

**CESAER Task Force Human Resources**

**Dublin, 25 February 2015**

**Gender Equality at European  
Universities of Science and Technology**

**Results of the CESAER Gender Equality (GE)  
Survey 2014**

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# Contents

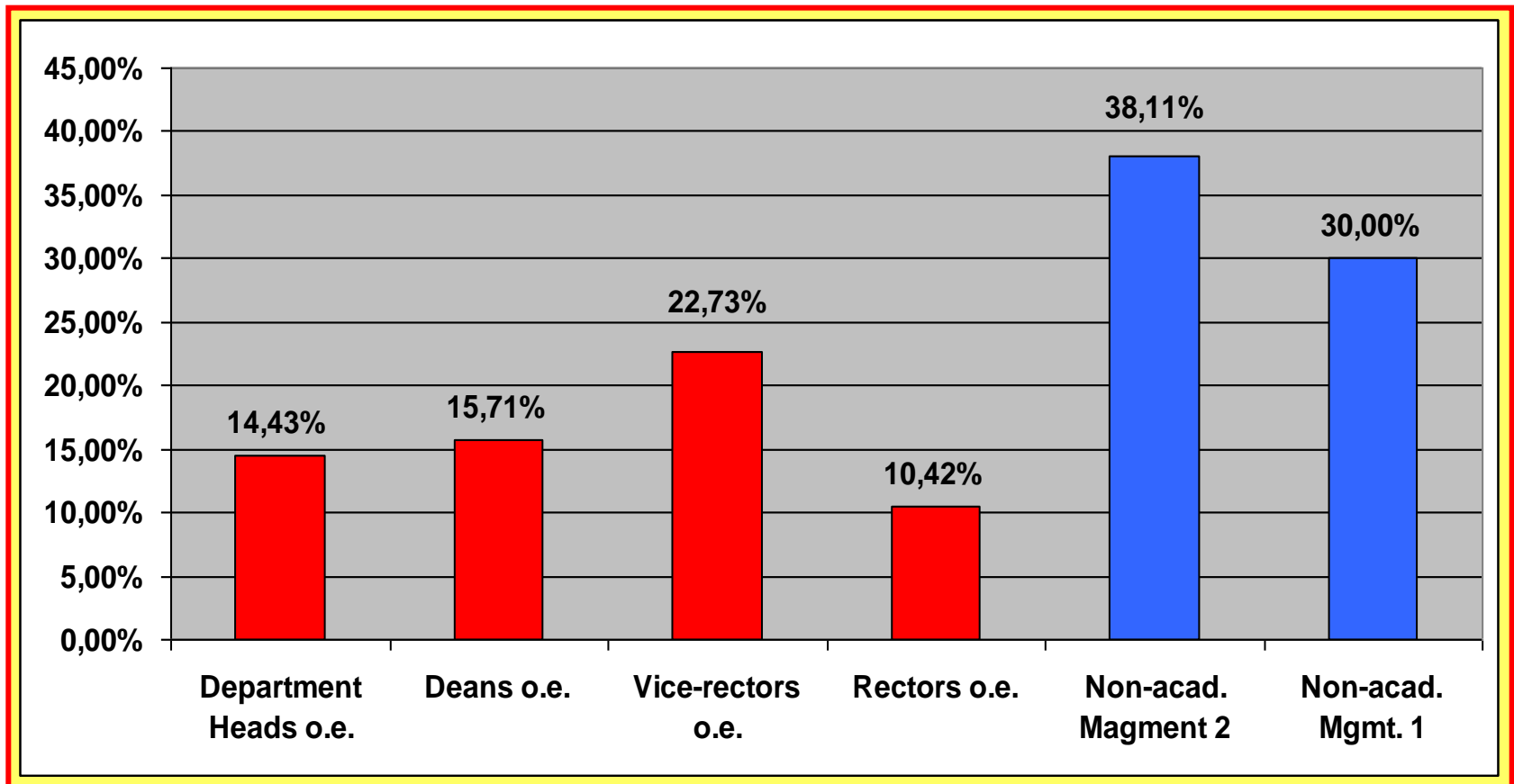
- The CESAER Gender Equality Survey
- The state of gender equality: statistics
- Gender Equality Plan (GEP)
- Structures and measures supporting GE
- Implementing the GEP: activities
- Barriers
- Examples of best practice
- Universities' plans for next steps
- Summary, conclusions, recommendations

# Introducing the CESAER GE survey

- Survey launched on 11/01/2014
  - 3 questions for identification
  - 10 detailed questions
    - Organisational structure for GE
    - GE plan, implementation and monitoring
    - Initiatives and measures supporting GE
    - Barriers
    - Statistics: top management, academic staff, students, FP7
    - Examples of best practice, institutional change, next steps
- 51 CESAER member institutions
  - 48 responses, which is 100% of institutional members

