

Equal Opportunity Concept of the Catholic University of Eichstätt-Ingolstadt (KU)

In the context of the federal and state program *Professorinnenprogramm III* for women professors for the promotion of equality of women and men in science and research at German institutes of higher education

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1 Introduction

With its 114 professorships, 354 researchers and 5120 students, the KU is a small university. The range of subjects is distributed across **eight faculties**: the Faculty of History and Social Sciences, the Faculty of Mathematics and Geography, the Faculty of Philosophy and Education, the Faculty of Languages and Literature, the Faculty of Theology, the Faculty of Business and Economics (Ingolstadt School of Management), and two *Fachhochschule* faculties, one for religious education and one for social work. Although the KU is a university recognized by the state, it is backed by a Catholic Foundation under public law. In its mission statement, the KU emphasizes the importance of quality in teaching, research and interdisciplinary networking. At the same time, it sees itself as an “academic community sustained by its Catholic spirit”¹ whose scientific practice is shaped by a Christian and humanist view of society.

The KU sees the realization of equal opportunities as a central goal. In the sense of Section 4 of the Bavarian Higher Education Act (BayHSchG), it considers the enforcement of equal opportunities of men and women as a guiding principle. As the KU’s development plan highlights, its commitment to **family-friendly working conditions and equal opportunities** is anchored in its understanding as a Catholic university. The KU mission statement phrases it thus:

¹ See the KU mission statement: <https://www.ku.de/en/the-ku/profile/mission-statement>

“The KU is strongly committed to enabling its employees to **balance work and family life**, and supports **equal opportunities in all levels of qualification**. This holds true not only for **equal opportunities for men and women**, but also for people who are at a disadvantage due to ethnic, cultural or social reasons and for people with disabilities. The KU strives to overcome disadvantages and support those groups wherever possible”.²

In order to bring about the actual implementation of equal opportunities, the following written agreements have been made: In 2015, the KU presented its first **Equal Opportunity Concept**, which analyses the level of equality of women and men in academic and research support staff and draws up objectives and measures. In April 2017, a status report on these aims and measures was delivered in the KU Women and Equal Opportunities Officer’s report to the Senate. The aim of the document at hand is to present an analysis of the current situation and use this basis to set new priorities and to develop an updated action plan. An inventory of the existing structures illustrates the fact that for some time now one core focus of the KU’s equality policy has been the creation of a family-friendly work environment. In this area especially, we have been able to make significant progress. The area of promotion of young researchers also sees a number of initiatives. Nevertheless, current developments show that further measures are necessary. In the future, we will give even more priority to the issues of **optimizing gender-sensitivity in HR policy**, and to **promoting young women researchers**. In this way, we hope to sustainably balance structural deficits in the proportion of women employees in the medium term.

2 Structural incorporation of equal opportunities at the KU

The KU sees equal opportunities both as a task for Management and throughout the organization. Within the Management of the KU, the Vice President for international affairs and profile development is responsible for the policies “equal opportunities” and “family-friendly university”. The Vice president for research has equally singled out the promotion of early-career women researchers as an important endeavor. The close cooperation of the University’s women and equal opportunity officers goes to show that equality is an objective that lies at the heart of University Management. According to the Bavarian Higher Education Act, the Women and Equal Opportunity Officer is a voting member of the Extended University Management and the Senate as well as an advisory member of the University Council. In addition, she has an **important networking position** within the KU. She is a member of several KU working groups involved in shaping the KU’s image, among them the Senate Committee “Research and early-stage researchers”, the Executive Committee “Studies and teaching”, the working group on the development of the KU mission statement and the working group “Family-friendly university”. The Women and Equal Opportunity Officer is responsible for a number of measures aimed at eliminating gender discrimination and monitoring their implementation (see 4.2 to 4.6). She is working towards enlarging the existing structures in cooperation with the Center for Marriage and Family in Society (ZFG), the Research Service Center (ZFF), Human Resources and HR Development (see 5.1 to 5.4). Accordingly, this concept was developed by the above-mentioned agents cooperatively.

At the faculty level, the **Faculty Women and Equal Opportunity Officers** are responsible for questions of equal opportunities. Their rights and areas of responsibility are defined by Section 26 of the Basic Regulations of the KU. The Faculty Women and Equal Opportunity Officers are voting members of the Faculty Council and appointment committees and are supported in their work by annual training and the Conference of the Women and Equal Opportunity Officers. Currently, the Conference of the Women and Equal Opportunity Officers takes place twice to three times a semester (Section 27 of the Basic Rules of the KU prescribes at least one conference each semester). Besides the Faculty Women and Equal Opportunity Officers, the Women and Equal Opportunity Officer of the research support staff and of the Student Convention take part in the conference. As guests, this event regularly features members of the ZFG and the Staff Representative Committee, as well as the Prevention Officer.

² See the KU mission statement: <http://www.ku.de/en/the-ku/profile/mission-statement>

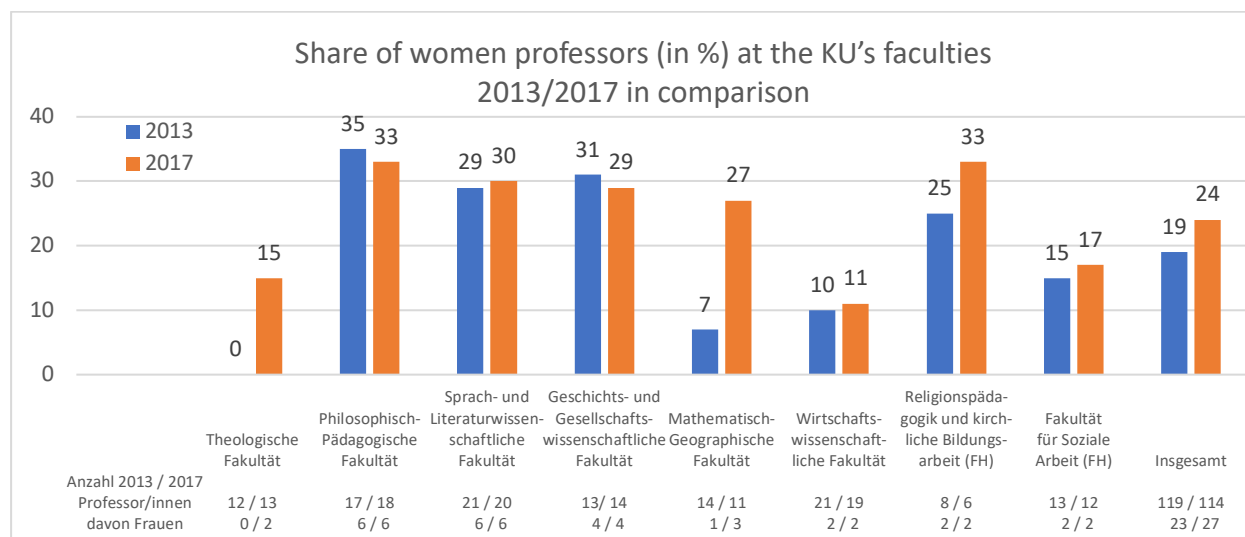
3 Analysis of the situation over time: women in research and teaching

