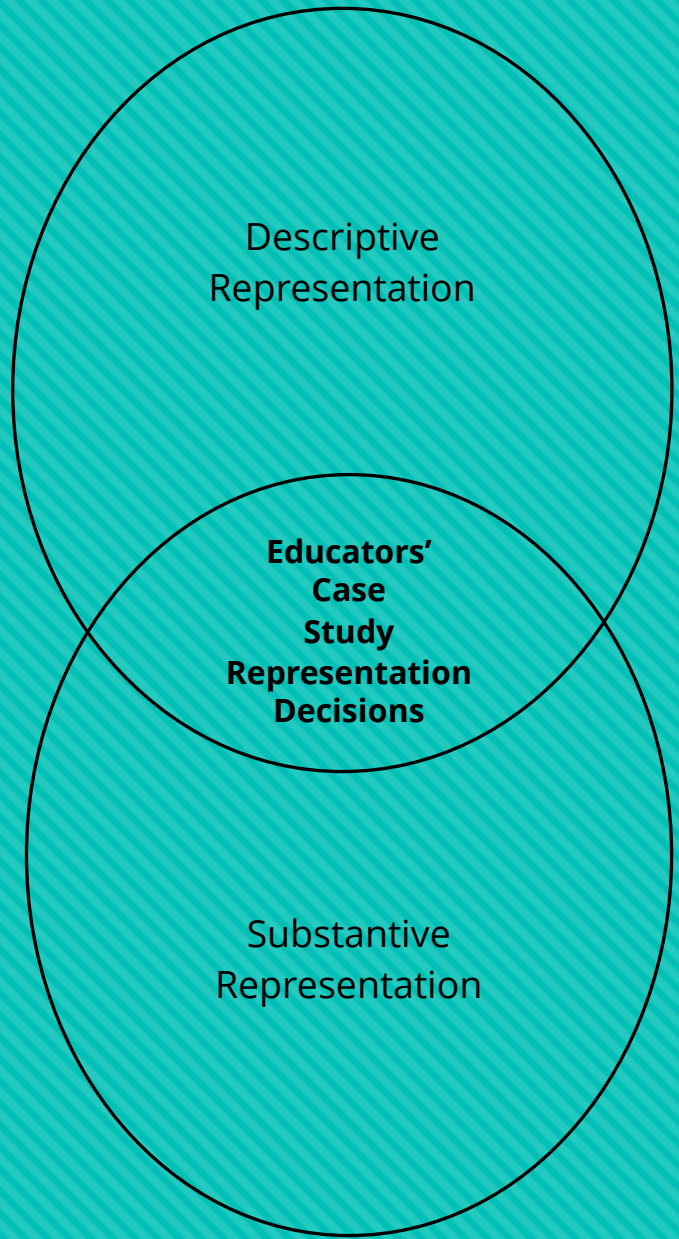
Substantive Representation

- The interests of certain groups are advocated by representatives (Pitkin 1972).
 - E.g increased references to topics affecting marginalised groups (Jester 2018).

METHODOLOGY AND ANALYSIS

- Purposive sampling - sport management programmes at two post 1992, teaching intensive universities in the midlands of the UK
- Semi-structured, online video interviews (average 41 min)
- The final sample included 11 (6 male and 5 female) non-disabled, experienced university lecturers.
 - All males were white (no BAME male sport management lecturers worked within either department).
 - Of the females, three were white and two minority ethnic (no black female sport management lecturers worked within either department).
- Thematic analysis (Braun and Clarke 2006)

