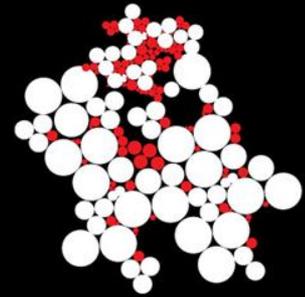


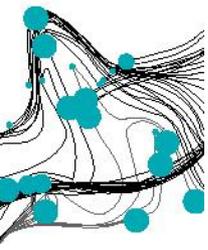
UNIVERSITY OF TWENTE.



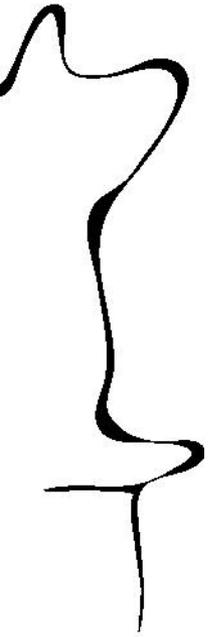
UTWENTE TOOLKIT TO ENGINEER FEMALE CAREERS

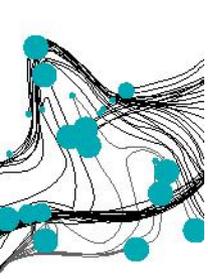
Suzanne Hulscher



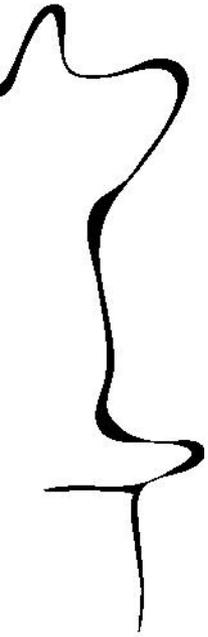


DIVERSITY IS THAT STILL AN ISSUE?



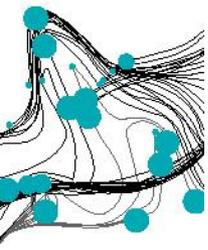


DIVERSITY IS THAT STILL AN ISSUE?



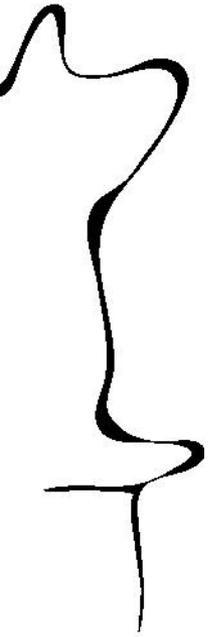
<http://www.youtube.com/watch?v=fL6aCNXvYCo>

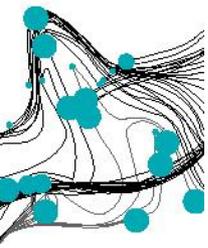




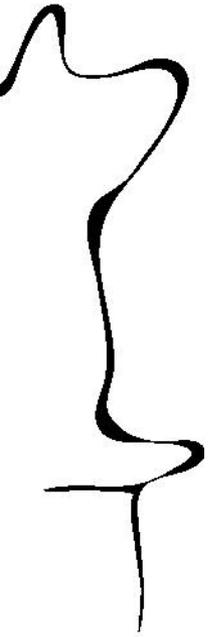
FOCUS OF THIS PRESENTATION

- What are the percentages of female faculty at the top?
- What measures did the UT take to increase these percentages?
- Were these measures effective?