After a first survey in 2013, which served as a foundation for the Equal Opportunity Concept of 2015, the Women and Equal Opportunity Officers, with support of the HR Department, annually (in May) calculate the **proportion of women in research and research support staff** and present them when they report to the **Senate** and to the **Extended University Management**. The following analysis compares data from 2017 and 2013³.

This report takes a closer look at **developments concerning the research staff and the research papers that were published at the KU**, since these are pertinent to the women professors program (*Professorinnenprogramm*). The purpose is to determine, whether the KU as a teaching and research facility meets the requirements for equal opportunities for women and men and whether it is a professional environment that encourages women to pursue scientific careers.

3.1 Women professors

Overall, the proportion of women professors has increased from 19.3 percent in 2013 to 23.7 percent in 2017, which amounts to an annual increase of one percentage point. With these numbers, the KU is slightly above the German average of 23.4 percent and well above the Bavarian average of 19 percent, as far as its proportion of female research staff is concerned. However, the following diagram shows clearly that there are significant differences in the KU's eight faculties:



Last updated: May 2017, source: Department I: Human Resources of the KU

In 2017, the lowest proportion of women can be seen at the business and economics faculty (WFI Ingolstadt School of Management) with only 11%. The Faculty of Theology follows closely with 14 percent and the Faculty of Social Work with 17 percent. The Faculty of Philosophy and Education and the Faculty of Religious Education, which both reach 33% of female researchers, are at the top of the ranking.

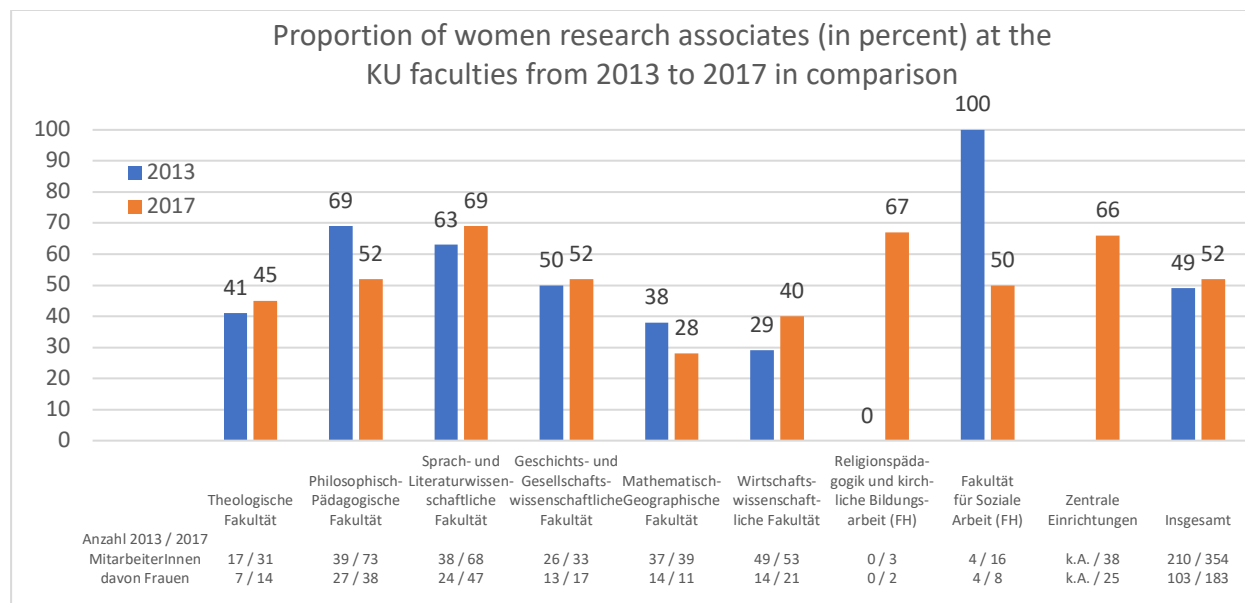
When evaluating the development between 2013 and 2017, we must however take into account the fact that at such a small university as the KU, with only 120 professorships, even a small number of new appointments may lead to a visible change in the percentages. The absolute numbers reveal that four new women professors joined the staff in the four years concerned (2013: 23 compared to 2017: 27). Among these four, however, were two temporary professors (Faculty of Theology) who did not have permanent tenure. The only faculty, which gave permanent tenure to additional women professors, was the Faculty of Mathematics and Geography.

³ For the 2015 Equal opportunity concept please go to <https://www.ku.de/en/the-ku/organization/officers/womens-and-equal-opportunity-officer/translate-to-english-gleichstellung-an-der-ku>. The data for 2016 (report to the Senate) can be found at https://www.ku.de/fileadmin/2102/Bericht_FuGB_Senat.pdf (only available in German)

In this respect there is still much to be done to increase the proportion of women professors. This also holds true for gender balance in pay grades: Whereas in 2017, 33 percent of C3/W2 professorships were held by women (2013: 27 percent, the proportion of female holders of C4/W3 professorships has only risen from 14 to 17 percent. **So women keep being far outnumbered by men especially in top research positions.**

3.2 Early-career women researchers

The proportion of women among KU research associates was 52% in 2017, which marks a slight increase compared to 49% in 2013. Similar to professorial posts, the proportions of women in medium research positions also vary considerably at the different faculties, as illustrated by the following diagram.