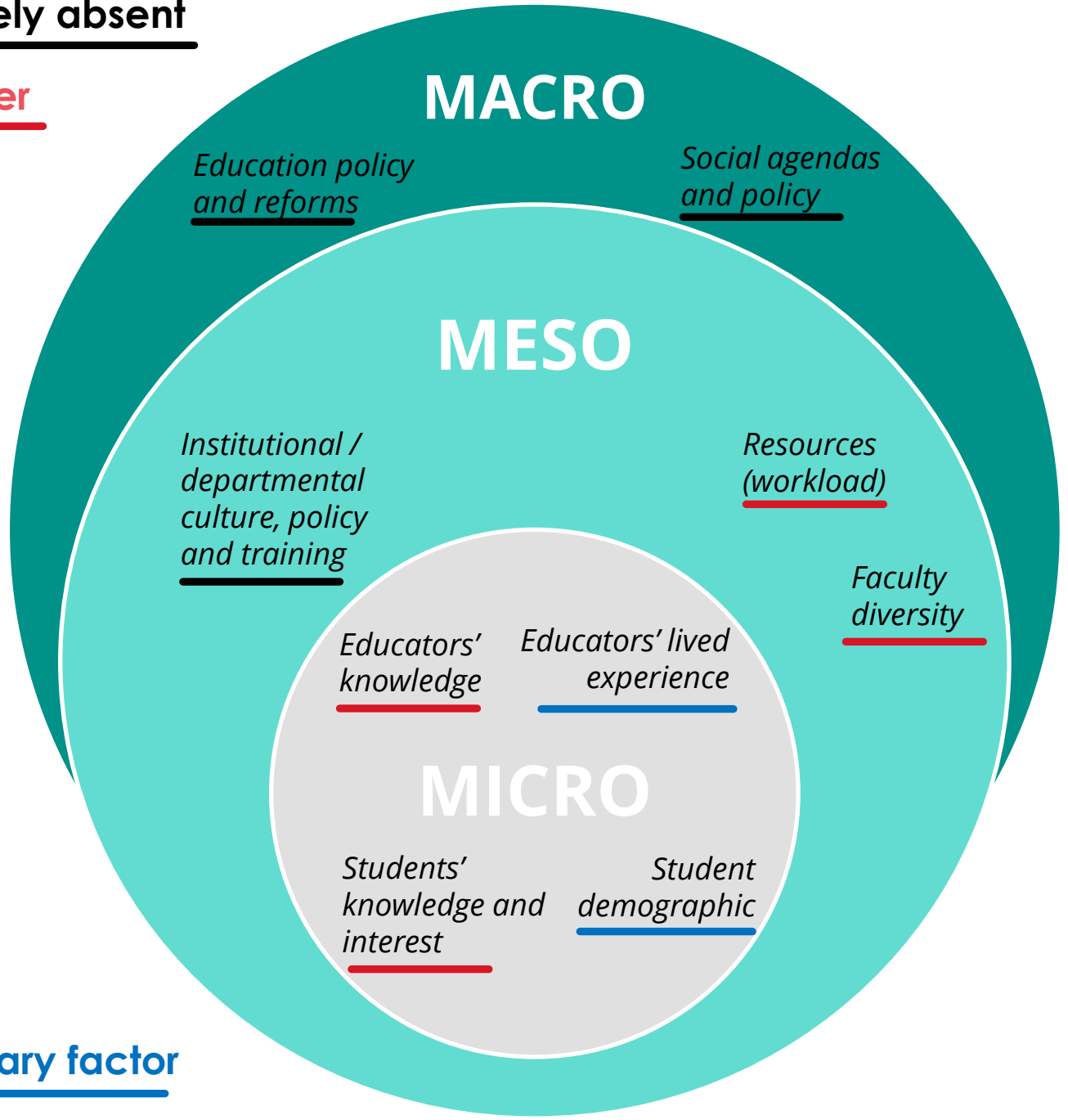




Largely absent

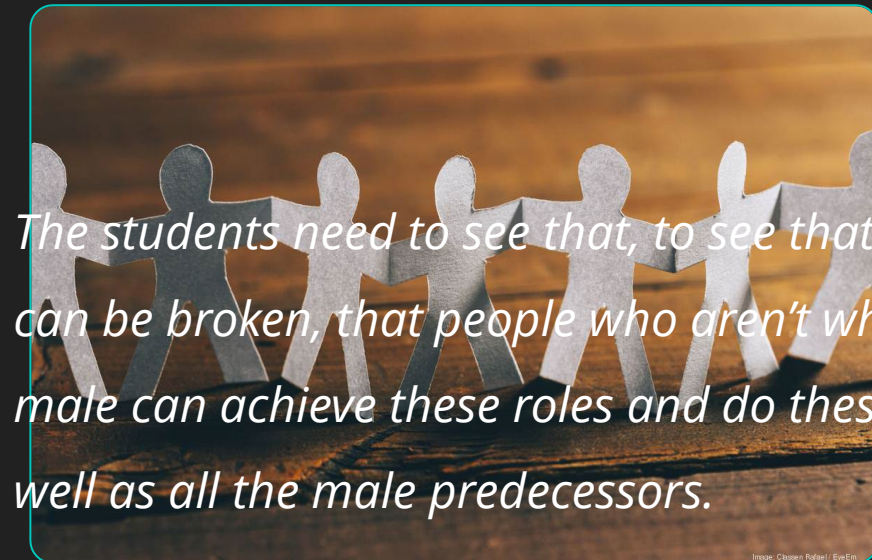
Barrier

Primary factor



DISCUSSION

Descriptive
Representation



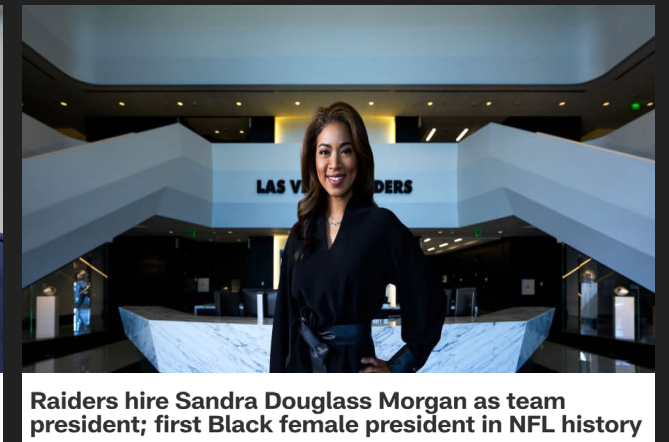
The students need to see that, to see that barriers can be broken, that people who aren't white and male can achieve these roles and do these jobs as well as all the male predecessors.

Student homogeneity = descriptive representation of **society**

- Positively influence beliefs and normalise perceptions of competent female managers.



Dawson becomes first woman to lead New Zealand Olympic Committee **2022**



Raiders hire Sandra Douglass Morgan as team president; first Black female president in NFL history

- **However**, narrow focus upon women (or women's sports) and black identities.

DISCUSSION

Substantive
Representation

Lived experience: I think I look at it because I'm from a community, Asian, and also female, and I have been discriminated against. I see it a lot, so I'm thinking about it all the time. I feel a responsibility to raise these issues, like racism and discrimination for myself, and for others like me. (Rachel)



