



FEMALE FACULTY NETWORK TWENTE  
UNIVERSITY OF TWENTE



Embracing diversity to promote  
female academic leadership

ANNUAL REPORT 2013



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UNIVERSITY OF TWENTE.

## TABLE OF CONTENTS

Table of Contents .....	2
Foreword .....	3
Introduction.....	4
Membership .....	4
The FFNT Board .....	5
REVIEW OF THE 2013 FFNT ACTIVITIES .....	5
1. Yearly conference together with DEWIS and WISE-Network.....	6
ENGINEERING YOUR CAREER.....	6
2. International Woman’s Day celebration .....	8
3. Women in science discussion co-organized by FFNT with KIVI-NIRIA .....	8
4. Liaison with policy-makers at the UT .....	8
5. National and international networking.....	9
FFNT Strategy and 2013 achievements.....	10
Female talent at the UT in the spotlight 2013.....	14

## FOREWORD

In 2013, Female Faculty Network Twente has further worked on reaching its strategic targets and serving our members at the University of Twente (UT). The FFNT has consolidated and extended working relations with decision-makers at the UT as well as contacts with other national and international networks of female academics.

2013 was an active year as we organized 13 events for our members such as workshops, lunch discussions and the first ever 3TU female faculty networks' conference. We paid close attention to the needs of our members. The 2013 events attracted the record number of 337. Therefore, first of all I would like to thank our members and guests for their many valuable contributions and active participation in events (co-)organized by FFNT. Their time, input and feedback help us to continuously improve our activities.

The main aims of FFNT continue to be raising gender awareness and promoting academic professionalism and leadership at the UT to ensure its quality as a gender balanced organization. It also embraces the concept of diversity in general, aiming towards an inclusive work culture. The FFNT Board is grateful for the cooperation we have with the UT's CvB, the representatives of the employees' unions (OPUT), the deans, the Ambassadors Network, the network of female administrative staff (OBP-VN), the UT's Human Resources Department and UT's academic staff. We also appreciate external cooperation with LNVH as well as VHTO. We are specifically grateful to LNVH for their financial support of the 3TU female faculty networks' conference.

In 2013 the FFNT Board said farewell to two of its members -Regina Lüttge and Anja Jansen and to our secretary Marjolein Rietman. We are thankful for their dedication, ideas and active contribution to strengthening FFNT as organization. We also bid farewell to the former CvB President Anne Flierman whose attention to Women to the Top Agenda and support for the FFNT activities was highly appreciated.

I would especially like to thank the FFNT Board members who have given so much of their time, effort and creative ideas. This report is a testimony to the fruitful discussions and activities we had in 2013. FFNT is looking forward to further new activities in 2014 and to seeing you at our events. If you have suggestions, please contact us!



Liudvika Leisyte, Chair FFNT

## INTRODUCTION

This report presents an overview of the FFNT activities and achievements including the first ever conference cooperatively organized by the 3TU female faculty networks. In this report, we will also reflect on our strategic goals for further improvements and FFNT's future activities.

We provide the results of the evaluation of our activities by our members and showcase one success story of a female academic talent, who has evaluated the opportunities provided by the UT for her career development.

## Membership

The number of FFNT members has slightly changed during 2013. In 2012 FFNT had 195 members while in 2013 the membership comprised 191 people. FFNT has had rather stable membership numbers over the recent years with a stable ratio between total number of female academics in the different faculties and the women signed up as members of FFNT. The main decrease of members in recent years has been observed among PhD candidates while at the same time new UDs and Professors have joined the FFNT. Please see Tables 1 and 2 for details.