Last updated: May 2017, source: Department I: Human Resources of the KU

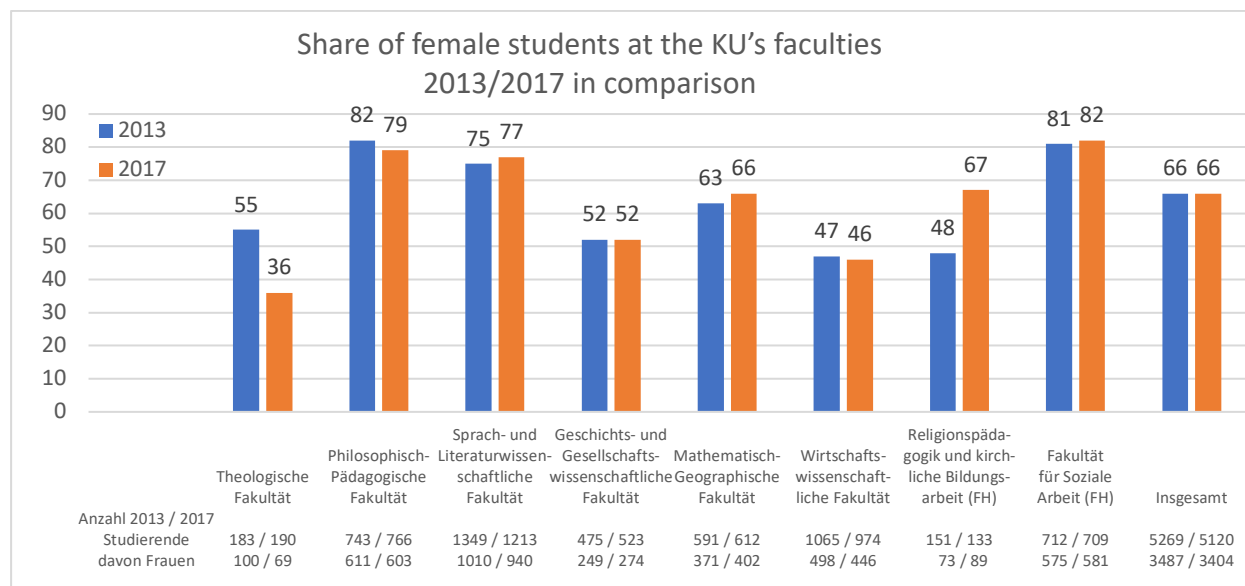
In 2017, the largest proportion can be seen at the Faculty of Languages and Literature (69 percent), the lowest (28 percent) at the Faculty of Mathematics and Geography. If you look at the development between 2013 and 2017, a positive trend can be seen most clearly at the business and economics faculty Ingolstadt School of Management, where the numbers increased from 29 to 40 percent. At the Faculty of Philosophy and Education and at the Faculty of Mathematics and Geography the proportion of women in the research staff has actually gone down (although the Faculty of Philosophy and Education had more female employees in 2017 than in 2013, the addition of new positions ultimately led to a lower percentage of women among the staff). The rather marked developments at the two *Fachhochschule* (FH) faculties, has to be seen before the background of the low overall numbers of researchers (Faculty of Religious Education 0 employees in 2013 and 3 in 2017). Also, the dramatic increase of employees at the Faculty of Social Work (from 4 to 16) has to be taken into account when interpreting the development. As far as temporary positions at medium levels are concerned, the number of permanent positions held by women is at 24.6 percent compared to 25.1 percent of permanent positions held by men. **Therefore, men as well as women mostly find themselves in temporary employment (men: 74.9 percent, women: 75.4 percent).**

A closer look at the number of theses handed in by women shows that **the proportion of women who are beginning a research career at the KU is rising.** While only 26 percent of a total of 116 PhD projects from 2010 to 2012 were handed in by women, the period from 2014 to 2016 already saw 38 percent (of a total of 127 PhD projects) and in the academic year 2016/2017, there were an encouraging 43 percent (out of a total of 35). The number of habilitation theses at the KU is limited and has risen from 10 to 16 in the years 2010 to 2012 and 2014 to 2016. The proportion of habilitation theses written by women has gone down from 40 percent to 19 percent. In the coming years, the KU will be conducting a **continuous evaluation of the gender balance in the number of its doctoral theses and habilitations** to better identify long-term trends. The data at

hand suggests that we have to keep a close eye on this matter and **intensify our endeavor to promote young post-doc researchers.**

3.3 Female students

In the winter semester 2017/2018, **5120 students** were enrolled at the KU, **two thirds of whom were female.** The gender ratio has hardly changed since 2013, with only the Faculty of Theology and the Faculty of Religious Education recording slight divergences, as illustrated by this diagram:



Last updated: December 2017, source: KU Student Office

At almost all faculties female students account for more than half of the student body. Only at the Faculty of Theology (36 percent) and at the economics and business faculty Ingolstadt School of Management (46 percent), female students make up less than half the student body.

The generally high ratio of female students at nearly all faculties - not surprising considering the KU's inclination towards social sciences, humanities and cultural studies - goes to show that in this field there is no immediate need for action. In contrast with the gender ratio of research staff, the ratio of female students **does not give rise to an immediate need for increasing the proportion of women.** We will keep monitoring the trend in the student numbers of the Faculty of Theology and the Ingolstadt School of Management.