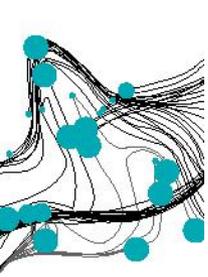
TARGETS 2014



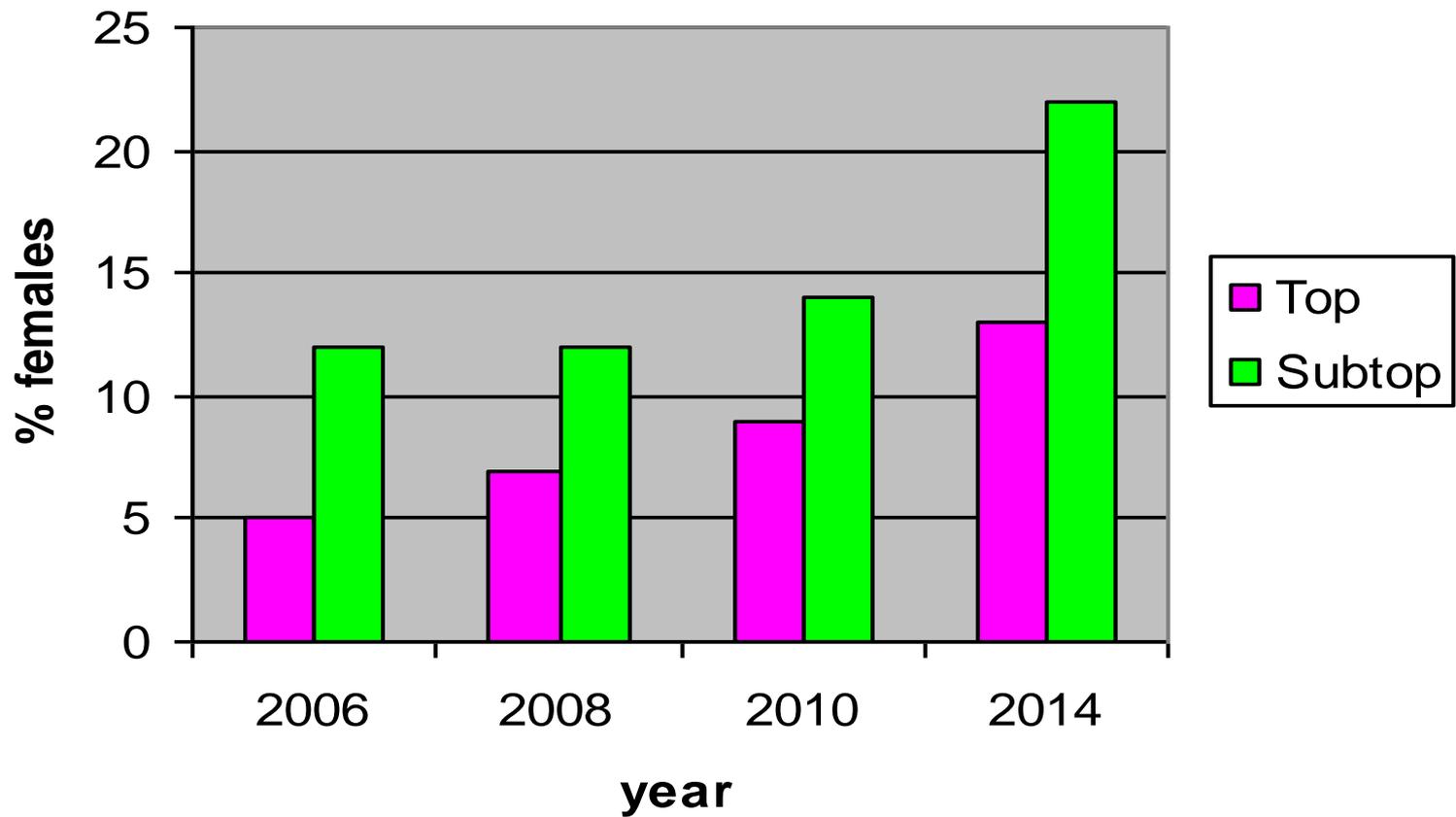
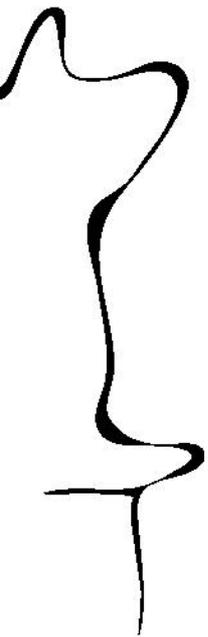
- ACADEMIC STAFF
 - Top 13%: Exec. Board, deans, director of education / research, department chairman, Professor
 - Subtop 22%: Associate Professor, Lecturer 1, researcher 1
 - Fishpond: Assistant Professor, Lecturer 2, Researcher 2