**Table 1. Total FFNT members per faculty in 2012.**

Faculty	PhD Candidate	Docent	UD	Researcher	UHD	Professor	Other (including central units)	Per faculty TOTAL
CTW	5	2	6	2	4	1	0	20
EWI	10	1	10	10	3	1	1	36
GW	10	0	11	9	4	2	3	39
ITC	1	3	3	N/A	N/A	1	0	8
MB	9	1	12	9	5	6	0	42
TNW	13	2	5	6	1	1	4	32
<b>Per Rank TOTAL</b>	<b>48</b>	<b>9</b>	<b>47</b>	<b>36</b>	<b>17</b>	<b>12</b>	<b>16+10</b>	<b>195</b>

**Table 2. Total FFNT members per faculty in 2013.**

Faculty	PhD Candidate	Docent	UD	Researcher	UHD	Professor	Other (including central units)	Per faculty TOTAL
CTW	4	2	5	2	4	2	0	19
EWI	11	1	11	7	3	1	1	35
GW	8	0	14	9	4	2	3	40
ITC	2	1	3	0	0	1	3	10
MB	5	2	12	7	5	7	1	39
TNW	11	1	5	9	1	1	4	32
<b>Per Rank TOTAL</b>	<b>41</b>	<b>7</b>	<b>50</b>	<b>34</b>	<b>17</b>	<b>14</b>	<b>16 +12</b>	<b>191</b>

## The FFNT Board

The Board of Female Faculty Network Twente (FFNT) currently consists of five female academic staff members. The Board of FFNT aims at the equal distribution of its members among different faculties. Furthermore, the Board aims to cover the needs and interests of various academic ranks. At the end of 2013, the Board consisted of prof. dr. Saharso (MB), dr. Stoelinga (EWI), prof. dr. Leisyte (MB), dr. Habibovic (TNW), dr. ir. Bijker (ITC) and dr.-ing. habil. Victoria Dutschk (CTW). Administrative support to the Board has been provided by Marjolein Rietman from the central Human Resources Department (first part of 2013) and Edith van Eijk from TNW (second part of 2013).

In 2013, the FFNT Board said farewell to its former Board members representing GW and TNW faculties: Ms. Anja Jansen (PhD candidate) and dr. Regina Lüttge and its long time secretary Marjolein Rietman. Thank you very much for your contributions to the Board activities. In 2013 the Board welcomed two new members representing TNW Faculty – dr. Pamela Habibovic and representing CTW – dr.-ing. habil. Victoria Dutschk. The FFNT Board also recruited a new secretary, Edith van Eijk. We are looking forward to a fruitful cooperation and creative work in 2014!

## REVIEW OF THE 2013 FFNT ACTIVITIES

2013 was a very special year for FFNT as its activities attracted the record number of participants in the past five years reaching 337. Following the FFNT 2012-2015 strategic targets, we have organized events taking into account different career levels of our members. In addition, we offered workshops both in English and in Dutch. We also organized a special collaborative afternoon workshop with KIVI-NIRIA student association as well as March 8 event in collaboration with the UT female administrators network (OBP-VN). Further, FFNT engaged in policy discussions with the deans and other stakeholders at the UT. This year we intensified collaborations with other female academic networks and organized the first ever 3TU female academic networks conference in November. The conference took place at the University of Twente, and was live streamed and followed at different locations. The topic selected for the conference was 'Engineering your career: collaboration and competition' and it featured guests from other universities in the Netherlands and abroad as well as the welcome by the Vice-President of the European Commission Neelie Kroes. We present the full list of 2013 organized activities for our members in Table 3, which is followed by in-depth descriptions of the main highlights. The number of participants varied per event due to the different focus and topic. Some of the events targeted all our members, while others were directed to specific member sub-groups. From the workshops and lectures, the workshop on Public speaking with trainer Natalie Holwerda-Mieras was the most appreciated with an average appreciation score of 9.3 out of 10.

In the following we present the list of events in the Table 3 which is followed by more in-depth descriptions.