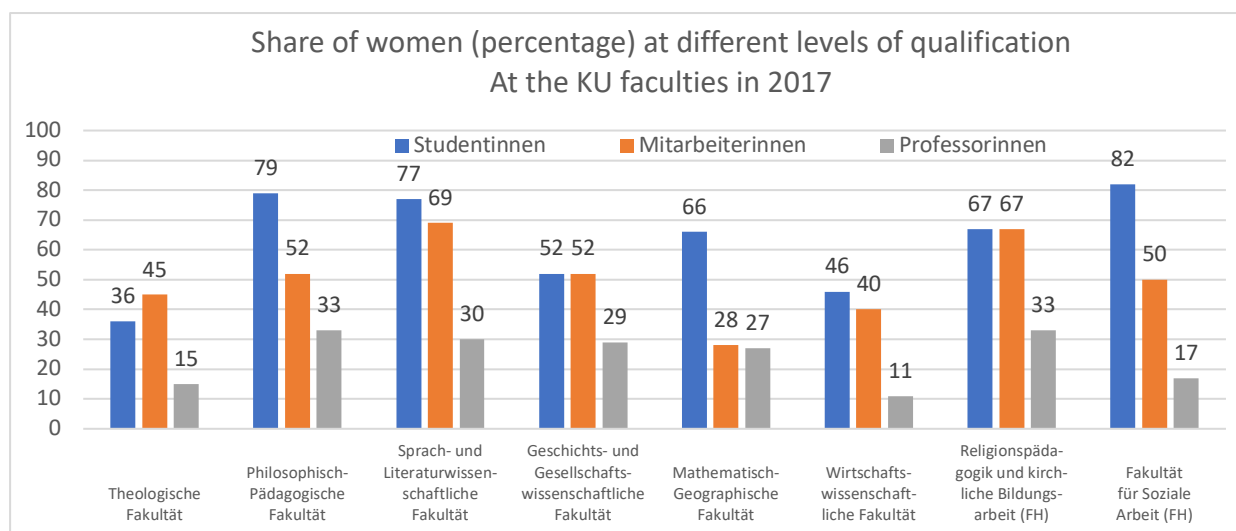
3.4 Conclusions drawn on basis of the cascade model

The cascade model serves to show the correlations between the gender ratio in different levels of qualification. We will infer development goals using these findings. The intended targets for any level of qualification (e.g. for professors) are directly guided by the level of qualification immediately below this rank (here: habilitation candidates). **In the analysis of the state of play at the KU, three main levels of qualification were used: students, research staff (doctoral degree and habilitation) and professors.** The diagram shows the proportion of women at the above-mentioned levels of qualification.

A comparison of the levels of qualification at the individual faculties reveals that without exception, there is a discrepancy between the share of female students and the share of female professors. Whereas at almost all faculties the share of female students is above 50 percent, the share of female professors exceeds 30 percent in only two faculties.

Comparing faculties by means of the cascade model brings to light the fact **that at some faculties a marked discrepancy already exists between the student and the middle level**, this being the case in the Faculty of Philosophy and Education, the Faculty of Mathematics and Geography and the Faculty of Social Work. In the

remaining faculties the share of women in the middle level (non-professorial research staff) is comparable to that of the student level. This being said, the level above (professors), already shows a drastic drop.



Last updated: May 2017/December 2017, source: Department of Human Resources, Student Office of the KU

These phenomena show there is a greater need for action where research staff is concerned. At all faculties, increasing the number of women professors is a central aim. Furthermore, all faculties, but especially the Faculty of Philosophy and Education, the Faculty of Mathematics and Geography and the Faculty of Social Work have to exert themselves to actively increase their respective proportions of female staff.

3.5 Women in KU committees

The participation of women in the KU Management, in the committees of academic self-administration and in the appointment committees is an important indicator of the extent to which actual gender equality has already been realized at the KU. The following table shows the representation of women in KU committees.

Women in KU committees				
Committees	(Voting) members	F	M	Share of women (percentage)
University Management	5	1	4	20
University Council	16	5	11	31
Extended University Management	17	4	13	24
Senate	11	3	8	27
Student Representatives Council	50	27	23	54
Conference of the Women and Equal Opportunity Officers	24	20	4	83
Faculty councils				
Faculty of Theology	14	3	11	21
Faculty of Philosophy and Education	14	6	8	43
Faculty of Languages and Literatures	16	8	8	50
Faculty of History and Social Sciences	17	7	10	41
Faculty of Mathematics and Geography	16	5	11	31
Ingolstadt School of Management	17	4	13	24
Faculty of Religious Education	11	7	4	64
Faculty of Social Work	14	5	9	36

Last updated: March 2017, source: Homepage of the KU

When interpreting these data, the fact has to be taken into account that the share of women professors is only at 24 percent. As a consequence, **especially the bodies that are dominated by professors** (University Management, University Council, Senate), have a **low share of women (20 to 31 percent)**, especially when contrasted with the quota of 40 percent in medium to senior management ranks that the European Commission is pushing for. On the other hand, the University Management as well as the University Council is headed by a woman.

The low share of women among researchers and professors is likewise reflected in the Faculty Councils. Accordingly, the proportion of women is particularly low in the Faculty Council of the Faculty of Theology (21 percent), in the Faculty Council of the Ingolstadt School of Management (24 percent), of the Faculty of Mathematics and Geography (31 percent) and of the Faculty of Social Work (36 percent). At the remaining faculties, the share of women in the Faculty Councils is slightly larger, ranging from 41 to 64 percent.

By and large it can be said that especially in the bodies with a low quota, we have to work towards a better representation of women. **However, particularly in the bodies dominated by professors, this is only achievable, if the share of women among professors itself can be increased or if the participating women professors can be released of some burdens in some other way.**

The problem of the disproportionate burden on women that a participation in committees entails, can also be seen in the proportion of women in appointment committees. The following table shows the share of women in the 17 appointment procedures that were heard in the Senate between 2015-2017.