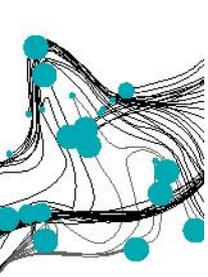
- SUPPORT STAFF
 - Top 29%: scale 14 and higher
 - Subtop 37%: scale 12 and 13 with managerial tasks
 - Fishpond: Scale 10 and 11 managerial tasks: except head of department



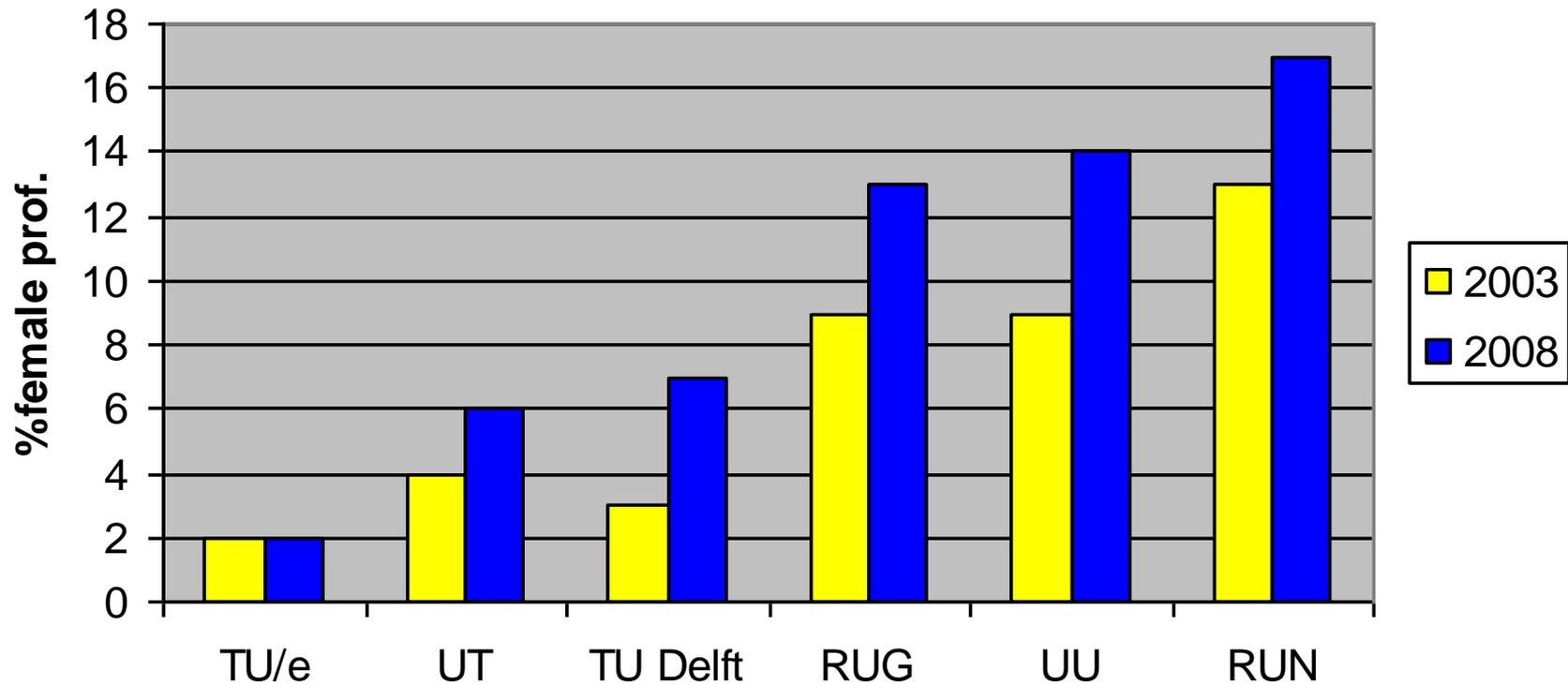
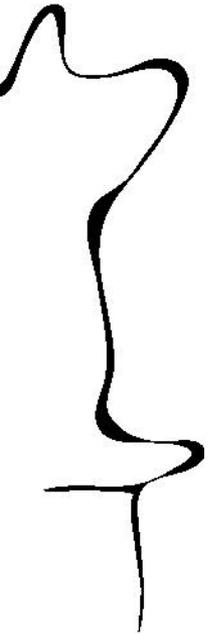