**Table 3. FFNT 2013 activities.**

Trainer/speaker	Date	Number of Participants	Title	Average score
Jennifer Herek Ariana Need Sawitri Saharso Ellen Giebels	14 January	32	What NOT to do to become a professor	8
Marjolijn van Burik	15 February	9	Contact leggen met 'hoge heren'	8.5
Sarah Nobbe	19 February	5	Public speaking (1)	7.2
Natalie Holwerda-Mieras	25 February	6	Public speaking (2)	9.3
Karen van Oudenhoven	8 March	60	The Inclusive University (together with OBP VN)	7.8
Cees Harmsen	17 April	11	Personal Branding	8
Monic Lansu	11 June	8	The brain in (inter)action	9
Jennie Prins	9 September	7	Weerstand ombuigen in acceptatie	8.3
Lotte Jaspers	26 September	10	How bold do you dear to be in writing grant applications?	8.3
KIVI NIRIA	10 October	50	Women in science	7.7
Arielle Brouwer	28 October	9	Academic Leadership	7.5
3TU FFNT, DEWIS and WISE-Network Conference Neelie Kroes prof. Elisabeth Berg prof. Sabine Roeser prof. Suzanne Hulscher prof. Carlijn Bouten Ariëlle Brouwer prof. Willemsen Maleene de Ridder	18 November	67 + 32 participants morning program + live-stream 23 for afternoon workshops	Engineering your career cooperation and competition Workshops: 1. 'Competition and cooperation' 2. Promotion talks: 'tips and tricks' and female academic career development: the unseen barriers'	Workshops: 1: 8.3; 2: 9.
Discussion: Breakfast, Board and Business	16 December	8	Discussion with members about key issues and future workshop topics	N/A

## 1. Yearly conference together with DEWIS and WISE-Network

### ENGINEERING YOUR CAREER

This year featured a yearly conference that aimed to discuss the issue of female academic leadership- its potential and possible pitfalls:

The conference was co-funded by LNVH and the UT Aspasia Fund. The conference was opened by the President of the UT Executive Board, Victor van der Chijs and Vice-President of the European Commission Neelie Kroes. The highlights of the conference included four key-note speeches in the morning:

- Prof. dr. Elisabeth Berg (Technological University of Lulea, Sweden)  
Is it better to be known outside than inside the university?

- Prof. dr. Sabine Roeser (Delft University of Technology)  
Boys in space and pretty girls: Science, technology, gender and risky stereotypes
- Prof. dr. Carlijn Bouten (Eindhoven University of Technology)  
Collaboration in multidisciplinary and multi-gender environments
- Prof. dr. Suzanne Hulscher (UT)  
UTwente toolkit to engineer female careers.

The key-notes may be found on the [www.utwente.nl/ffnt](http://www.utwente.nl/ffnt) website.



Photo: Eric Brinkhorst.

In the afternoon, the workshops were led by Ariëlle Brouwer, prof. dr. Willemsen and Maleene de Ridder. The workshops were centered around promotion talks, the unseen barriers of academic promotion for females as well as the balance between collaboration and competition in building academic careers were discussed. prof. dr. Hulscher, prof. dr. Herek, prof. dr. Leisyte and prof. dr. Saharso contributed to the workshops by sharing their academic experiences.

The conference was closed with the panel discussion moderated by prof. Leisyte and prof. Saharso. The discussion yielded ten main recommendations for female academics in advancing their academic careers:

1. Make sure you know your own professional ambitions, be clear about your goals and make them known to your colleagues and superiors.
2. Play 'the game' but remain yourself. Adapt to the 'rules of the game' to some extent, show to your superiors that you are taking them seriously.
3. At the same time, be selective about which rules of the game you follow. Don't compromise your own values, you don't need to 'become a man' to reach your goals. Be true to yourself and believe in what you are doing.
4. Opt for reviewing, especially book reviewing. Most of reviewers are men, so it is time to be more proactive as reviews do count as publications in your CV.
5. Network as much as you can and get connections to write together and apply for funding together.
6. Publish as much as you can- even if is not a high impact factor journal. You need to start somewhere. Create space for writing.
7. Make the obstacles you face explicit, talk to people, seek help.
8. Learn from your peers who are one step ahead of you.
9. Women tend not to see how good they are. Be proactive in asking for recognition and acknowledgment. It is important to get acknowledgment from your colleagues and mentors. It will give you self-esteem and contribute to your career.
10. Do not wait until the official promotion talk to say what your expectations are regarding the next career step. Address these issues with your superior informally whenever you have a chance.

## 2. International Woman's Day celebration

The second most notable event was the celebration of the International Woman's Day with the presentation of prof. dr. Karen Oudenhoven Van der Zee, the dean of GW on the topic of Inclusive University. Based on her research, she presented the findings of what inclusive groups are and what inclusive identity means for organizations.