Share of women in appointment committees				
Committees	Number Members total	Number of professoral members	Number of female members (Share in percent)	Number of female professoral members (share in percent)
Average	10.9	7.6	3.2 (31%)	1.5 (21%)
minimum	9	6	2 (18%)	0 (0%)
maximum	14	9	7 (54%)	4 (44%)

Last updated: October 2017, source: Documentation on appointment procedures for the KU Senate

The data suggests that there is a wide gap in the share of women in commissions (from 18 percent to 54 percent) and that the shares of committee members who are women professors (from zero percent to 44 percent) vary to an equal degree, a fact that can surely be explained by taking a look at the differences between the faculties. As many as five of the procedures, in which the only women that could be appointed were external commission members, were held at the Faculty of Theology. Two of these procedures featured not even a single female professor. **The average of 21 percent female professors in committees indicates that the KU goal of an appropriate representation of women as formulated in the guideline for appointment procedures (which demands at least 33 percent as a target⁴) is not reached in most of the procedures.**

4. Objectives and measures

4.1 Objectives

The central document, in which the equal opportunity objectives of the KU have been compiled, is the Equal Opportunity Concept of 2015. It formulates general and job-specific objectives for achieving gender equality at the KU, which serve as a basis for the following specifications. Besides its comprehensive goals, the document focuses on the specific objectives for the area of research. The overriding goals as formulated in the Equal Opportunity Concept of 2015 are:

- To improve compatibility of family and studies/job
- The balanced participation of women and men in all decision-making bodies of the KU
- Awareness for gender equality competence among managers and employees

⁴ See appointment guidelines of the KU: https://www.ku.de/fileadmin/2102/Berufungleitfaden_19.11.21_final.pdf (only available in German language)

The following specific goals have been identified concerning research staff:

- Increasing the proportion of women among the professorial staff
- Increased support for women among research and teaching staff right from the start.
- Taking into account gender equality as a central mission in all University committees and bodies.
- The integration of gender and diversity perspectives into curricula

Since 2015, structures have been established that help reach the mentioned goals. In the following, already **existing measures** will be described and evaluated taking into account the above-mentioned **objectives**. This Concept will then outline areas, which leave room for **future action**. Keeping the need for action as identified above in mind, we prioritize our aims as follows:

Objective 1: Increasing the proportion of women in scientific leadership positions

Objective 2: Promotion of female early-stage researchers

Objective 3: Creation of a family-friendly university

Objective 4: Gender balance in KU bodies

Objective 5: Raising gender awareness among students, employees and management

4.2 Measures on objective 1: increasing the proportion of women in scientific leadership positions

In this field, the 2015 KU Equal Opportunity Concept particularly envisages measures for the creation of gender justice in appointment procedures. These measures have been included in the KU appointment procedures in October 2016. The following table names the measures as proposed by the 2015 Equal Opportunity Concept and evaluates the extent of their implementation to date.

Overview: Measures to increase the proportion of women in scientific leadership positions		
Measure and objective	Implementation	Commentary and Perspectives for Action
Documentation and evaluation of appointment procedures by the respective Faculty Women and Equal Opportunity Officer aimed at achieving transparency and raising awareness for gender equality with the persons involved.	Yes	Measures implemented in the appointment regulations and the appointment guidelines; a compilation of important tasks of Women and Equal Opportunity Officers in appointment procedures has been created and is being applied. Perspectives for action: continual monitoring by the Women and Equal Opportunity Officer
Training of the Faculty Women and Equal Opportunity Officers on how to lastingly anchor the topic, as well as empowerment of the responsible persons	Yes	Annual training events and workshops Perspectives for action: Continuation of the existing training formats
Taking into account periods which applicants have spent providing care work (childcare or other) in order to achieve a fair and gender-sensitive evaluation of applicants' professional biographies in job applications sent to the KU	Yes	Measures implemented in the appointment guidelines, Women and Equal Opportunity Officers will mind this measure in procedures and report on it in their written comment on the procedure. Perspectives for action: continual monitoring by the Women and Equal Opportunity Officer
(Nearly) equal representation of women and men in appointment procedures , proportion of female professors: at least one third, exceptions require a written justification, aim is to guarantee a variety of perspectives	In part	Measures implemented in the appointment guidelines, the proportion of women professors in procedures from 2015 to 2017 at 21 percent (less than one third) Perspectives for action: Relief for the women professors involved in appointment procedures

Measure and objectives	Implementation	Commentary and Perspectives for Action
Publication of job postings via the Women and Equal Opportunity Officers of other universities and via networks of female researchers, language that actively includes female candidates ; aim is to increase the number of female applicants.	In part	Measure implemented in the appointment guidelines; were applied in the evaluated appointment procedures between 2015 and 2017. Perspectives for action: defining the respectively responsible body/bodies; continual monitoring by the Women and Equal Opportunity Officer
At least one external evaluation must have been written by a female scientist, exceptions to be justified in an explanatory written statement. In this we aim at strengthening the influence of female researchers in science	In part	Measure implemented in the appointment guidelines; were applied in 12 of the evaluated appointment procedures between 2015 and 2017 (=71%). Perspectives for action: continual monitoring by the Women and Equal Opportunity Officer
Automatic confirmation of a placement in University childcare as part of the appointment	In part	Since 2016, the Uni-Kinderhaus has been offering childcare also to children of employees of the KU; in Ingolstadt, the KU has booked child care capacities in different facilities. Perspectives for action: active communication of this fact to applicants
Granting additional assistant's hours to relieve those Faculty Women and Equal Opportunity Officers , who take part in several procedures	In preparation	Perspectives for action: Defining concrete criteria for the granting of additional assistant's hours

A documentation of the appointment procedures between 2015 and 2017 shows **that the principles stated in the appointment guidelines of the KU are respected in the main**. However, the minimum quota of women is not being kept continually in the commissions (see 3.5)

Regarding the applications, the proportion of women (21 percent) continued to be low in the above-mentioned period. The proportion of women invited to give trial presentations was 21 percent and therefore exactly equals the proportion of women among the applicants. The rankings of the candidates after the trial presentations contained 26 percent of women professors; These procedures led to the appointment of a total of four women professors (that amounts to 23.5 percent of the 17 documented procedures, of which, however, not each one has been concluded to date). These figures indicate **that the commission mostly maintains gender justice in its work**. However, since the number of women professors has only increased slightly, it becomes clear that we will have to take further steps to improve the quantity and quality of applications and thus increase the probability of women being appointed to vacant professorships.

As an analysis of the situation shows, the proportion of female professors at the KU has risen annually by about one percentage point. For any pending new appointments we have a target of at least 40 percent women⁵. In view of the small size of the KU and the fact that in some faculties only very few professors will reach retirement age, the minimum goal to which the KU has committed itself, is to uphold the current trend in the rise of the proportion of female professors of one percentage point per annum.