# The state of GE: Statistics

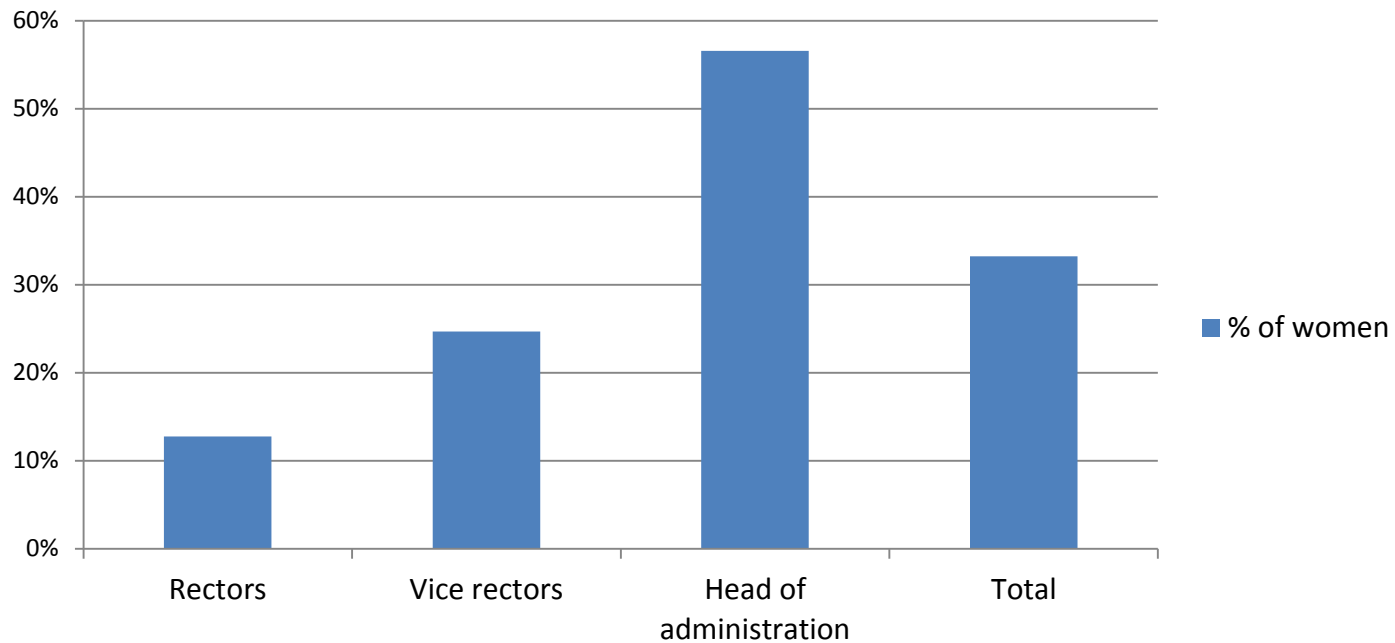
## Top university management



**5 out of 48 universities are led by female rectors, presidents or equivalent**

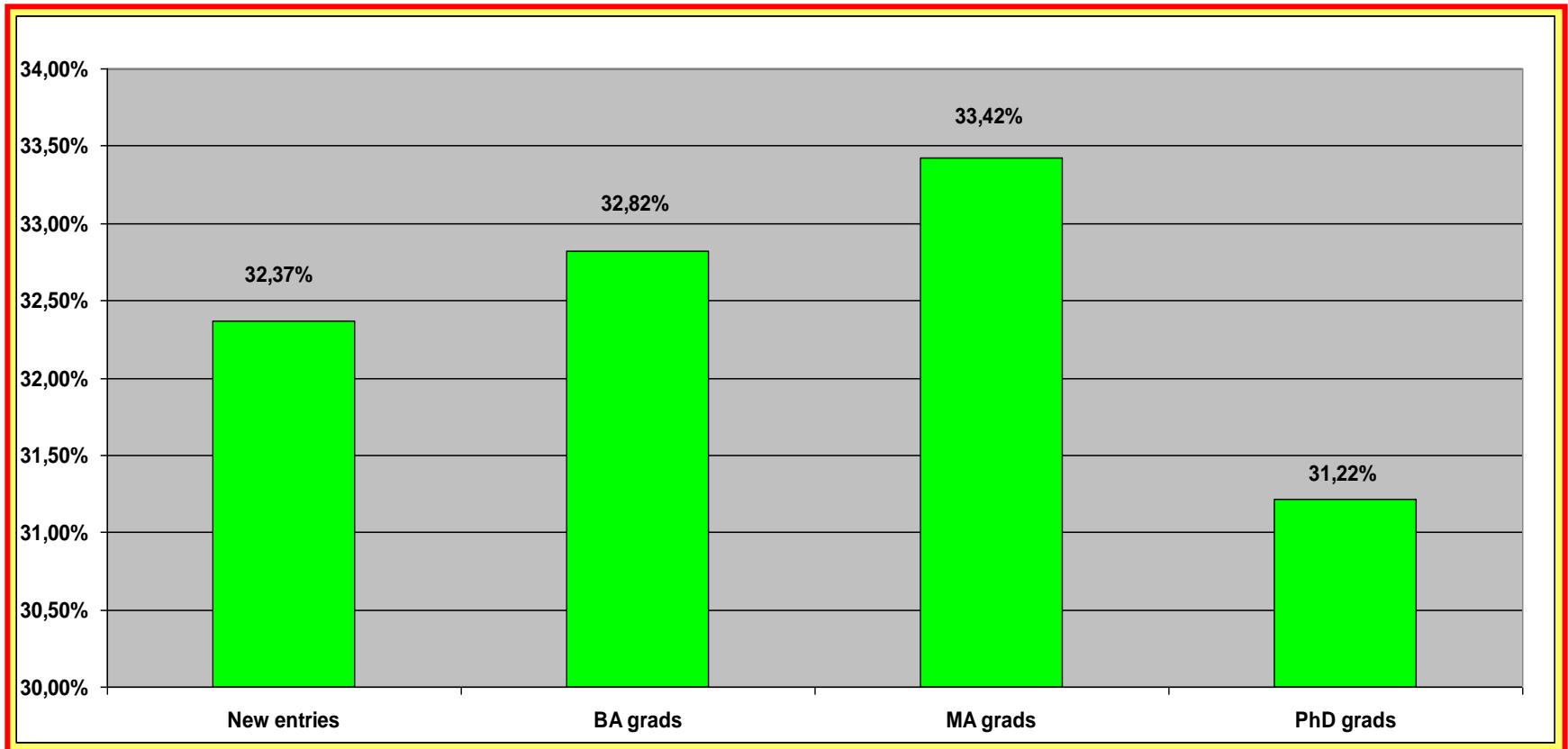
## All leaders (N=4254)

**% of women in university leadership positions**



# The state of GE: Statistics

## Students, PhDs



**Increase of proportion of women from new entries to Masters level**

# The state of GE: Statistics

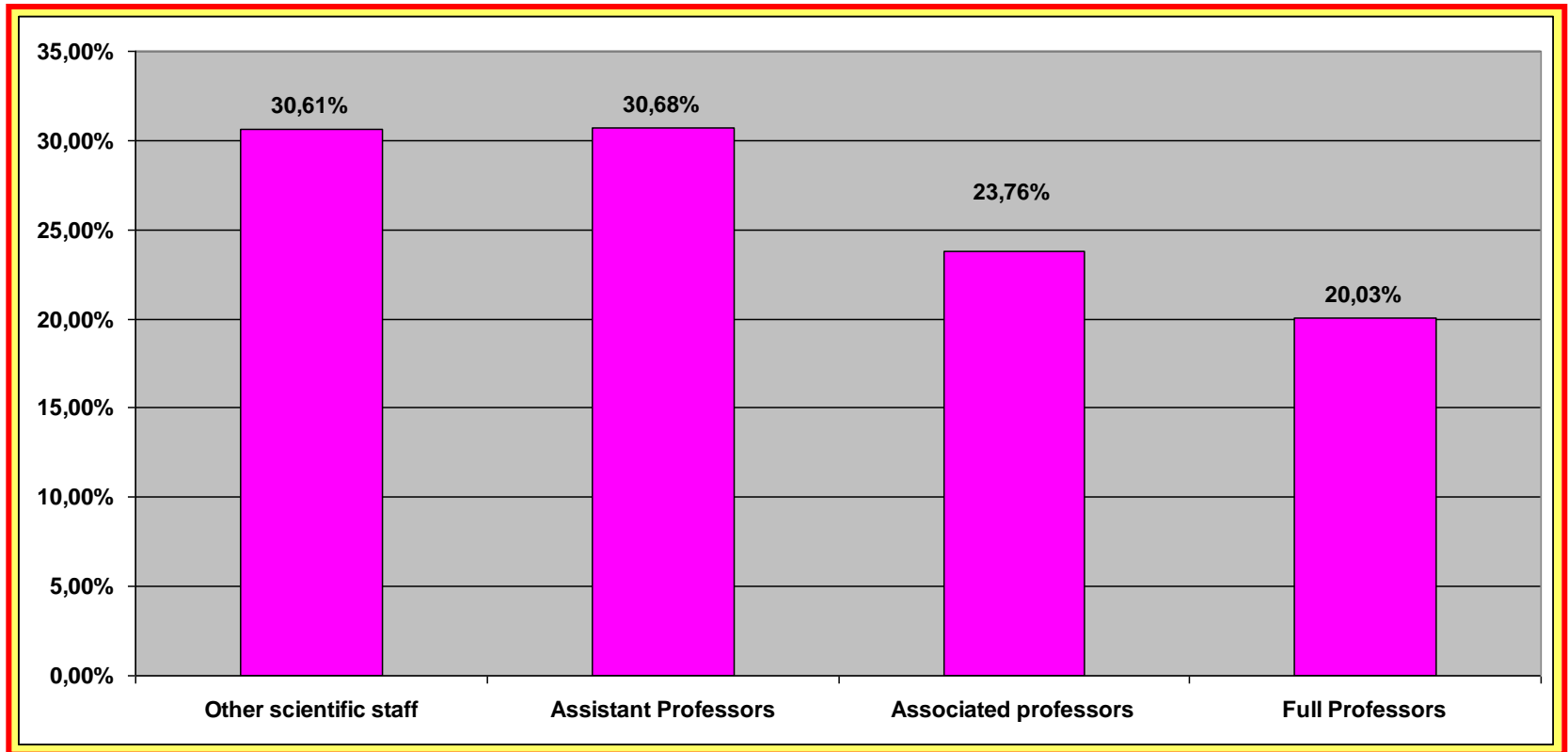
## Students, PhDs

Category	Unis	Students Total	Students Female	Students Female %
New	28	125.505	40.624	32,37%
BA grad	25	60.117	19.733	32,82%
MS grad	27	39.259	13.121	33,42%
PhDs	29	10.137	3.165	31,22%

**Increase of the proportion of women from new entries to Masters level**

# The state of GE: Statistics

## Academic staff



**From 30% women at start of career to 20% women full professors**



# The state of GE: Statistics

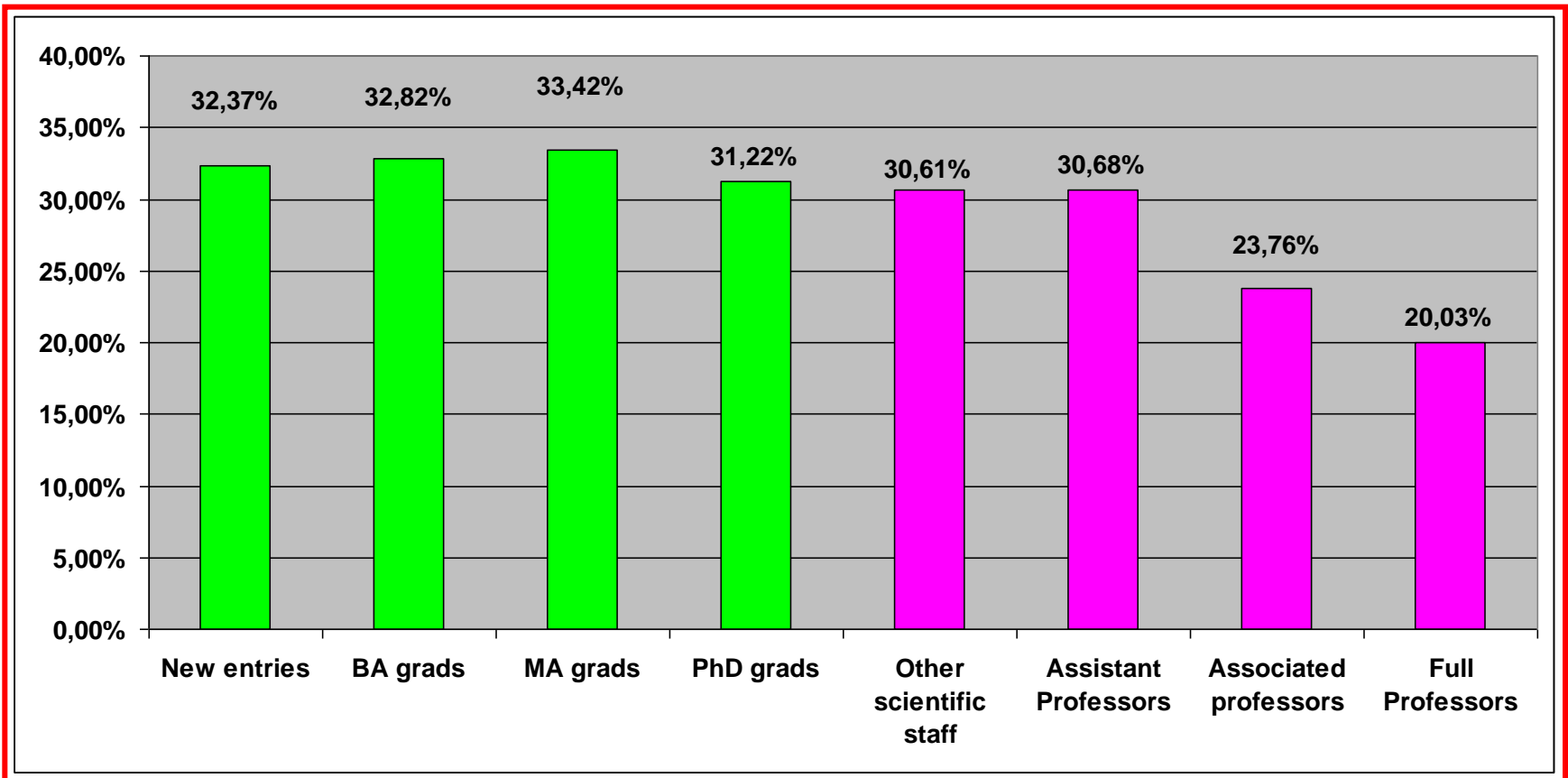
## Academic Staff

Category	Unis	Acad. Staff Total	Acad. Staff Women	% Women
Other sci.	28	40.073	12.266	30,61%
Assist. Prof.	32	8.497	2.607	30,68%
Assoc. Prof.	30	8.652	2.056	23,76%
Full Prof.	36	12.836	2.571	20,03%