football leadership diversity code



Last season there was actually a decrease in the hiring of female and BAME individuals in senior management roles. I ask them to think, why was this code introduced? What is the problem, why aren't these clubs or leagues achieving the targets? What strategies could they implement to improve? (Amelia)

Wimbledon will allow dark undershorts due to female players' period concerns

2022

- Tournament makes exception to strict all-white dress code
- 'It is our hope this will help players focus purely on performance'



📷 Campaigners from Address The Dress Code outside the main gate at Wimbledon in July. Photograph: Kirsty O'Connor/PA

NEWS

Club Statement: Antisemitism

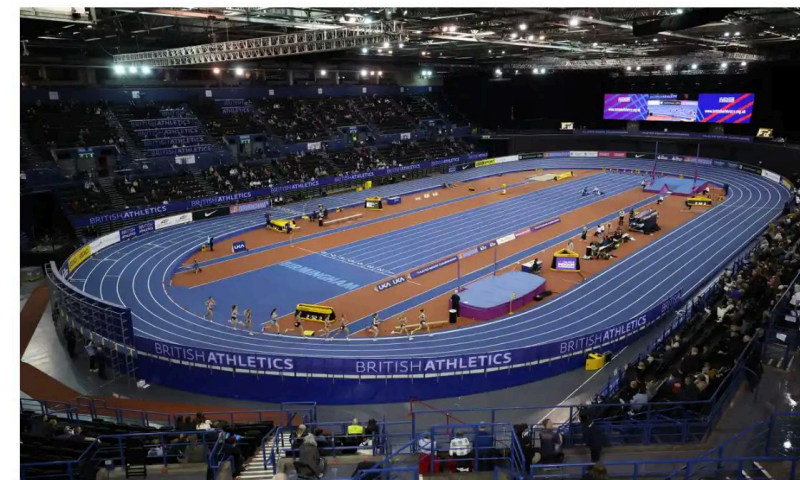
Arsenal Media 18 Jan 2023 [Share](#)

We have been made aware of two disturbing incidents over the weekend involving anti-semitism which are now under investigation.