This event was co-organized with OBP-VN network and yielded heated discussions on what is inclusive university and what it means for different faculties as well as for individual careers.

## 3. Women in science discussion co-organized by FFNT with KIVI-NIRIA

The FFNT co-organized an event together with KIVI-NIRIA, female engineering students representation body at the UT. The aim of the event was to inspire students to pursue science as a career path based on the success stories of two outstanding female scientists who have successfully built their careers followed by two parallel workshop. The event was opened by dr. Kees Eijkel, director of Kennispark Twente and chaired by the FFNT Vice-chair dr. ir. Bijker.

The short presentations of prof. dr. Vanessa Evers from the Human Media Interaction Group UT and ir. Sonja Romijn, Manager R&D Lantor were followed by a networking buffet dinner as well as workshop discussions on the topics of passion at work and selling your idea:

- Passie in je werk: Hoe kun je (weer) in contact komen met je passie? En vooral, hoe breng je dat in de praktijk!?
- Sales for females: Hoe kun je jezelf, je idee of je bedrijf op een voor jou natuurlijke manier verkopen?

## 4. Liaison with policy-makers at the UT

In the fall of 2012, the FFNT Chair met with the chair of OPUT and sent the 2012 FFNT report as well as additional information about our activities to the OPUT Board. We have discussed further cooperation.

In 2012 the FFNT Board met with dr. Anne Flierman, the former President of the UT Executive Board who has been a long standing supporter of the gender to the top agenda at the University of Twente and organized the farewell reception on behalf of FFNT for him.

The FFNT Board also organized a lunch with the deans where we exchanged ideas about the various measures taken in the faculties to stimulate gender balance with a specific focus on



tenure track system in the Dutch universities in general and at the UT in particular. Prof. Saharso presented the case study of tenure track system at Groningen University.

The FFNT Board continued its presence in open access media via the Linked-in FFNT group discussions, has advertised the conference on Engineering your career on the UT website and faculty newsletters.

The FFNT Board continued its exchange with the Ambassador's network, the newly appointed diversity officer Anne Marie Ridder and the HR officers.

## 5. National and international networking

The FFNT Board continued its cooperation with LNVH. LNVH supported the 3 TU female faculty network's conference with 5.000 euros in 2013 and also advertised the event on their website. The conference cooperation with DEWIS and WISE-Network in organizing the common conference was the first time event of this kind in the Netherlands.

The FFNT Board members presented at various conferences and wrote papers related to gender issues in science. Notably, Liudvika Leisyte presented a co-authored paper at Manchester Critical Management conference in July 2013 on the topic of Changing academic roles and shifting gender inequalities. She also wrote a report within the auspices of Nuffic funded project COHERE on Gender Policies in Higher Education in Europe for the Mozambique government. Marielle Stoelinga and Wietske Bijker participated in the panel at the 3TU female faculty networks' conference Engineering your career.

In March 2013 Victoria Dutschk represented FFNT at the scientific workshop 'Smart and Green Interfaces' in Prague. The workshop was conducted within the COST Action MP1106 'Smart and Green Interfaces', where Victoria Dutschk is the leader of the Working Group 'Materials'. In the recently approved European project 'Complex Wetting' within the Marie Curie INT programme, Victoria Dutschk is, among other things, responsible for gender balance.

Sawitri Saharso co-authored a journal article Yazilitas D., J. Svensson, G. de Vries & S. Saharso (2013), Gendered study choice: a literature review. A review of theory and research into the unequal representation of male and female students in mathematics, science, and technology. In: Educational Research and Evaluation: An International Journal on Theory and Practice. She also acted as a gender mainstreaming consultant and wrote an advisory report on gender mainstreaming and gender equality policies for the faculties of agriculture, forestry and technology for five Ethiopian universities.