**From 30% women at start of career to one 20% women full professors**

# The state of GE: Statistics

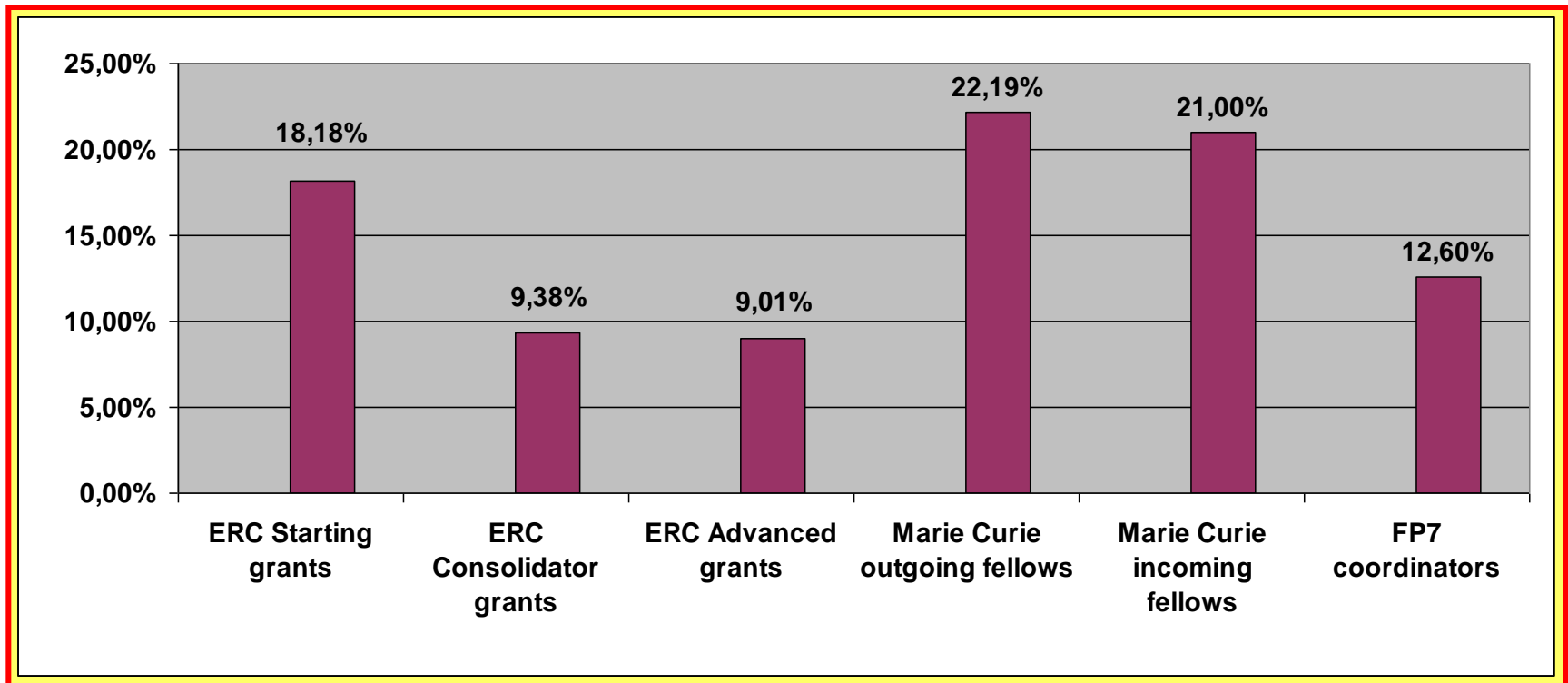
## Overview and conclusion



**Decrease of proportion of women: Masters level to level of Full professor**

# The state of GE: Statistics

## Women in FP7 actions

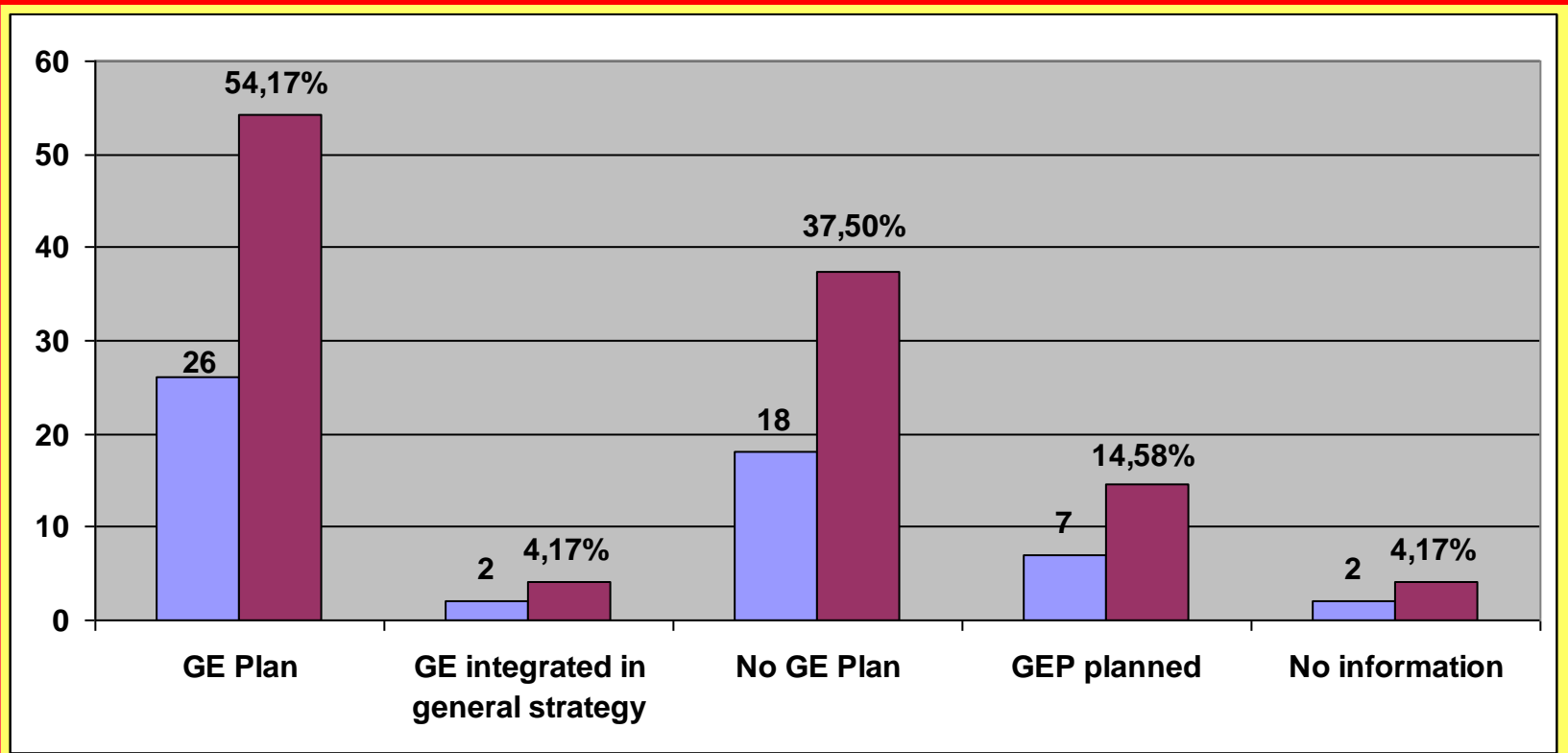


**Very low involvement of women in all FP7 activities, particularly ERC, despite around 30% women from PhD to Assistant Professor.**

# Gender Equality Plan (GEP)

**Results from 48 responses:**

**26 universities have GEP, 18 have no GEP,  
at 2 universities GE is integral part of general university strategy,  
7 universities plan to develop a GEP, no info from 2 unis**



**Majority of CESEAR member institutions have a priority on GE**

# 26 (54,17%) Universities have a GE Plan

## **AUSTRIA**

- TU Wien

## **BELGIUM**

- Ghent University
- KU Leuven

## **DENMARK**

- Aalborg University

## **FINLAND**

- Aalto University

## **GERMANY**

- RWTH Aachen University
- TU Berlin
- TU Braunschweig
- TU Darmstadt
- TU Dresden
- TU Ilmenau
- Karlsruhe Institute of Technology
- Leibniz Universität Hannover
- TU Munich