Trying to realize this goal will lead to the following **perspectives for action**:

- Especially in those faculties, where women are underrepresented, we have to **actively recruit female candidates**, as required by the appointment guidelines. In the future, when deciding on the text of the job advertisement, every faculty will have to decide on one member of the appointment commission, who will be responsible for actively including women in the wording and who will also document this in the report to the appointment commission.
- The Women and Equal Opportunity Officer of the KU will forward the job advertisements of every vacant professorship to the equal opportunities officers of other Bavarian universities.

⁵ This corresponds to the quota of habilitations written by women in 2016 in the humanities and economic and social sciences, see https://www.destatis.de/EN/Press/2017/06/PE17_217_213.html

- In order to raise awareness for the issue of gender equity, in the future, **gender competence** will be included explicitly in two fields where planning lies with **HR Development**: Competence training for executive personnel and structured performance reviews (see 5.4).
- We are developing concrete criteria by which female members of the appointment commissions can be relieved in some other way (see 4.4).
- **Quality management**: The gender equity monitoring (annual report) of the Women and Equal Opportunity Officers includes an evaluation of the protocols of the appointment procedures and therefore an evaluation of all the above-mentioned measures in this regard.

4.3 Measures on objective 2: promotion of early-career women researchers

The promotion of young researchers is one of the KU's central concerns. This can be seen among other things in the foundation of the Research Service Center in 2016, which in cooperation with the Graduate Center aims at creating optimal conditions for a successful doctoral and postdoctoral phase. We have already initiated basic measures for an across-the-board improvement of the work conditions in qualification phases. **Supervision agreements** and regular **performance reviews** are intended to contribute to more predictability in qualification phases and to handling dependence structures responsibly. **The competence training for executive personnel** mentioned in section 4.2 is not only going to affect appointment procedures, but will also influence how qualification positions will be filled. Thus, when choosing candidates, more emphasis will be placed on competence and there will be more overall transparency. In meetings of the Extended University Management, the deans will discuss what proportion of women in middle-level research the individual faculties will commit to in their respective **voluntary agreement**. With the **performance-based award of funds** to the faculties, we have already been able to put in place a structural incentive for the promotion of female early-stage researchers. One of several indicators for the award of funds is the proportion of women among new appointments, completed doctorates and habilitations. In 2017, 30,000 euros in the KU budget were distributed to the faculties according to the indicator "gender equity".

Another important issue for employees are **temporary positions** in middle level research. Based on the amendment to the WissZVG, the HR Department and Extended University Management are coordinating binding regulations to ensure uniform handling of the maximum lengths of contracts according to the specific qualification goals. This measure will serve to improve predictability for KU employees. Although the current situation analysis does not show the gender ratio of middle-level employees with permanent contracts (see 3.2), we are planning to **involve the Faculty Women and Equal Opportunity Officers when permanent middle-level research positions are being filled**, in order to maintain the current state. As a general rule, the KU publicly advertizes these vacancies in contrast to temporary middle-level research positions.

Beyond these general efforts to improve qualification conditions, the KU pursues the goal of establishing an offer of **specific career and personnel development options for early-career women researchers**. The existing range of offers comprises continuing education workshops and a new scholarship program. A mentoring program as well as measures on post-doc career counseling are currently under way. These measures are being developed cooperatively by the Women and Equal Opportunity Officer and the Research Service Center and Central HR development.

Overview: measures for the promotion of female early-stage researchers		
Measure and objectives	Implementation	Commentary and Perspectives for Action
Continuing education workshops for early-career female researchers for expanding key competencies and for internal KU networking	Continually	Perspectives for action: In the future, these offers will be more firmly rooted in the programs of other KU institutions (e.g. The Graduate Center or HR development).
Bridging scholarships for young female researchers especially for the conclusion of qualification papers	Continually	First call for applications in the 2018 summer semester. Perspectives for action: The evaluation and adaptation of the program will be effected after evaluation of the first round.

Mentoring program for excellent young female researchers to offer the possibility of career reflection, competence enhancement and networking	In preparation	Perspectives for action: Conclusion of the conceptual planning in summer 2018, settling the funding of the program for a start in September 2019.
Career counseling and/or individual coaching , especially for post-doc researchers in order to achieve targeted personal career planning and management	In the planning stage	Perspectives for action: Allocation of the HR and financial resources for the envisaged counseling services.

Continuing education workshops (continually)

The KU Graduate Center offers a qualification program to its young researchers that is well used particularly by female researchers in early career phases. In addition, the Women and Equal Opportunity Officer has been hosting **workshops since summer 2016 that especially cater to female researchers at an early career stage**. There are two workshops each semester in which female junior researchers can develop key competencies (e.g. presentation and communication skills) and can network. To this purpose, there is an **annual budget of 3,600 euros** which meets the current needs. The workshops are well attended (9-10 participants on average) and, according to the evaluation forms, are judged favorably. In the future, the workshops that address early-career women researchers will be incorporated in the program of the Graduate Center and the emerging program of Central HR Development. This will improve visibility and professionalize the evaluation process.

Scholarship program (continually)

Since 2008, some Bavarian universities have scholarships for early-career women researchers, which are funded by the Bavarian state. Due to its status as a state-recognized but essentially non-state University according to the Bavarian Higher Education Act, the KU is currently unable to access these funds from the Bavarian Gender Equality Grant (BFG). **The University Management has therefore established its own internal sponsorship program for young female researchers who are currently working on a qualification project.** Funds will be made available to completion scholarships, if it is not possible to continue to offer the researcher employment in a qualification position. This is intended as a remedy to the problematic fact that projects started with third-party funding, which were interrupted by maternal leave or time spent caring for an (elderly) relative (*Pflegezeiten*), can not be completed once the funding has ended. Altogether, the KU will make available an **annual budget of 60,000 euros**. The application opened in May 2018, the scholarship period began in October 2018. An evaluation will only be possible after the program has become an established funding measure. The response so far, however, indicates that the measure will match the current demand. The evaluation of the scholarship programs financed with *Länder* funds shows that the bridging scholarships can help make female research careers possible⁶.