In November 2013, Pamela Habibovic organized a conference ‘Advances in Tissue Regeneration 2013’, in Lattrop. For this conference, in which developments in the fields of biology, materials science and engineering were presented with the aim to advance the field of tissue and organ regeneration, 17 internationally renowned keynote speakers were invited, all of whom were female. Such a faculty is highly unusual in the field of biomaterials and tissue engineering that is predominantly populated by men. This conference was an attempt to demonstrate that only by looking a bit further than the usual ‘old men’s network’, one can discover how much talent is still hidden, or, at best, underexposed. Although here Pamela Habibovic did not act in her role of an FFNT board member, this action clearly fits in the scope of the network.

## FFNT STRATEGY AND 2013 ACHIEVEMENTS

In the following we map the 2013 progress of reaching the key targets we set for our organization in our strategic plan for 2012-2015.

The strategic goals have been divided into four main categories: quantitative perspective (1-4), stakeholder oriented perspective (5-9), internal oriented perspective (10-14) and learning and growth oriented perspective (15-19). In the following a brief outline of the goals and targets and what has already been achieved in 2013 will be presented (Table 4).

**Table 4. FFNT Strategic objectives and targets 2013.**

#	Strategic Goals	Objective	Indicator	Target	Realized in 2013
1	<b>Increase the quality of the UT via gender balance</b>	To promote gender balance at all seniority levels	% increase per year of female academics at UD, UHD and HG levels at the UT	Increase/p.a. HG: 1% p.a. UHD: 3% p.a. UD: 5% p.a.	HL: 1.1% UHD: 2.2% UD: -0.2% Plus 22.6% of tenure trackers are women (21)
2	<b>Intensify UT network(s) of female academics</b>	To attract more participants in our events from within the UT	Increase in the no. of UT academics attending our events	Increase of 5% of internal participants attending our events per year	The number of participants increased with respect to 2012: 210 in 2012; 337 in 2013
3	<b>Attract and retain female academic staff</b>	To liaise with HR and deans regarding gender friendly policies	Number of FFNT policy recommendations included in UT policy	At least 1 of our policy wishes (based on survey) included in policy	We have discussed the problems faced in the tenure track with HR officers. Our advice in the ITC faculty regarding female tenure track positions was taken into account.
4	<b>Increase gender awareness at the UT</b>	To increase gender awareness	Number of awareness events organized per year	At least 1 awareness event open to all UT staff per year	Our March 8 event ‘The inclusive university’ together with OBP-VN made us all even more aware of the benefits of diversity and of the pitfalls to achieve it.
5	<b>Promote Professional Skills and Academic Leadership</b>	To promote the skills of our members / female faculty	Number of skills development events organized per year	At least 10 events per year with an average evaluation score of at least 8.0	13 evaluated events realized, with an average score of 8.2
6	<b>Make UT a</b>	To increase the UT	Talk with the CvB	Realization of at	We met with the CvB and