## **HUNGARY**

- Budapest University of Technology & Economics

## **ISRAEL**

- Israel Institute of Technology

## **ITALY**

- Politecnico di Torino

## **THE NETHERLANDS**

- TU Delft
- University of Twente

## **NORWAY**

- Norwegian University of Science and Technology

## **SPAIN**

- UP Catalonia

## **SWEDEN**

- Chalmers University of Technology
- Lund University
- KTH

## **SWITZERLAND**

- ETH Zürich
- EPFL

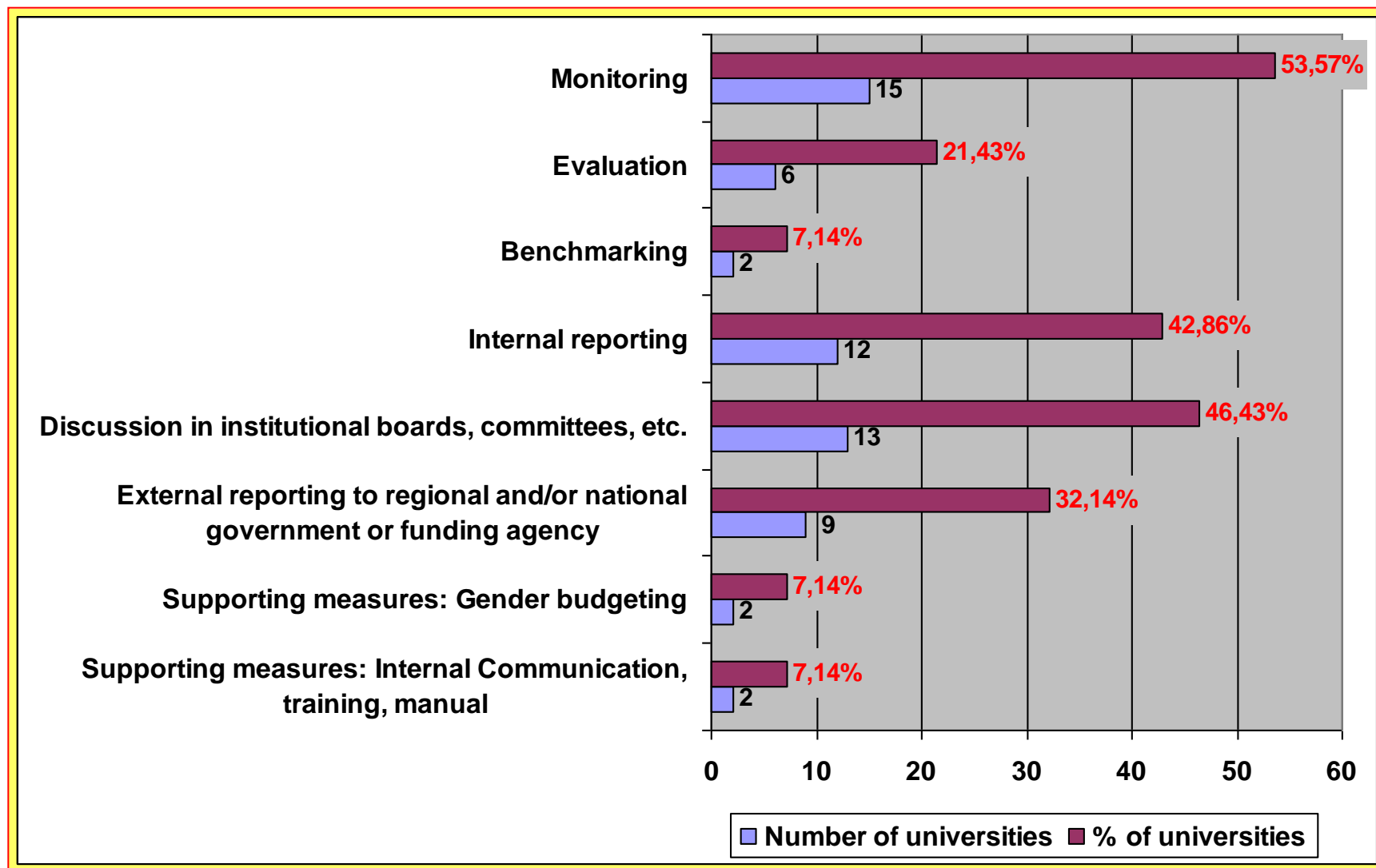
# Implementation of GE Plan

## The implementation of the GEP needs follow-up

- Different measures and approaches for appraisal
  - Monitoring and evaluation
  - Benchmarking
- Follow-up of the results of appraisals
  - Internal reporting to hierarchy
  - Discussion in institutional boards, committees, etc.
  - External reporting to regional and/or national government or funding agency
- Supporting the implementation of the GEP
  - Gender budgeting
  - Internal communication
  - Training, manuals, guidelines

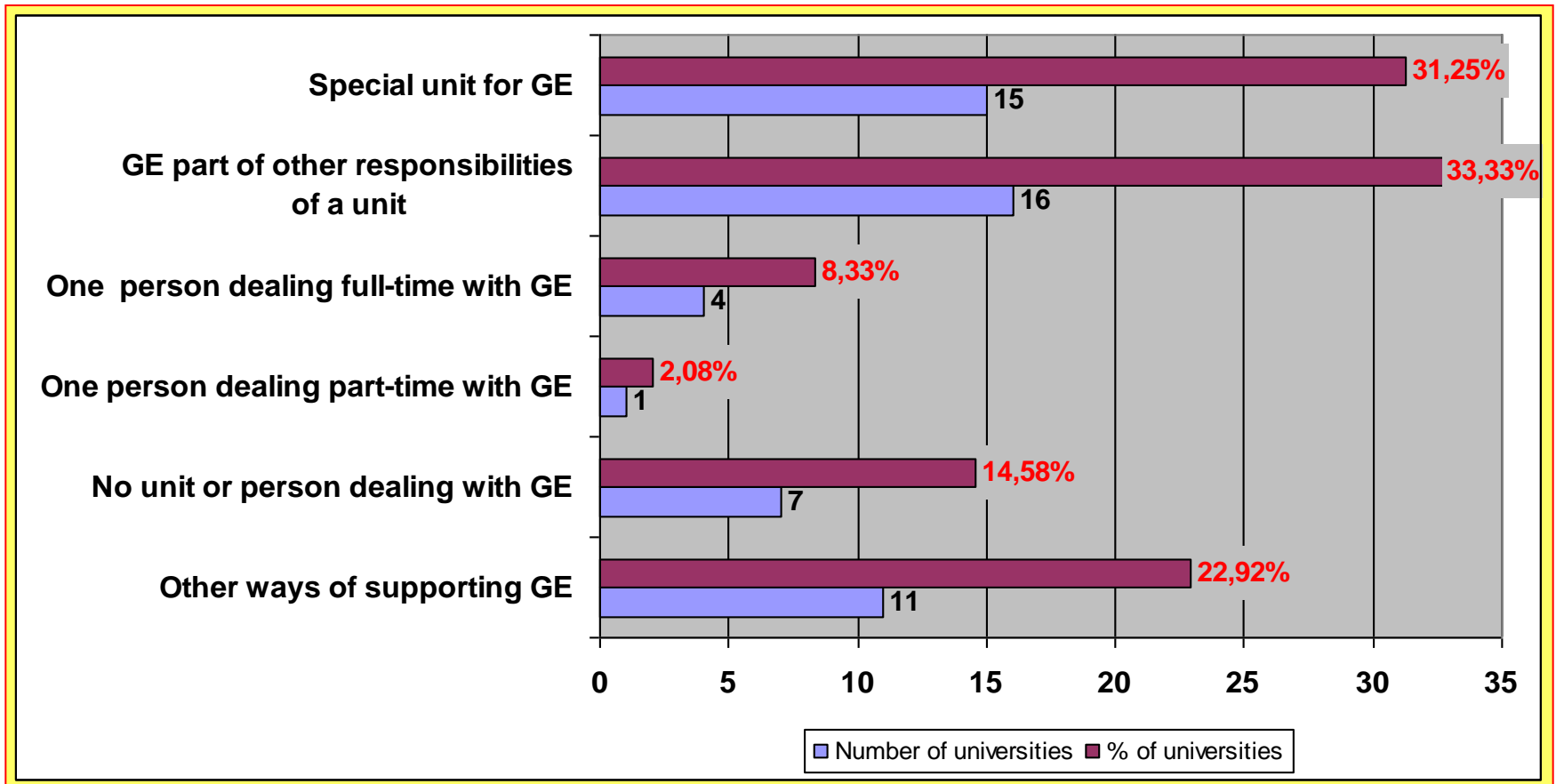
# Implementation of GE Plan

The implementation of the GEP needs follow-up



# Institutional structures & provisions for GE

## Organisational structures at universities



**CESEAR member institutions follow different approaches towards for organising the implementation of gender equality measures.**



# Institutional structures & provisions for GE 1

## Other provisions

- Personal responsibility for GE:
  - Rector/President, Vice-Rector, Board of Governors
  - Gender commissioner
  - Administrative director
  - Deans and department heads
- Committees for GE and diversity
  - GE Committee for students, for academic staff
  - GE Steering Group chaired by President
  - Employee Representation Office, also for complaints
  - Ambassadors Network: GE
- Germany: DFG's research-oriented standards of GE applied by all universities and the Excellence Initiative