PERCENTAGE OF FEMALE FACULTY AT THE TOP AND SUBTOP

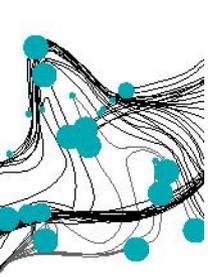




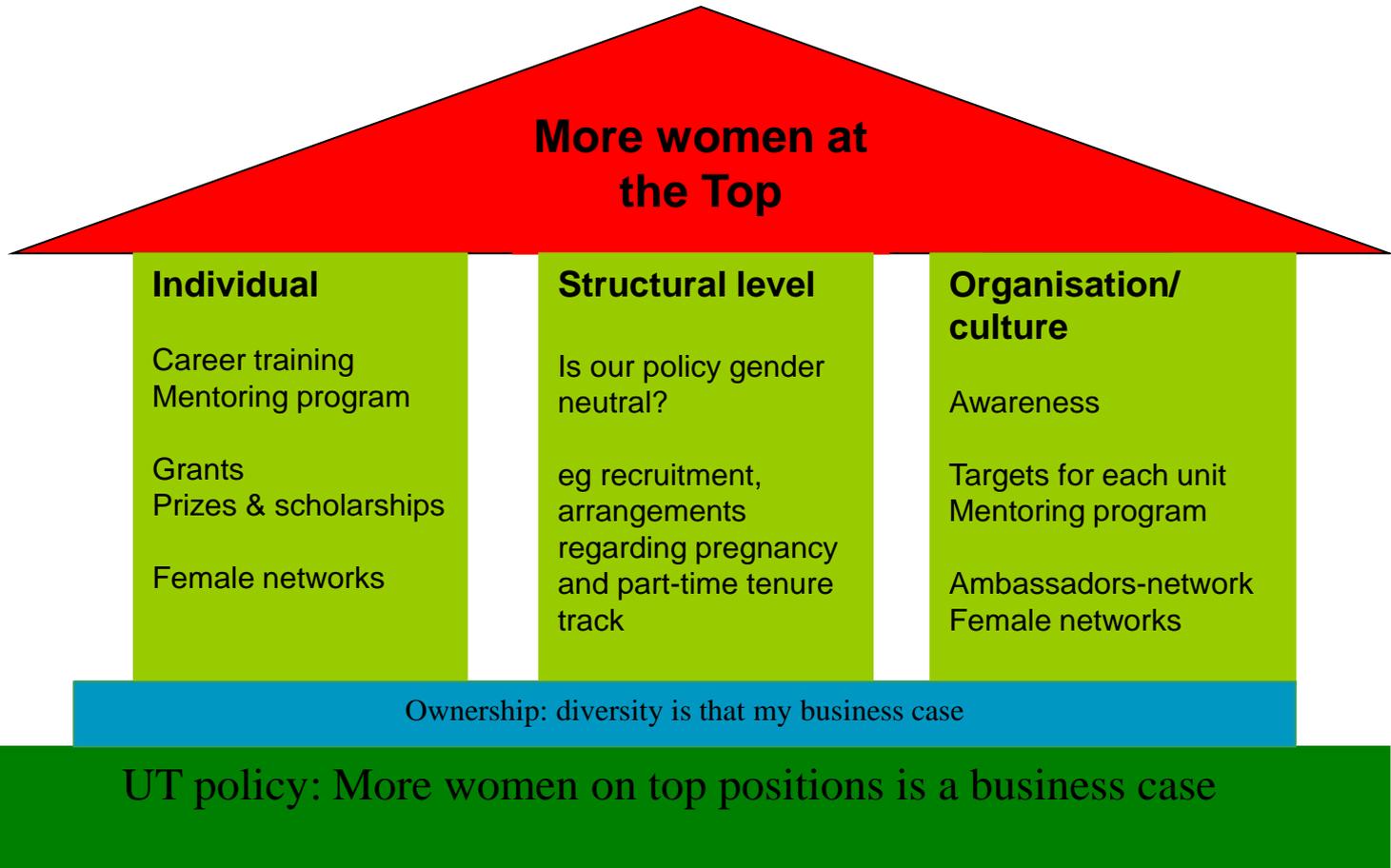
UT AND OTHER DUTCH UNIVERSITIES

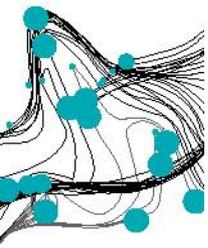


Source: Monitor Vr.Hoogleraren 2009



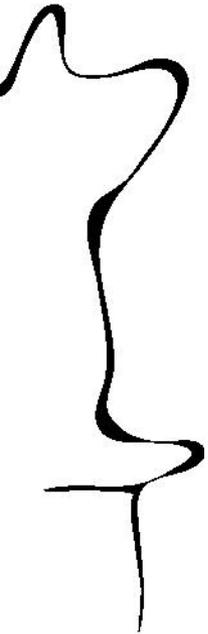
UT POLICY

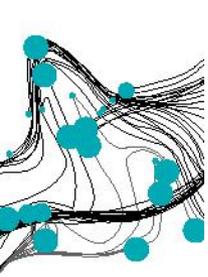




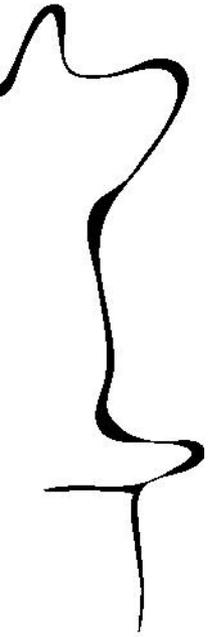
EFFECTIVE MEASURES

- **Transparency in promotion criteria and procedures**
- **UTWIST3**
- **UT Aspasia Fund (Science staff)**
- **UT Incentive Fund (Science and Support staff)**
- UT programs (Science and Support staff)
 - Mentor Program
 - Assertiveness course
 - Take the next step
 - Manage your career
- UT grants/prizes (Science staff)
 - Professor de Winter prize
 - Marina van Damme grant





AMBASSADORS NETWORK



Richard Boucherie



Mieke Boon



Harold Zandvliet



Suzanne Hulscher



Alfred Stein



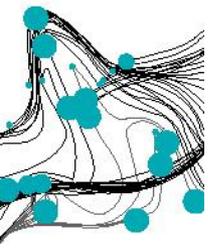
Carla Millar



Maarten Iizerman



Susanne Wichman



THE UT INCENTIVE & ASPASIA FUND CRITERIA

- Clearly stated ambition
- Results which accelerate the career path
- Letter from supervisor indicating a time path for promotion.