Mentoring Program (in preparation)

Different KU bodies are working actively towards establishing a mentoring program at the KU. In preparation, the following steps have been taken: In order to get new ideas for the concept of such a program, and to benefit from the experience of existing programs, the KU keeps in contact with members of the Forum Mentoring.⁷ Additionally, in a cooperative project between the Women and Equal Opportunity Officer and the Chair of Organizational Psychology, there are three thesis papers in the making on the topic of mentoring. Their purpose is to identify the intramural need and to conceive a competency profile for the coordination center of the program and to find suitable evaluation procedures.

Career Counseling in post-doc phases (in planning)

Given the strong element of uncertainty in academic careers, we are planning to **broaden our existing career counseling services**. So far, it especially addresses doctoral candidates whose PhD project is almost finished and post-docs who have to decide if they want to pursue a career within the University or without. Possible

⁶ See Lisa Weihrauch: Evaluation of the BGF Scholarships <http://www.frauenbeauftragte.uni-muenchen.de/foerdermoeglichkeiten/bgf/evaluation-bayern-bis-2017.pdf> (only available in German)

⁷ See <http://www.forum-mentoring.de> (only available in German)

formats could be **coaching offers** for young female researchers or the creation of additional positions in **career counseling** at the KU in order to enlarge existing counseling services to include post-docs. The human and financial resources for the implementation of this measure do yet have to be allocated.

4.4 Measures on objective 3: creation of a family-friendly university

The Catholic University of Eichstätt-Ingolstadt was the first Bavarian university to be given the certificate “**Familiengerechte Hochschule**” (“Family-friendly university”) by the Hertie Foundation in 2004. In September 2016 it decided to become a member in the Best Practice Club “**Familie in der Hochschule**” (Family at University) and to channel its efforts in this respect towards a greater consideration of the family lives of its employees. With this membership, the KU commits itself to continually support all its members to “live a good life in and with their families in all stages of qualification or of life”.⁸

The notion of family friendliness also encompasses **caring for children or close relatives**. The realization and ongoing development of the concept “family-friendly university” is overseen **cooperatively by the Center for Marriage and Family in Society (ZFG) and the Women and Equal Opportunity Officers of the KU and the AG Familienfreundliche Hochschule (family-friendly university)**. The working group consists of members of all the different bodies of the University (e.g. Examinations Office/Student Office, Legal Department, University Library, faculties, students) and holds a meeting at least once a semester. Among the perspectives for action layed out here, is keeping an eye on family-friendly study conditions and, where necessary, to expand them further or to initiate and organize networking events such as family afternoons or information events. Particularly extensive services are presented in more detail below:

Childcare places and service offers for students and employees with children

The KU offers its employees different childcare options. At the Eichstätt campus there are currently 26 crèche daycare spots at the **Uni-Kinderhaus for children (up to 3 years of age)** of employees and students. In Ingolstadt, the KU has currently booked **three spots in institutions of the Pädagogisches Zentrum** (crèche, kindergarten, daycare for schoolchildren). These offers are very popular and can be extended if need be. In order to provide **short-term childcare services**, the KU has been a member of the association “Mobile Familie e.V.” since 2016. The association gives employees and students a free guidance and placement service on daycare offers (nanny, *Notmutter* (emergency replacement mother), emergency child care, family support, babysitter and au-pair).

Diaper change stations can be found all over campus. In the **family room**, which is located in the University Library building, employees and students have a separate room to which they can retire with their children.

Close relatives in need of care

The age structure of the KU’s workforce means that compatibility of family and work more and more comes to mean care of elderly relatives. Since September 2017, there are **two occupational care guides** (employees at the ZFG) who are the first point of contact for any employees wishing to make use of internal or external services.

Information and communication policy

At information events for new and prospective students, the KU is presented as a family-friendly university. We have created a **leaflet** in which parenting students can find information on studying, childcare and campus infrastructure. This can be found on the KU homepage, as well as a manual to family-friendly study and examination regulations at the KU and a guide to taking days off.⁹ The **homepage of the family-friendly university working group** provides information on family and care topics as well as current intra- and extramural events.

⁸ Taken from the KU’s membership statement of the Best Practice Club, see the declaration at <https://www.ku.de/en/campus-life/family-friendly-ku>

⁹ <https://www.ku.de/en/campus-life/family-friendly-ku/information-for-students>; https://www.ku.de/fileadmin/190304/pruefungsamt/Studiengangsauebergreifend/Leitfaden_fuer_familienfreundliche_Regelungen_fuer_Studierende.pdf (only available in German)

Another channel, which the KU uses to report on family-friendly activities, is the ZFG institute's journal "Famili-Prisma". Besides scientific contributions, it regularly features articles on current developments in the sphere of the family-friendly university. In addition, a **series of informative talks** was introduced in cooperation of the ZFG and the University Women and Equal Opportunity Officers, which once a semester focuses on a family and care topic.

4.5 Measures on objective 4: gender balance in KU bodies

Although the KU's 2015 Equal Opportunity Concept explicitly demands the KU to actively recruit women and men for bodies in which they are respectively underrepresented, the proportion of women in the central management bodies and in appointment commissions has not changed significantly. (See 3.5) As already shown, this is also due to the low general representation of women in top scientific positions. **The most effective way of increasing the proportion of women professors on committees is therefore to generally increase the proportion of female professors.** As long as the proportion of female professors is low, measures to relieve their workload can help improve female participation in committees. The 2015 Equal Opportunity Concept proposes reducing the teaching load in order to improve the proportion of women in committees. This measure, however, as a general incentive is not compatible with legislation of the Bavarian Freestate. **Instead, funds for support staff will be made available from the University's budget in order to relieve female professors and researchers who participate in appointment committees.** Specific parameters for the allocation of these funds will be established. The female employees involved in appointment procedures are to be relieved of their usual tasks in proportion to their work done to further the gender balance at the KU. These relief parameters will be established taking into account the official duties and during a structured performance review. (*Strukturiertes Mitarbeitergespräch*)

4.6 Measures on objective 5: raising gender awareness among students, employees and management

At the KU there are already many different event formats on improving gender awareness for students and lecturers. Another important endeavor is to offer similar formats for management staff. In future, these will be integrated into general management staff training events.