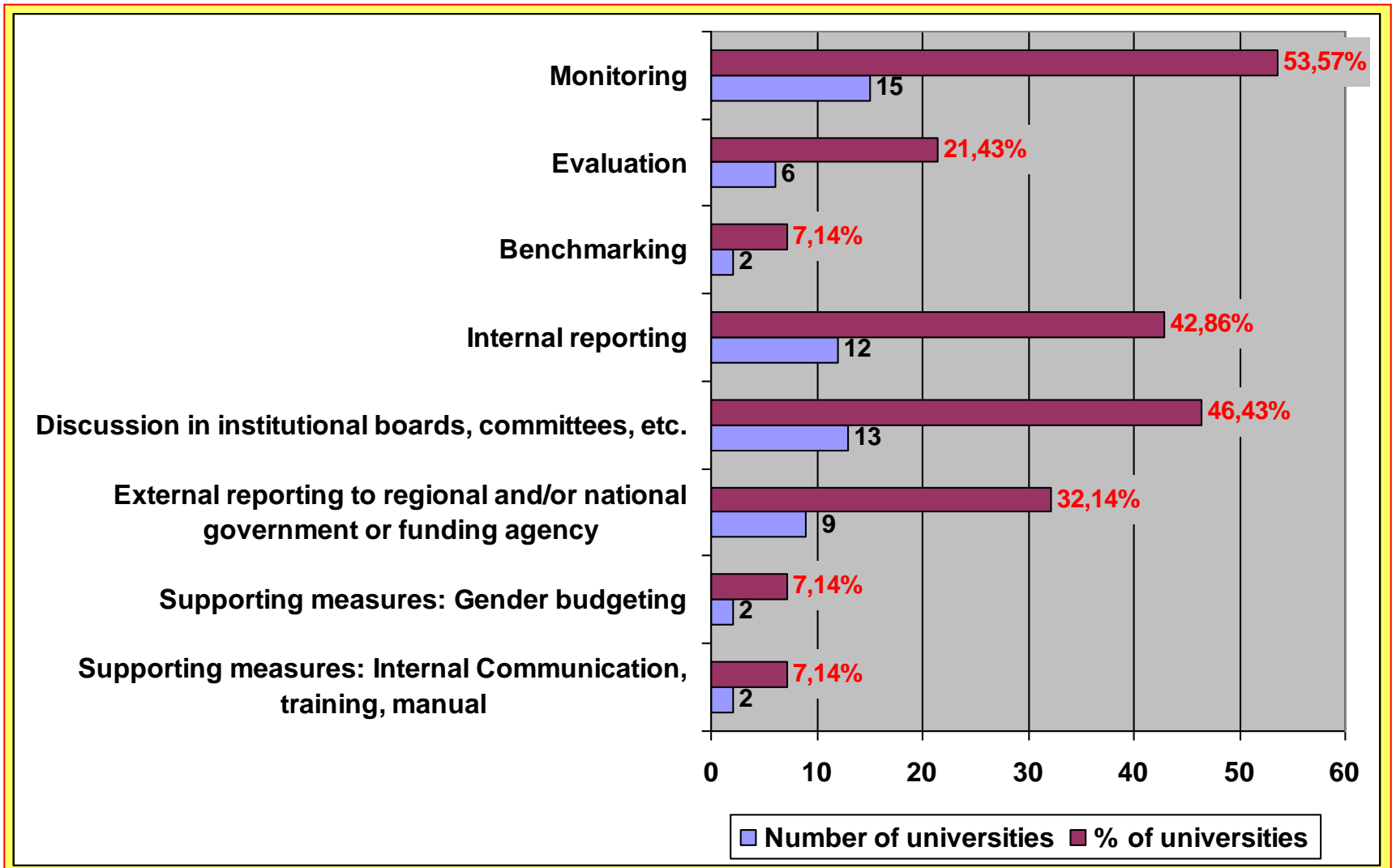
# Institutional structures & provisions for GE 2

## GE in appointment committees

- Specified requirements: 27 unis YES, 16 NO
- Requirements reg. numbers, quota at 21 unis
  - At six universities a minimum number of 2 female members are required,
  - At one university, the minimum composition of a committee is 1 woman and 1 man,
  - Five universities require a quota of one third women,
  - Eight universities require a quota of 40% women, and
  - At one university, the required quota is 50%.
- At 29 of universities (out of 42) **gender competence** is provided for appointment committees

# Assessing the implementation of the GEP

## 28 universities reported specific approaches



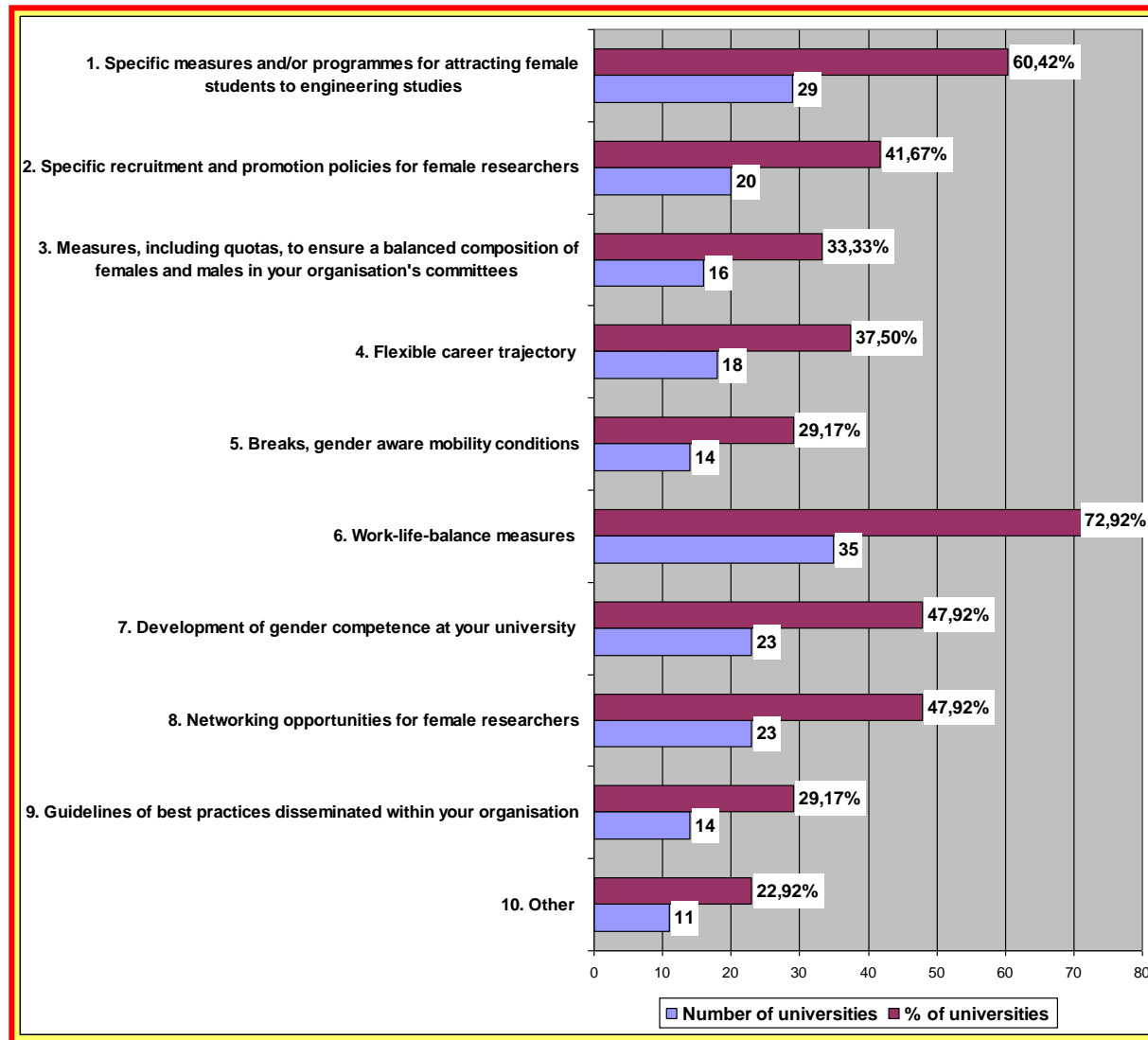
# Assessing the GEP implementation

## 28 universities reported specific approaches

- Annual or bi-annual GE reports
  - Monitoring student and staff data, talent to the top
  - Female/male members in boards etc.
  - Wages, sick leaves, number of harassment
  - Measuring the leaking pipeline
  - Annual budget for GE actions
  - Annual gender balance
- Equal Opportunities Commission, working groups
- Dedicated staff for GE management and for monitoring
- Training for committee members, leaders, etc.
- Equal opportunities web, communication activities
- Gender equality surveys, interviews
- Defining indicators, KPIs, goals and numerical targets
- Internal evaluation of initiatives and programmes, external evaluation of general strategy implementation