RESULTS OF UT INCENTIVE & UT ASPASIA FUND

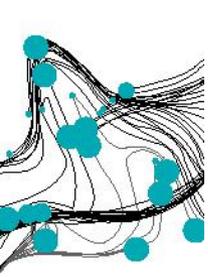
Starting from 2007 (Incentive) and 2011 (Aspasia) till mid 2013

SPENDINGS/ COMMITMENTS till mid 2013

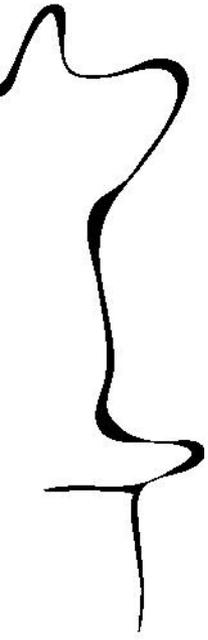
- Incentive: euro 797.000
- Aspasia: euro 151.000

81 women (78 science staff) were awarded a contribution from

- Incentive Fund 93 times
- Aspasia Fund 9 times (excluded: Aspasia fund speakers fees.)



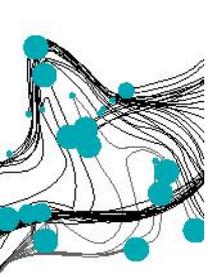
PROMOTIONS OF FEMALE STAFF



FEMALES WHO RECEIVED UT INCENTIVE OR UT ASPASIA:
Starting from the year in which they got their first contribution from
UT Incentive or Aspasia fund:

- 2 applicants made a promotion from subtop to top
- 1 graduated from fishpond - subtop to top
- 19 were promoted from fishpond to subtop
- 5 were promoted to the fishpond
- 2 maintained their position in the subtop
- 28 kept a position in the fish pond
- Other: still below the fishpond (7), left (12) or took a step down (3)





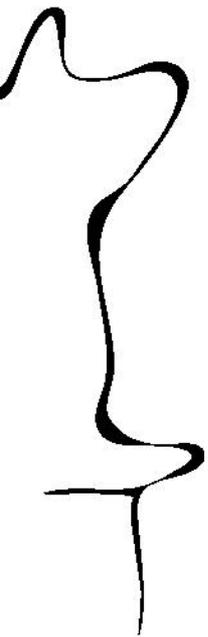
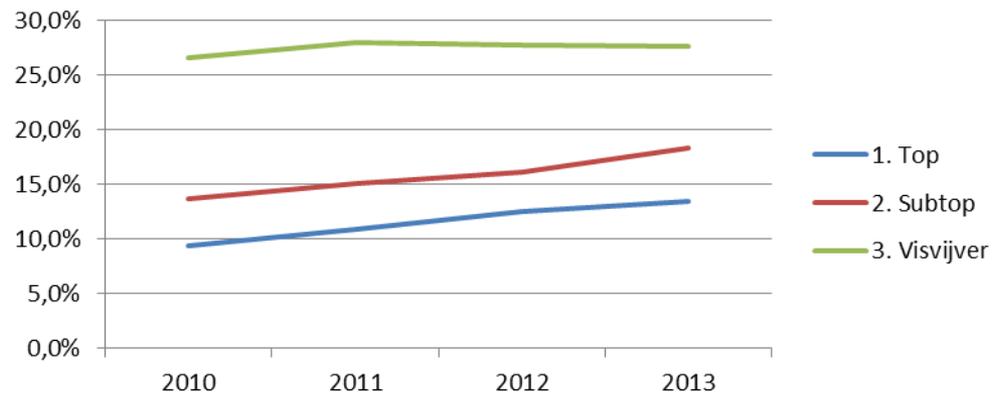
RESULTS 2010-2013 – SCIENCE STAFF