The integration of gender and diversity perspectives into curricula (continuing)

Under the program of Studium.Pro KU students can take **courses with a changing focus from the field of Gender Studies** to complement their specialized studies.¹⁰ One perspective for action is to anchor any such courses and contents into the course offers of the individual faculties, thereby expanding the inclusion of gender and diversity perspectives in KU degree programs.

Gender awareness competency training for employees (continuing)

As part of the professional training offer, KU lecturer can regularly participate in **training courses on gender-didactic topics**. So far, we have received positive evaluations of these training classes from participants.

Management staff training and structured performance reviews for all employees (in planning)

In the course of establishing special **training offers for the entire management staff of the KU**, we especially aim at raising awareness for the issue of gender equality with professors, deans, vice deans and the faculty managers. In these classes, strategies will be developed on how gender equity can be achieved, permanently secured and become a natural part of the daily work at the University. The management staff will pass on the newly acquired gender competence to the team during **structured performance reviews**. As so far these performance reviews have been the exception, we find ourselves at an opportune moment to anchor our topic of gender awareness in the structured performance reviews and the interview guide developed for this purpose right from the outset.

Gender-sensitive language (continually)

¹⁰ See courses Gender Studies: <https://www.ku.de/die-ku/organisation/beauftragte/frauen-und-gleichstellungs-beauftragte/genderforschung-workshops-und-vortraege-1> (only available in German language)

Gender-sensitive language serves to express the equality of men and women and is a means of directly involving women. On the homepage of the Women and Equal Opportunity Officers of the University, we provide **guidelines on gender-sensitive language and its use**.¹¹ Likewise, a handout on gender-sensitive language has been put together by the Student Convention. Both documents are intended to raise awareness among University members.

5 Persons responsible for the implementation of existing and planned measures

5.1 University Management

The University Management has realized that there is a need for action as far as gender equality at the KU is concerned. Since gender equality is understood equally as a management and cross-sectional task, the University Management has a role model function. Its tasks, we have specified in section 2. Concrete measures to involve the deans in the discussion process and the application for the *Professorinnenprogramm* III was the invitation of the University Women and Equal Opportunity Officers to a presentation on the program and the application as part of a workshop for KU deans in April 2018. **There, the KU's application for the Professorinnenprogramm received wide-spread support.**

5.2 Women and Equal Opportunity Officer

The KU Women and Equal Opportunity Officer, who is **at the heart and the intersection of these various efforts**, plays a vital part in planning and implementing these measures. She is a member of the central committees and as such is directly involved in their decision making processes. Additionally, she can raise awareness for the relevance of continuously working towards gender equality. As **head of the Conference of the Women and Equal Opportunity Officers**, she has a networking role. At the same time she gets feedback from the individual faculties on on-going appointment procedures and can monitor the implementation of the measures mentioned in Section 4.2 even before these procedures are discussed in the Senate. She is also responsible for carrying out an effective **quality management** on the described measures, which is being effected by means of the **annual equal opportunity monitoring** on the one hand and through evaluations of the events hosted by her (see 4.3) on the other hand. Since June 2016, a part-time position (0.5) for a research assistant has been newly created to relieve the Women and Equal Opportunity Officer with the tasks that her office requires. The Women and Equal Opportunity Officer receives a reduction of her teaching load of 2 weekly semester hours and a budget of 14,500 euros for workshops, presentations, contracting lecturers and further measures.

5.3 Center for Marriage and Family in Society (ZFG)

This interdisciplinary research institute, which comprises the disciplines political sciences, social sciences, teaching, pedagogy, psychology and theology, promotes the fundamental goal of family-friendly policy through research and outreach to society, politics, the Church and the public. One of its key research areas is on empirical partnership and family research. In addition to its research activities, the ZFG offers consulting and training services. It is responsible for the KU's membership in the best practice club "Familie in der Hochschule" and regularly cooperates with all the Women and Equal Opportunity Officers at the KU.

In the context of the family-friendly University, the ZFG consults on the issue of compatibility of family and studies/work. Among its tasks is to broker contact between parents and childcare facilities, to manage the work of the two KU occupational care guides, to cooperate with the family service centers of the Bavarian universities and with the best practice club and the local cooperation liaisons.

5.4 Zentrum für Forschungsförderung (ZFF) (Research Service Center) and Graduiertenakademie (Graduate Center)

The Research Service Center and the Graduate Center provide **counseling services and financial support opportunities available for all KU researchers through the internal funding program proFOR+**. Both the career counseling and the funding instruments are readily accepted by female researchers. The new scholarship

¹¹ <https://www.ku.de/die-ku/organisation/beauftragte/frauen-und-gleichstellungsbeauftragte/gendergerechte-sprache> (only available in German language)

program for female researchers was developed in close cooperation between ZFF, Graduate Center and the Women and Equal Opportunity Officer. The ZFF also closely collaborated in the preparation of this Concept.

5.5 Human Resources and central HR Development

Cooperatively with the ZFG, the HR department provides information for soon-to-be-parents on relevant regulations, deadlines, applications and any other queries concerning parental leave (*Elternzeit*) and maternal leave immediately before and after childbirth (*Mutterschutz*). In its development plan, the KU has set itself the goal to better promote and support its staff, but especially its female employees. **That is why as of March 1, 2018, the University Management has permanently set up an HR unit for “Personnel Development and Professional Training”.** In addition to the creation of a personnel development concept that applies to all employee groups, the promotion of young scientists is also one of the unit’s central tasks. One of the foremost goals is the **introduction of structured performance reviews that are to be held at least annually.** These reviews will also be used for raising gender awareness. Additionally, in the very first weeks after its creation, the unit already collaborated with the Women and Equal Opportunity Officers in preparing the application for the *Professorinnenprogramm III*.

6. Application for the *Professorinnenprogramm III* (Program for Women Professors III)

During the duration of the *Professorinnenprogramm III*, 24 professorships will have to be newly filled, 6 of them in 2018/2019. The aim is to apply for funds for three regular tenureship appointments over a period of five years each.

If the KU’s application for the *Professorinnenprogramm* is successful, the funds that will consequently become available will be used primarily to implement measures to promote early-career women researchers (mentoring program, coaching/counseling) and to improve the equipment of (newly appointed) women professors.