UK Athletics bans transgender athletes from female competition 2023

- UK Athletics follows World Athletics on policy
- Governing body will explore creation of open category



📷 The UK Athletics Indoor Championships in February 2023. Photograph: Alex Livesey/British Athletics/Getty Images

UK Athletics has performed a U-turn by announcing an immediate ban on transgender women from competing in the female category across all its events.

However, narrow focus upon gender equality issues (specifically the gender pay gap, underrepresentation of women in leadership, sexism and discrimination) and racism.

Substantive
Representation

Marketing (products)



NEWS

A First Look At Nike's Debut Maternity Collection, Designed With Elite Athlete Mothers-To-Be

A female-led team at the American sportswear giant called on Olympic athlete Perri Edwards and other mothers-to-be to consult on the Nike (M) collection, which has been designed with every aspect of pregnancy in mind.

BY EMMA SELLS
1 September 2020

Strategy

OUR BIG PUSH 2023

ABOUT US
Set up during the first lockdown in 2020, The Active Pregnancy Foundation are a registered charity dedicated to breaking down barriers to engagement with physical activity during the preconception, pregnancy and the postnatal life stages.

OUR VISION
Our vision is to create a society where women are empowered to be physically active throughout their childbearing years in a way that works for them.
For some women this may be sport, for others it involves exercise, but for most women this is physical activity. Regardless of their starting point, we aim to meet women where they are at and support them throughout that journey.

[PregnancyActive](#)
[ActivePregnancyFoundation](#)

Policy

New maternity and injury cover deal for female footballers in England revealed

- WSL and Championship players all receive new benefits
- 'Another significant step forward,' says FA's Kelly Simmons