# Implementing the GE Plan: Activities

## 48 universities provided information



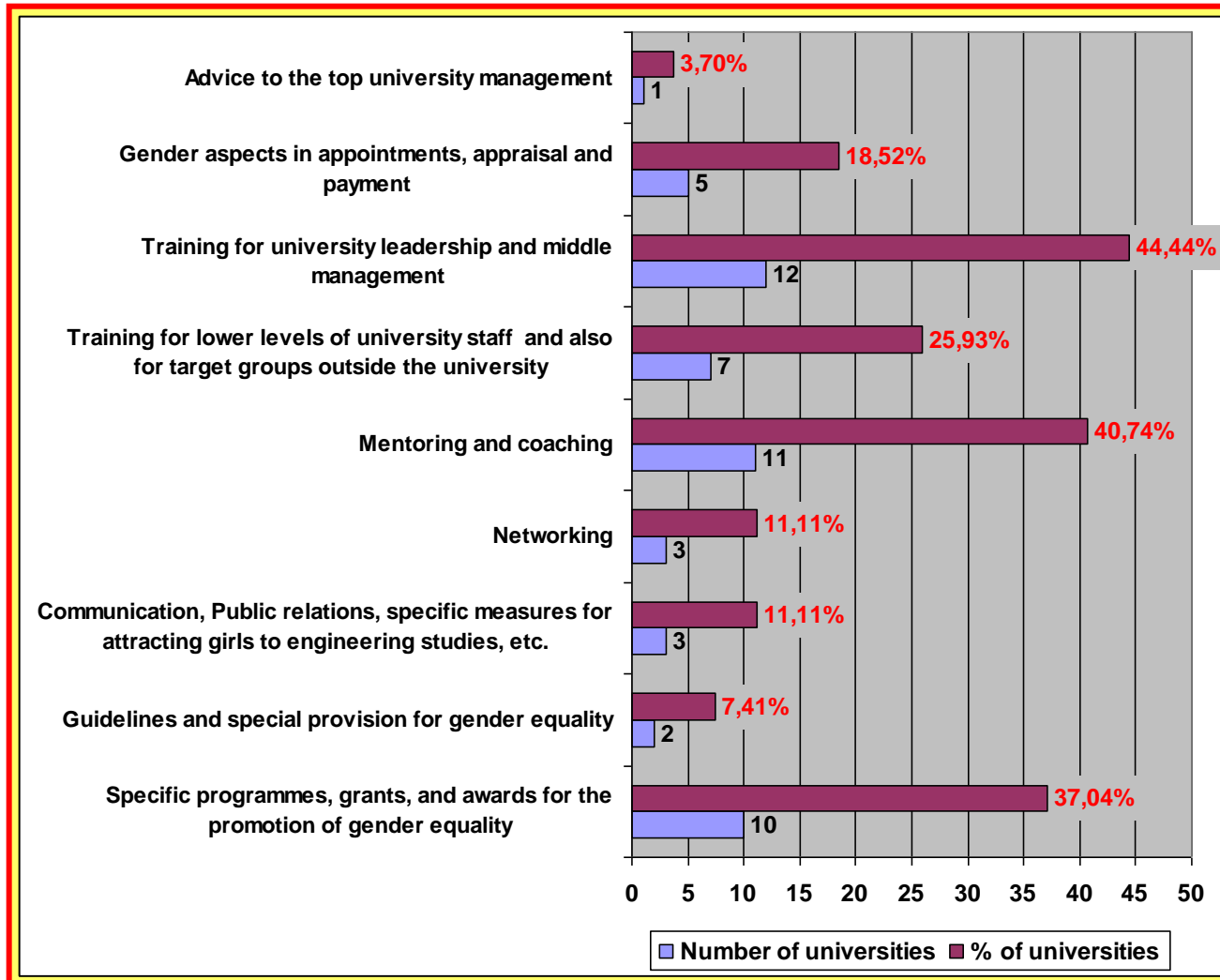
# Development of gender competence

## 21 universities reported specific activities

- **Involving the top-management**
  - Advice to the top university management
  - Women in top positions
  - Bi-annual Women Rectors Conference
- **Training, mentoring, coaching**
  - Training for university leadership and middle management
  - Training for lower levels of university staff
  - Diversity training for students, assertiveness course
  - Mentoring programmes for young researchers
  - Coaching for female professors
  - Training also for target groups outside the university
- **Appointment, performance assessment, promotion**
  - Guidelines for appointment procedures
  - Implementation of gender aspects in appraisal interviews
  - Gender aspects in appraisal, and payment
  - Advice for women faculty on promotion and tenure
  - Dedicated tenure track positions
- **Awareness building, supporting activities**
  - Communication, Public Relations,
  - Interviews with women researchers published on uni web
  - Brainstorming and focus groups
  - Networking among female researchers
  - Guidelines and special provisions for gender equality
- **Specific programmes, grants, and awards**

# Development of gender competence

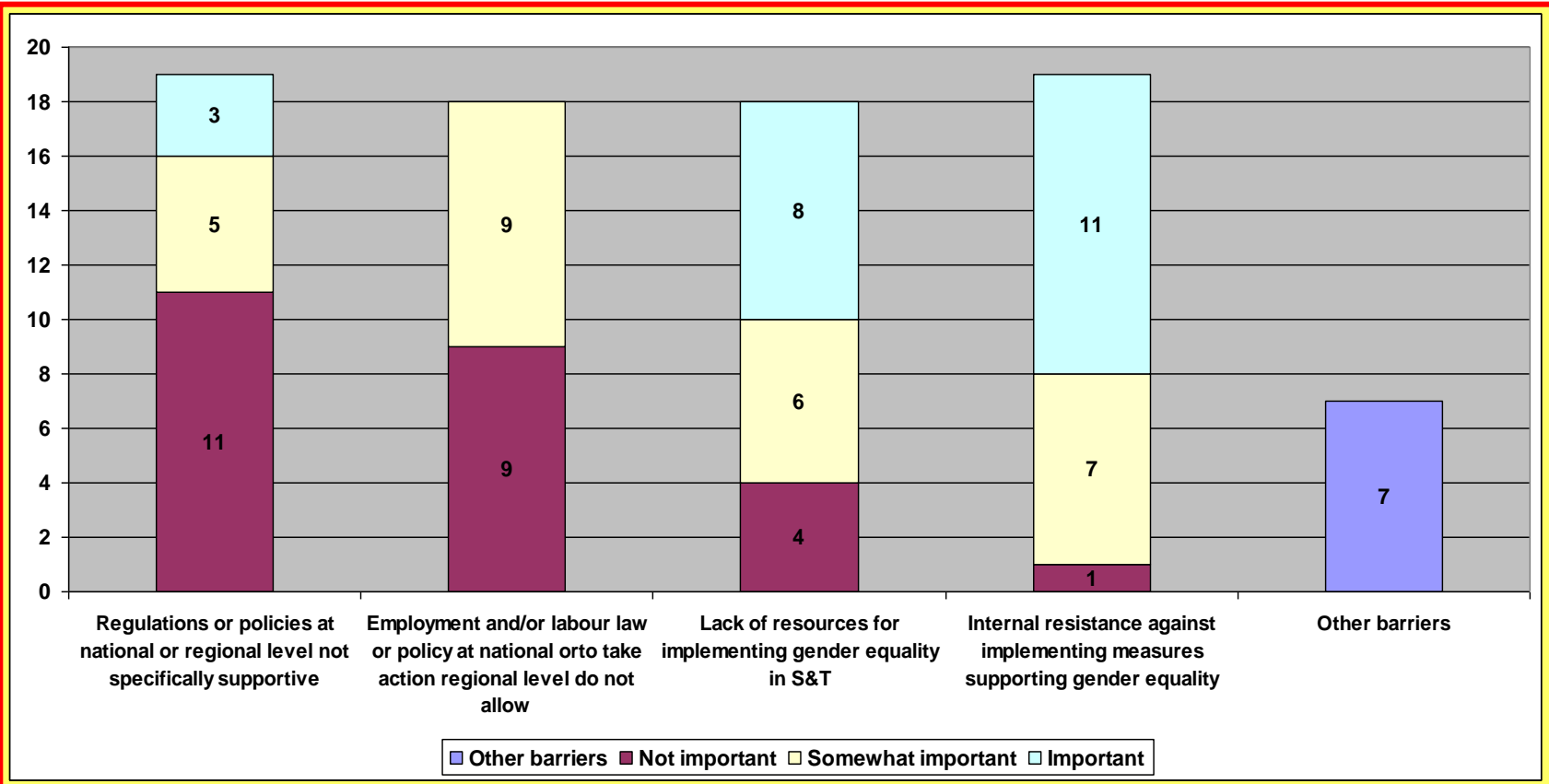
## 21 universities reported specific activities