#	Strategic Goals	Objective	Indicator	Target	Realized in 2013
	<b>more attractive employer for female academics</b>	attractiveness as a gender balanced employer, as visible in the results of the FFNT and the employee satisfaction surveys	Actively promote UT as a gender friendly place	least one of our points resulting from our survey (other than under 3.)	the deans. We organized two events on public speaking as requested in the 2012 survey
7	<b>Be visible</b>	To put FFNT more on the map at UT bodies and outside UT	Number of requests for advice from CvB and other parties Number of articles in UT news and other media	1 request for advice p.a. from CvB and 1 request p.a. from other parties 3 articles p.a. in UT news	The 3TU FFNT, DEWIS and WISE-Network event was advertised on the UT website, faculty newsletters, websites of TU Delft and Eindhoven as well as LNVH website, LinkedIn and Twitter. The event was live streamed and followed by 67 people, 8 abroad and others - in the Netherlands.
8	<b>Set best practices in spotlight</b>	To inform UT audience about best practices regarding career progression of our members and of gender mainstreaming of UT faculties	Success stories on the FFNT website and FFNT yearly report	At least 5 stories on our website in 2015 At least 1 story of best practice of gender mainstreaming in the yearly report of FFNT	1 story about the winner of De Winter prize in FFNT annual report realised
9	<b>Encourage awareness of innovative female power</b>	UT benefitting from more gender awareness	Lecture on the power of gender diversity	1 lecture p.a.	March 8 event
10	<b>Provide a safe exchange environment</b>	To provide a safe environment for female academics to express their uncertainties	Organize workshops Talk to members during events and outside the events	Receiving feedback from members (verbal or written) and making the record of it Workshop evaluations	Workshop evaluations are done, members voice opinions informally and via events, such as breakfast, board and business (December 16)
11	<b>Be useful and instrumental in helping our members reach their professional goals</b>	To be useful to our members, as reflected in evaluation forms and the FFNT survey and employee satisfaction survey	Organize workshops, discussions, lectures, tailored short events	10 events per year Positive feedback from members (evaluation forms and survey)	13 events realized, feedback mostly positive. In addition to honing their professional skills in one of our workshops, people attending our events appreciate the possibility to network with other women
12	<b>Annual report to the UT</b>	To produce yearly report to account to the UT for our activities	Yearly report (pdf file and in print)	To start report writing with year 2012	Realised for 2012 and 2013
13	<b>Analyze survey and interview results FFNT survey</b>	To conduct survey and interviews with female professors, analyze the results and formulate policy implications.	Survey and interview findings and recommendations presented in yearly report and to UT community (UT News)	To conduct survey once in 2 years and interviews once in 2 years To present the results 6 months after completing the survey	For 2013 N/A as survey was carried out in 2012

#	Strategic Goals	Objective	Indicator	Target	Realized in 2013
14	<b>Organize introduction to FFNT</b>	To introduce FFNT to newly arrived academics	Informational events for newly arrived academics	At least 1 event per year	Not realized in 2013. The previous 'Cycling through the Dutch jungle' yearly event still needs a good alternative
15	<b>FFNT members present in hiring and help in scouting</b>	To increase FFNT involvement in hiring, increased gender awareness, making men accomplices	1 member of hiring committee responsible for gender issues. FFNT involved (not necessarily present)	Realized in 1 standard policy	We were active in promoting and scouting the ITC UTtwist position
16	<b>Increase of new FFNT members</b>	To increase the active number of FFNT members (especially at UD, UHD and Prof levels)	Number and functions of people attending our events; Number and functions of people communicating with us regarding FFNT	To increase membership to 300 by 2015	We have increased our membership among the UDs and professors, while the PhD students numbers have decreased
17	<b>Network nationally and internationally</b>	To increase FFNT's networks	Increase the number of contacts with other national and international networks; visit other network events; invite other networks to our main events	To represent FFNT nationally and internationally at least 2 times per year; Invite other networks to join our main events	The first ever 3TU female academic networks conference was organized.  LNVH supported the conference financially.  Members of FFNT board presented at international conferences and published papers on the topics related to gender in academia.
18	<b>Develop communication instruments</b>	To develop concrete communication instruments	Communication plan	Communication plan including reports to UT, Press releases, Website Emails to members, Leaflets, Linked-in discussions	Website was further developed and regularly updated, LinkedIn FFNT group was continued, new members have joined. Communication plan not yet developed.
19	<b>Revisit FFNT regulation</b>	To revisit FFNT regulation and update where necessary	Updated rules and regulations FFNT	Efficient organization with rules that fit to the practice.	We applied the new recruitment procedure and advertised the Board position on our website.

Looking back to 2013, we may conclude it was an active and fruitful year. Looking at the figures, we see a steady increase of women at the top level. The number of females in tenure track represents 21% of the total tenure trackers. Still, the progression to UHD and UD is low and this should be pointed out as a bottleneck in career progression of UT female academics. We hope that the UTtwist programme will be instrumental in this regard and that other measures to facilitate the career progression at the middle levels will be used.

In terms of 'being instrumental to our members', we realized more than our target of 10 workshops and lectures per year and the average appreciation was 8.2 (goal: 8 or higher). To guide decisions on topics and format, we used the results of the 2012 survey among our members (workshops on public speaking) and the feedback we received on our events (which trainers and topics were well appreciated in the past). We organized a 'Breakfast, Board and Business', to give members an opportunity to discuss ideas and needs with the FFNT Board. This was a new format and it attracted a different set of members from events organized in the form of lunch lecture or workshop.