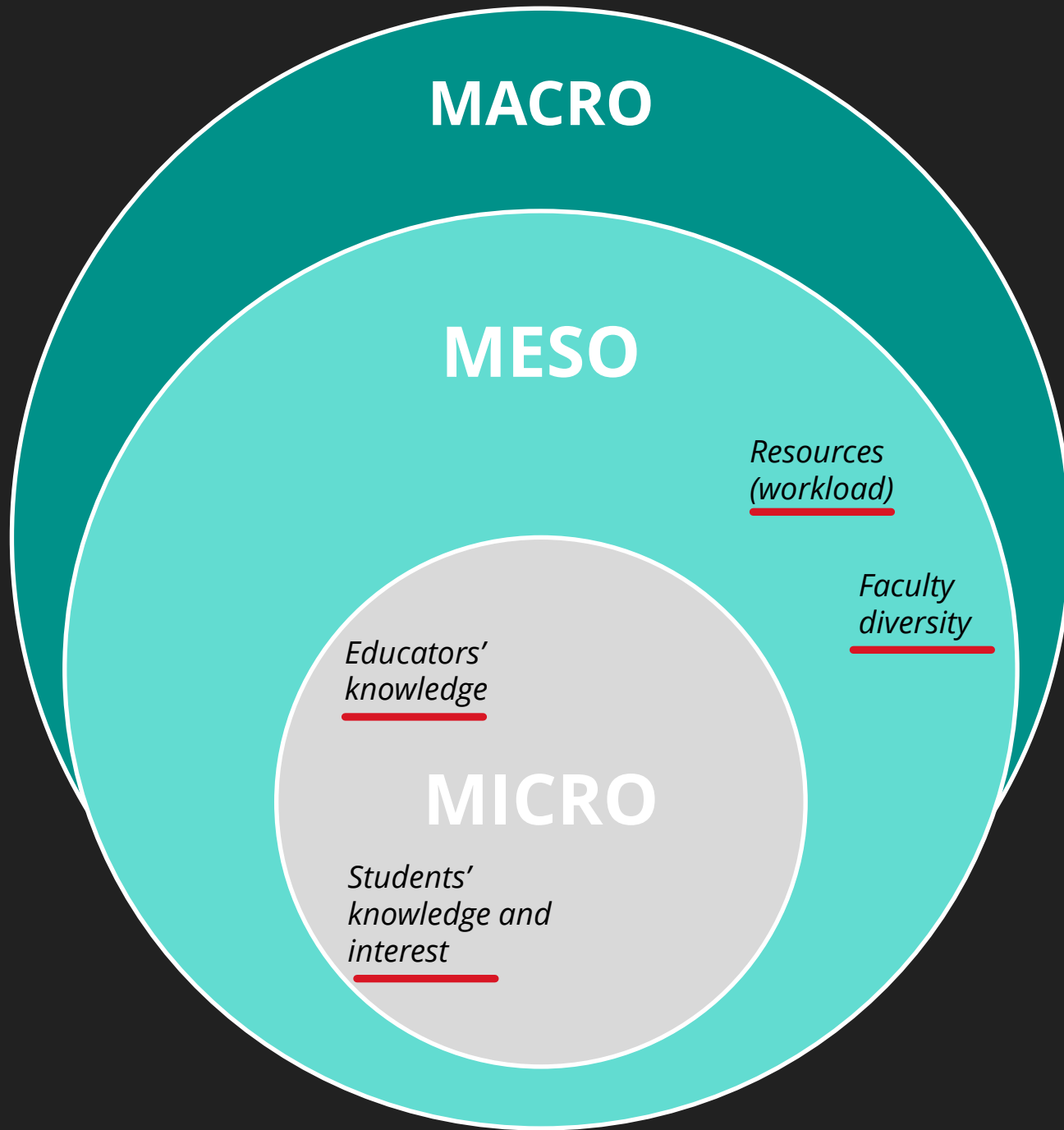
📍 Arsenal and Brighton in action in the WSL last Thursday. Female players will now be on contracts that better protect them from problems such as long-term injuries. Photograph: Nick Potts/PA

The Football Association and Professional Footballers' Association have revealed the details of the landmark agreement reached on the inclusion of a comprehensive family leave policy, which covers maternity rights, improved illness and injury rights and changes to the termination period in standard contracts for Women's Super League and Championship players.

Sustained exposure to substantive issues is required to socialise the next generation of managers

(DeLuca et al. 2022; Høgdal et al. 2021).

Substantive
Representation



Explore educators' perceptions regarding the *challenges* to achieving higher levels of representation in case studies are investigated.



Last Updated: September 27, 2022

Everything is possible in Angel City. Boardroom sat down with key figures behind the NWSL club's innovative and unprecedented business model.

After having a conversation with a colleague [female] last year about this, I realised I have maybe taken it for granted that everyone views it the way I do. There is maybe more of a responsibility on my end to tailor more content and more cases to different backgrounds.

I took some of it for granted, just assuming that the students would have heard of this, surely. No one in the class of maybe 70 students ever heard of them. So I said, okay, let's see what it's about. And it was cool because afterwards a number of students came to me and said it was really nice that this was an example.

Implications: critical reflection to infuse both descriptive and substantive representation

**University of
Northampton**

Case Study Representation: A Reflective Guide for Educators



UoN




Are a diverse range of protagonists (including those with intersectional identities) included?

Are students encouraged to appreciate alternative perspectives? 



Do the organisations represent different business sectors and include diverse CEOs?

Are stereotypes and gendered assumptions challenged? 




Is there geographical breadth?

Are EDI topics explored and critically analysed? 



Are social and societal issues explored and critically analysed?

Are the above points sustained and integrated across modules? 



INSTITUTIONAL IMPLICATIONS

- Transparent, informed discussions with various stakeholders (including educators and students).
- Adequate provision of time, resources, training and recognition.
- Implement recruitment strategies that diversify the faculty (Vianden and Gregg 2017).
- Institutionalise the value of representation, foster a culture of commitment, and encourage positive, sustained change amongst all educators (including representatives of marginalised groups) responsible for **curriculum content creation**.



Questions?

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