# Barriers

## Achieving Gender Equality is still a challenge

18 universities reported facing barriers, 24 universities: no barriers

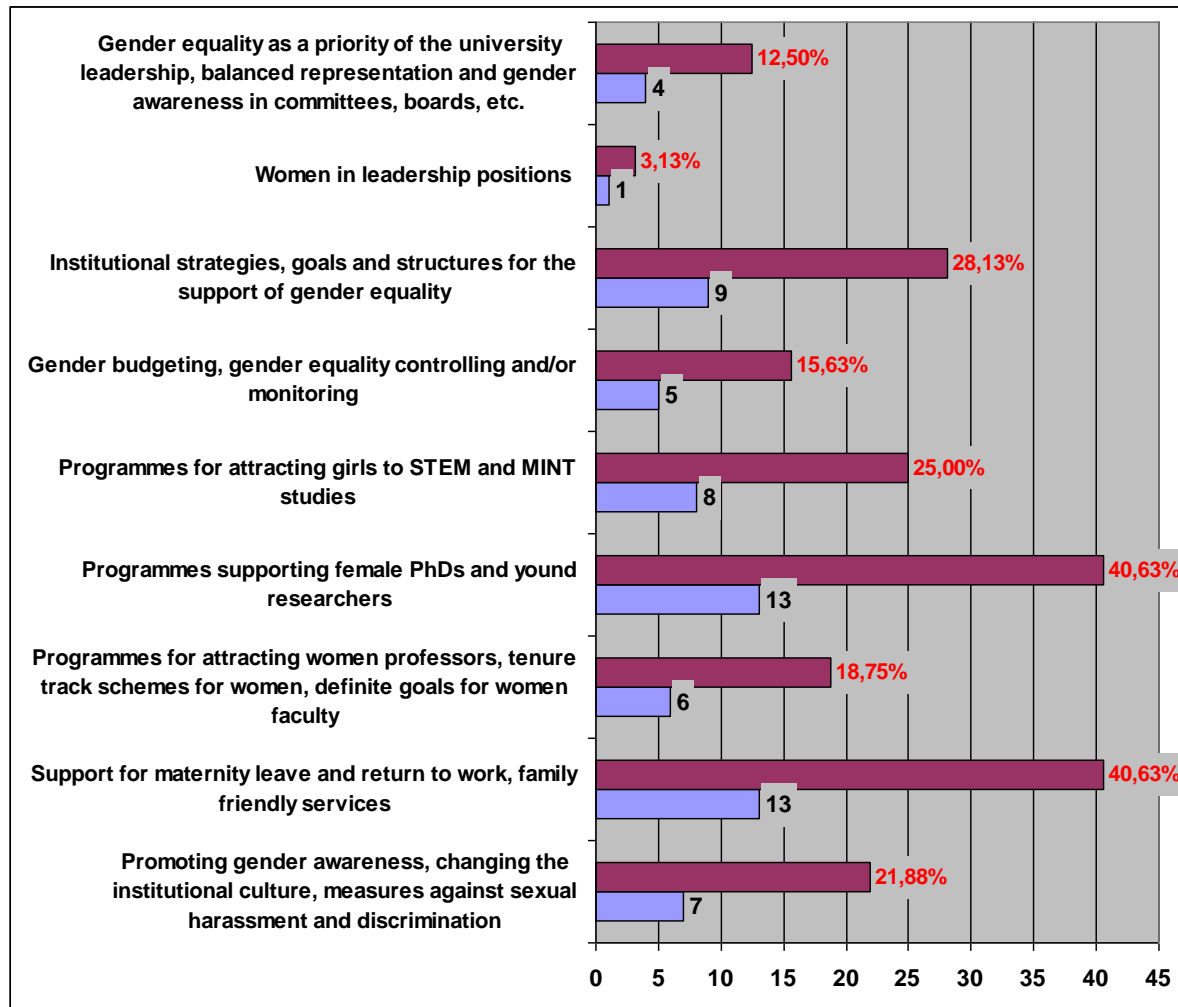


Major barriers: Internal resistance lack of funding and resources!



# Best practice, results of self-assessment

## Universities reported three activities each



# Best practice, results of self-assessment 1

## Overview

- GE as a **priority of the university leadership**, balanced representation and gender awareness in committees, boards, etc.
- **Women in leadership** positions
- Institutional **strategies, goals and structures** for the support of GE
- Gender **budgeting, GE controlling and monitoring**
- Programmes for **attracting girls** to STEM and MINT studies
- Programmes **supporting female PhDs and young researchers**
- Programmes for **attracting women professors, tenure track schemes for women, goals for proportion of women faculty**
- **Measures against sexual harassment and discrimination, Supporting maternity leave & return to work, family friendly university, work-life balance**
- Promoting gender **awareness**, changing the **institutional culture**

# Best practice, results of self-assessment 2

## Targeted programmes

- Attracting girls to engineering and technology
  - TU Wien: FiT Women into technology, TechNIKE
  - TU Budapest: Holky Pozor campaign, Girls' Day
- Support for women in engineering & technology
  - TU Wien: WIT Women in Technology
  - Leibniz University Hannover: Caroline Herschel Programme
  - TU Darmstadt: Franziska Braun Award
  - TU Berlin: Female scientists to the top
  - TU Dresden: Eleonore-Trefftz guest professorship programme
  - TU Dresden: Marie-Reiche young female scientists programme
  - TU Munich: Liesel Beckmann Distinguished Professors
  - TU Delft: DEWIS Women in Science, Young Delft, DEWIS Award
  - TU Eindhoven: Talent to the Top
  - U Twente: UTWIST – tenure track positions for women only
  - TU Istanbul: Women studies Centre

# Best practice, results of self-assessment 3

## Dedicated measures: some examples

### **Women in the institutional hierarchy and decision making bodies**

- In general: ownership of gender issue by the leadership
- Women in top leadership
- Vice-rector for Gender and Diversity; Gender equality in boards, committees
- Leading professor as trained GE vanguard in appointment committees
- Interviews of female role models on the university website or in the newsletter

### **Institutional policies, plans and strategies**

- Set feasible targets and monitor them e.g.: 30% share of women in Excellence Initiative, Law for men/women balance of 60%/40%
- Solidarity fund compensating for maternal leave, re-entry grants
- Special employment terms for graduate students and women faculty who give birth
- Flexible career trajectories

### **Institutional services**

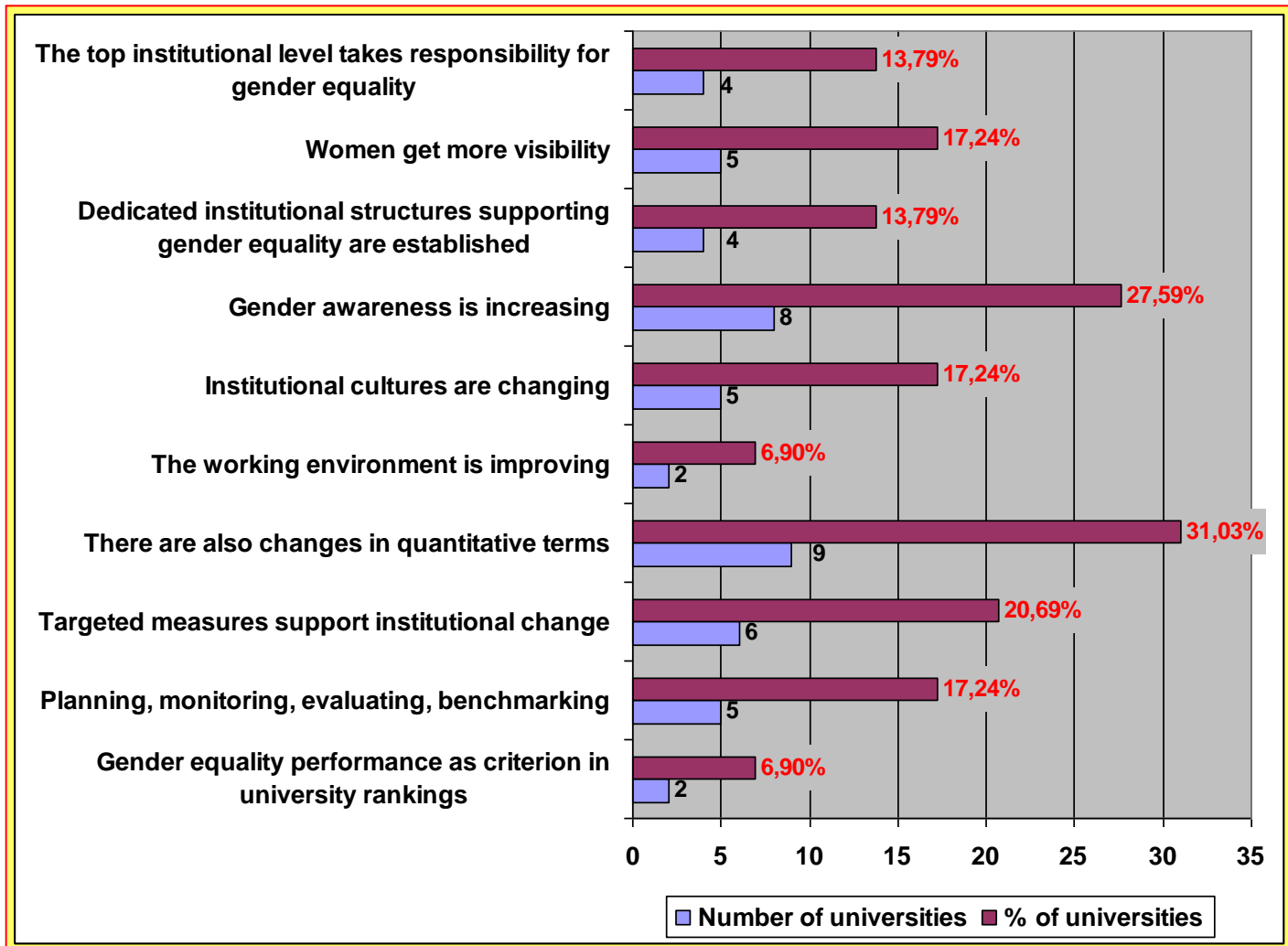
- Gender desk at Personnel Office
- Specific service centres for gender equality
- Kindergarten, babies nursery, family service