Regarding 'raising awareness of gender issues', we (co-) organized three larger events: The March 8 lecture by Karen van den Oudenhoven on The Inclusive University with OBP-VN, the 'Women in Science' event with KIVI-NIRIA and the Conference 'Engineering your career by working together', with 3TU. The collaboration with OBP-VN in an awareness event was a new and logical step in our effort to join forces with other networks. In 2014 there will be another joint event with OBP-VN on the occasion of International Women's Day. Also with the 3TU conference we ventured into new territory in an effort to strengthen ties with other networks and to make our conference accessible to more people by providing live streaming of the keynote speeches and the panel discussions. The event was well-appreciated, but cannot be organized annually because of the high organizational load. Our collaboration with KIVI-NIRIA is long-standing and a great way to reach out to women early in their career.

As in previous years, in 2013 we met with the CvB, the deans, OPUT and the Ambassadors Network representatives to discuss and contribute to gender inclusive policies and working environment at UT. The second half of 2013 introduced many changes in the managerial levels of the UT, with a new president of the CvB and new deans for nearly all faculties. In 2014 we will strive to building and maintaining good contacts.

## FEMALE TALENT AT THE UT IN THE SPOTLIGHT 2013



Dr. Tatiana (Tanya) Filatova

Dr. Tatiana Filatova is a tenure-track assistant professor at the School of Management and Governance (MB), group CSTM. Her research focuses on the Economics of Climate Change and application of simulation models to environmental policy questions. She is a recipient of VENI, as well as a winner of the Prof. de Winter prize for the best female publication at the UT in 2013. The FFNT Board talked to Tanya end of 2013 to understand what was the 'recipe' of her success and outstanding achievements. We take it as a given that, in order to excel, academics have to be excellent in what they do and that this leads to promotion. At the same time, there are many other factors which support the career progression. This time we focus also on the university policies and practices which allow to attract the top female talent and to retain it – as this has been one of the key problems of the universities in the Netherlands.

Dr. Filatova comes from Russia. She got acquainted with Twente University way back in 2004 when she came for a short research visit here. Later she came to Twente to carry out her PhD at the Department of Water Management at the CTW faculty. During her PhD she spent nearly 1.5 years in the U.S. at the Gund Institute of Ecological Economics at the University of Vermont and later at Department of Computational Social Science at George Mason University. After finishing her PhD with Cum Laude she had a choice to go back to the US as a postdoctoral researcher. So we were curious- what made her stay in Twente? In her own words: "I had an opportunity to stay there [U.S.] but it was a family decision to come here. I came back to the Department of Water Management where Prof Suzanne Hulscher offered me a nice professional opportunity and encouraged to apply for VENI". In a year Dr. Filatova has got an Assistant Professor position at the CSTM group at MB Faculty, which later was transferred into a tenure-track.

When asked about the hours worked and division of various tasks she smiles. She has worked full time which usually sums up to 50-60 hours per week. However, she stresses that this is 'her choice'. She really admires the Dutch system as here academics can choose to work "20, 50, 40, 30 hours. It's your choice. In some other systems, and again I am comparing to the US, because this is which I know most of and that's where I have been spending quite a lot of time and still have several colleagues working there, you don't have a choice. You have to work 60 hours per week or you are out."

Ms. Filatova is married and has two children. Talking about work-life balance, the most important thing seems to be the support of the partner, who also works full-time as well as support of family, nanny and kindergarten arrangements. The combination of daycare as well as nanny works very well as Dr. Filatova and her husband's parents live abroad, so no immediate family around who could help. She is very satisfied with this combination as it provides flexibility.

Although it is a tricky balance between care at home and working long hours- it is the joy and love of work which is the driving force to keep the steady work progress which is crucial for meeting the tenure-track requirements and for being promoted to Associate Professor and eventually to Professor. In her own words: "I think it's a combination of a lot of things. It is very important to have the support of the partner, and keep your own motivation - whether it's just a job for you or whether it's something what really actually gives you energy as well, and boosts your motivation to go and invest your timing in that. If you don't have that, just don't do it."