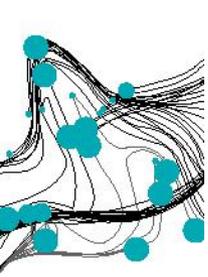
Persons	Female Science staff							
	2010		2011		2012		2013	
1. Top	21	9,4%	23	10,9%	26	12,5%	27	13,4%
2. Subtop	23	13,7%	26	15,0%	29	16,1%	34	18,3%
3. Fishpond	109	26,5%	112	28,0%	103	27,8%	96	27,6%
Total	153	19,1%	161	20,5%	158	20,8%	157	21,4%

**In addition:
21 females out of 93
in tenure track: 22.6%**

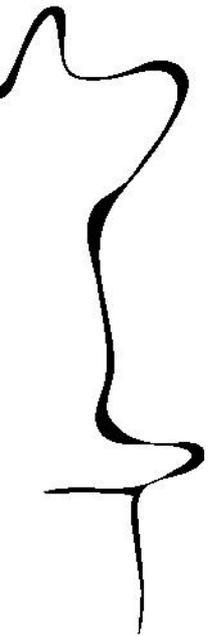
(1-7-2013)

proportion of women in senior positions



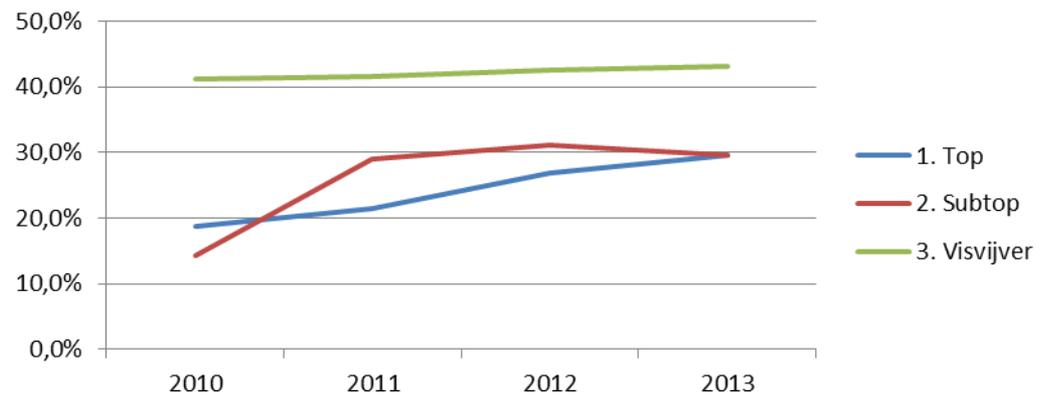


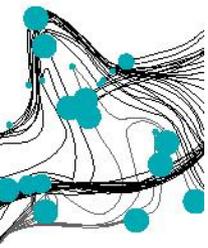
RESULTS 2010-2013 – SUPPORT STAFF



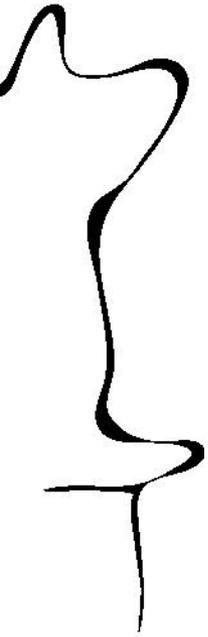
Persons	Female Support Staff							
	2010		2011		2012		2013	
1. Top	6	18,8%	6	21,4%	7	26,9%	8	29,6%
2. Subtop	4	14,3%	9	29,0%	9	31,0%	8	29,6%
3. Fishpond	158	41,3%	158	41,6%	164	42,5%	166	43,0%
Total	168	37,9%	173	39,4%	180	40,8%	182	41,4%

proportion of women in senior positions





CONCLUSIONS



IN TERMS OF RESULTS OF THE UT INCENTIVE & ASPASIA FUND

- Strong mobility
- Especially successful for Scientific staff
- Especially successful for promotions from fishpond – subtop but not yet enough
- Responsibility for career management shifts from superior to female herself
- UTwente toolkit helps females to engineer their careers