### **Measures supporting gender equality**

- Non-discrimination language against women, non-sexist language manual
- Monitoring of possible discrimination issues
- Gender perspective in the prevention of occupational risks

# Impacts of strategies, plans and activities

## Different forms of change - Overview



# Impacts of strategies, plans and activities 1

## Different forms of change

- The top institutional level takes responsibility for gender equality
- Women get more visibility
- Dedicated institutional structures supporting gender equality are established
- Gender awareness is increasing
- Institutional cultures are changing
- The working environment is improving
- There are also changes in quantitative terms
- Specific programmes for gender equality show positive impacts
- Targeted measures support institutional change
- Planning, monitoring, evaluating, benchmarking
- Gender equality performance as a criterion in university rankings

# Impacts of strategies, plans and activities 2

## Different forms of change

- **More visibility of women in top positions: female rectors, vice-rectors, deans!**
- Female role models attract and inspire female students
- Acceptance at top and executive levels, that gender diversity structurally needs conscious attention
- Increased gender awareness, GE as a topic and an issue
- Work of Gender Equality Officers accepted
- Changing a masculinised university
- Recognizing the stereotypes and moving past them
- Identifying and overcoming sexism
- Positive influence on scientific culture at institutional and personal level, more women bring a different perspective
- General acceptance that gender diversity contributes to innovation, better decision making and better business results

# Impacts of strategies, plans and activities 4

## Quantitative change: Examples of good practice

- **EPFL:** Increase of %ages of women from 2002 to 2012:
  - Bachelor 23% to 27%
  - Master 17.5% to 26.5%
  - PhD 23% to 29%
  - Sci. Personal 19,5% to 25.5%
  - Tenure-track assistant professor 6% to 27%
  - Associate and full professors 4.6% to 7%,
  - School Deans 0% to 40%
- **KTH:** increase in the number of female faculty from 2006 to 2012:
  - Associated professors from 13% to 22%
  - Professors: from 6,6% to 11%
- **ETH Zurich and TU Berlin:**
  - Number of women increased in different status groups
- **University of Twente:**
  - Significant increase of number of women at top and sub-top level

**Even if the numbers are still low, there a positive trend!**



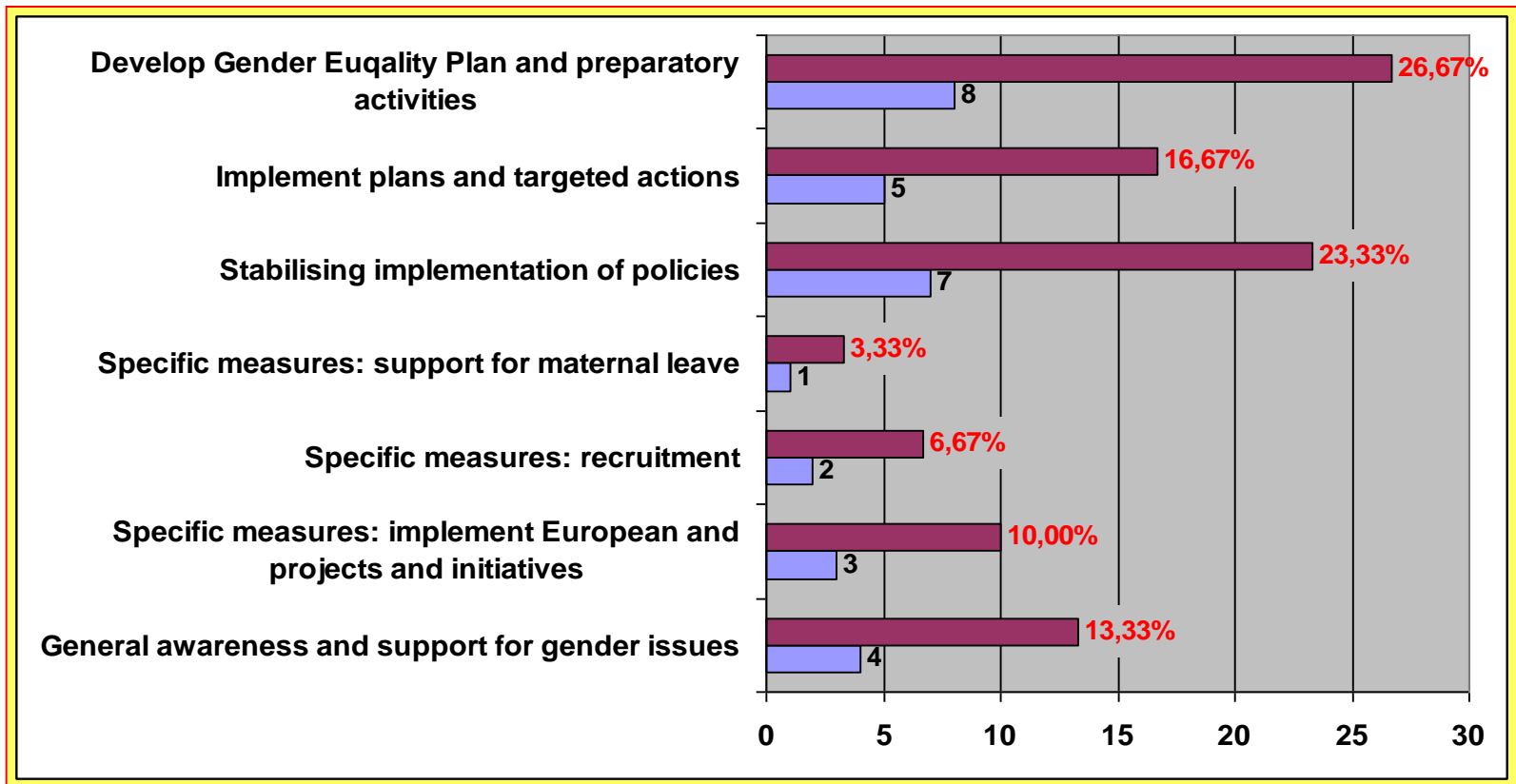
# Next steps

30 universities replied and provided information

- Develop Gender Equality Plans and preparatory activities
- Respect national law...
- Implement plans and targeted actions
- Stabilising implementation of policies
- Implementing specific measures:
  - Support for maternal leave
  - Recruitment
  - Implement European and other projects and initiatives
- General awareness and support for gender issues

# Next steps

30 universities replied and provided information



# Next steps

## 30 replies – some specific examples

- Action plans together with schools, STEM education for girls! Raising awareness!
- Raising institutional awareness on the role of women in academia, training
- Refining curricula and making them more attractive for female students
- **Setting quantitative targets.**
  - RWTH Aachen University: 20% female professor by 2020
  - TU Munich: 25% female professors by 2025
- Follow advanced concept for diversity management implemented with mixed teams
- Benchmarking of prospects of women in academia
- Towards raising numbers of women in scientific staff:
  - Improving recruitment: active sourcing
  - Female tutors, teaching assistants, post docs, assistant professors
  - Identifying main leaks in the career pipeline
- Specific tenure track programmes
- Networking opportunities for female researchers, female professors' programme
- Support maternity leave, childcare, childcare subsidies, social employer's contribution
- Monitoring, assessing and updating GEP, Annual gender reporting

# Conclusions 1

## 10 elements of institutional strategies for GE

1. Institutional leadership
2. Gender competence
3. Gender sensitive recruitment and promotion
4. Attracting and retaining women
5. Mentoring, coaching, mutual learning and empowerment

## Conclusions 2

### 10 elements of institutional strategies for GE

6. Family-friendly universities supporting work-life balance
7. Internal guidelines, manuals and special provision
8. Programmes, grants and awards as well as standards for promoting gender equality
9. Communication supporting cultural change
10. Following-up on the implementation and impact of the implementation of GEP

# Recommendations for CESAER

## Follow-up of the survey

- **Repeating the survey regularly, e.g. every two years**
- **Mutual learning, exchange of information and experiences, Joint activities of the CESAER community of GE practitioners, e.g.**
  - Developing a common understanding of GE
  - Leadership taking the lead creating ownership
  - Gender action planning, effective GE initiatives
  - Monitoring and evaluation, benchmarking, performance indicators
  - Attracting & retaining women in studies & careers
  - Identifying barriers and finding ways to overcome them
  - Awareness initiatives, appropriate recruitment and appointment, support and promotion, tenure track
  - Staff exchange and mutual visits to get insight on practices
- **Gender dimension in education and research**
- **Horizon 2020: opportunities and preparing applications**
- **Forming a CESAER Gender Equality Working Group**

**Thank you for your attention!**

**The CESAER GE Survey Team:**

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**We will welcome your comments and suggestions for improvement:**

**Please send emails to**

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# Synthesis of the Gender Equality Plans 1

See Part 2 of the CESAER GE Report

- Approach taken developing the report
  - Analysing the reports and extracting activities
  - Categorising and grouping the activities
  - Developing the structure of the report
- Extracting examples from different universities
  - Preparing a synthesis based on “real world”
- First step based on 15 GEPs in German and English
- Second step (in progress): translating GEPs from Dutch, French and Swedish and integrating relevant additional examples in the report



# Synthesis of the Gender Equality Plans 2

## Part 2 of the CESAER GE Report, contents

- Strategic goal “Gender Equality”
- Creating awareness – promoting GE
- Integrating gender dimension in education and research – raising the proportion of women
- Institutional establishment of Gender Equality
- Designing a future for female engineers
- Quality management – evaluation, KPIs
- General conclusions
- Conclusions and recommendations for structural change