We definitely can see her energy and passion for work in her results. Besides numerous excellent publications (among which also the one which received De Winter Prize, the passion for work can see this also in terms of Dr. Filatova's results of attracting major funding from the FP7 programme, acquiring the VENI grant as well as multiple smaller grants from NWO and international sources. Further, she has been seconded and commuted to Utrecht to work for the research institute Deltares which boosted the relevance of her work for society. She continues being pro-active in her international academic community, working closely with the American colleagues.

When it comes to support of the UT in the work-life balance, Dr. Filatova mentions the flexibility that working at Twente which is so important for young mothers. She recalls: "I, for example, worked part-time for a while [after the first child was born]. It continued for a little bit more than one year. And that was also helpful. But at some point I returned back to five days."

Further, the UT has been a strong support for her career progression through provision of mentors. During her employment here she has had three mentors who were instrumental in giving advice and according to her they "played a big role in my career". She found the UT mentorship programme "very useful. I would recommend it to every person whose situation is being changed, i.e. when you are moving to a different level, to a different role, to a different stage. I think it is very important to have a mentor. You can get pieces of wisdom from people who wish you best." In her view mentors help you with advice as they know the organization and academia better than you do: "Talk to your mentor when you are in doubt, when you are trying to decide between two alternatives, when you don't know exactly what some things mean in a bigger context. Sometimes you don't have the full picture yet, or you don't have experience yet at this, at one or another, level. It is natural, because you develop all the time. Things around you develop all the time. I think the UT mentorship program is extremely useful."

Third, dr. Filatova thinks that the financial support provided by the UT for female academics is helpful. Specifically, the UT Stimuleringsfonds was mentioned as the funding that provided the so much needed space for thinking and was very useful: "That's a great program" she said. Dr. Filatova also underscored that the timing for this grant is also important. "The possibility to get some time free from teaching and administration with the help of this funding is crucial as it creates space and time for thinking and 'making ideas ripe' and for writing fundamental research proposals such as for NWO or ERC.

Lastly, Dr. Filatova approves of the female academics oriented initiatives at the UT when it comes to sensitivity to gender in the staff evaluation. She appreciates that family is taken into account when judging CVs, for example. She notes that "It is quite important if you have a family, that years on your maternity leave and parental leave are subtracted from your research years, when your research output is judged. That's actually great. " She also noted the importance of professional workshops offered by FFNT which she has attended since she was a PhD candidate at Twente. In her view raising awareness of the 'rules of the game' in academia and skills training were especially useful.

While reflecting on the career progression of female academics, she notes certain gender differences which she has experienced. She sees that we have different stereotypes and women have been disadvantaged before a range of programs to promote gender balance at the UT have started. She gives a vivid example of a starting point in the conversation in academic matters depending on appearances: "Before people see my CV they do not treat me seriously although they would do that with my male colleagues. What I notice, I've talked to several women and they say that it disappears when you get grey hair but it's kind of a bit unfair. Sometimes we [males and females] just have different starting positions in various relationships with people.". For example, when my first child was born I have been often told that everyone understands that I do not have any more any ambitions and that I will be retreating from academia to some secondary roles. It was astonishing for me as neither my brains stopped working nor my professional ambitions disappear." In her experience she has to "kind of destroy the normal stereotype, which is put on me. And that takes energy."

Based on her personal experience and those of her colleagues, Dr. Filatova's advice to the UT is to create research space for early career academics, especially in the MB and GW faculties, which in contrast to technical faculties receive very little if any internal basic research funding. Make the long-terms strategic choice of investing in your talent. In her view, colleagues at UT and especially at MB are always over-occupied with either teaching or more applied projects. In her view providing some basic funding for early stage academics to allow time for basic research is crucial. She reflects on this: "You have very little time reserved for research. I think it's a very important strategic decision which has to be made at the university level and that could help enormously. There are a lot of talented people. It's good to give them an opportunity." She also cautions that based on her experiences the space for research is more safeguarded in the hard sciences faculties for early career researchers compared to the MB and GW.





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