Welcome to the first edition of project INTEGER newsletter which aims to inform the participating partners, institutions and others of what has been happening at the front lines of gender equality in the first year of the project.

INTEGER stands for INstitutional Transformation for Effecting Gender Equality in Research, and its aim is the development of Transformational Change in European research organisations and universities for the improvement of the career progression of women scientific researchers. It is funded by the European Commission within the 7th Framework Programme (Program Capacities-Science in Society) for a 4 year period and was launched on March 1st, 2011.

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1. Project Rationale

Increasing the participation of women in Science, Technology, Engineering and Mathematics (STEM) and promoting gender equality is vital for strengthening the competitiveness of European research. A greater involvement by women in STEM research and equal possibilities for professional development to men and women will not only provide increased numbers of skilled researchers in our institutions, but critically will add a different perspective to STEM research, increasing diversity, leading to enhanced creativity and ultimately greater innovation.
1.1 What is INTEGER?

INTEGER (INstitutional Transformation for Effecting Gender Equality in Research) is a FP7-funded project which aims to develop and implement Gender Action Plans in order for research and higher education institutions to create sustainable Transformational Change to improve the career progression of women scientific researchers. The institutions involved in the INTEGER project are furthering their commitment to improving the career progression of women STEM researchers by developing and implementing a Gender Action Plan (GAP). The GAP will set out how each institution can better use its resources, its partnerships, and how their research and academic staff are managed to optimise their scientific excellence.

1.2 Objectives of INTEGER

The ultimate objective of the change process is to work towards improved decision-making by incorporating gender, and balanced representation of both sexes in all staff categories of the institution.

Operating transformational change effectively demands awareness of the statistical base, periodical examination of institutional processes (such as recruitment, promotion, evaluation, retention), the willingness at the top of the institution to open up discussion and sustain the process of self-study and change, and support the achievement of organizational goals within a supportive climate.

Design and dissemination of guidance material based on lessons learned, in an effort to support other European institutions aiming for structural transformation to enhance gender equality and research excellence, will also be addressed by the project.

1.3 Transformational change

Transformational Change is a strategic means by which all decisions made within institutions consider men and women research staff and how the decisions made may affect and impact each group. Through operating transformational change, research institutions demonstrate significant gender awareness and competency to use gender as a resource to create new knowledge and stimulate innovation by modernizing their organizational culture.

1.4 The Partnership

A well-balanced partnership of two European universities and one research organisation is developing and implementing GAPs at an institutional and local level, with support from a project co-ordinator. The purpose of the two-tier approach is to identify what issues are related to institutional processes and policies and what are particular to the local level. Tailored evaluation of the GAPs implementation is carried out by an experienced independent partner.

Table 1 illustrates the relationship and expected role from each partner.
<table>
<thead>
<tr>
<th>Partner Institution</th>
<th>Role within Consortium</th>
<th>Gender Expert within Institution</th>
<th>Local level implementing units within Institution</th>
<th>External Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre National de la Recherche Scientifique (CNRS) FRANCE</td>
<td>Develop, Implement and Document GAP</td>
<td>Mission pour la place des femmes</td>
<td>1. Institute of Physics 2. National Institute for Mathematical Sciences</td>
<td>International Advisory Expert Group and Ambassadors experienced in implementing gender action plans in research and higher education institutions</td>
</tr>
<tr>
<td>Trinity College Dublin (TCD) IRELAND</td>
<td>Develop, Implement and Document GAP</td>
<td>Centre for Women in Science &amp; Engineering Research (WISER)</td>
<td>1. School of Natural Sciences 2. School of Chemistry</td>
<td></td>
</tr>
<tr>
<td>Siauliai University (SU) LITHUANIA</td>
<td>Develop, Implement and Document GAP</td>
<td>Gender Studies &amp; Research Centre</td>
<td>1. Faculty of Mathematics &amp; Informatics 2. Faculty of Technology</td>
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</tr>
<tr>
<td>The UKRC UNITED KINGDOM</td>
<td>Co-ordinator</td>
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<tr>
<td>Leibniz Institute for the Social Sciences, Center of Excellence Women and Science (GESIS) GERMANY</td>
<td>Evaluator</td>
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Table 1. Consortium Partnership
1.5 Expected Outcomes of INTEGRER

Expected outcomes from the INTEGRER project for all participating institutions include:

a) Increased number of women:
   a. applying for research positions in CNRS, TCD, SU
   b. applying for promotion (at each grade level)
   c. applying for top level funding
   d. being nominated to decision-making positions

b) Increased awareness and cultural change: all relevant staff (e.g. HR and scientific decision-makers) will be informed on the causes of women’s under-representation in STEM and offered solutions, through action, on remedying the situation.

c) Enhanced work-life balance (e.g. improved childcare options for parents with the purpose to attend conferences, external meetings, and scientific collaborations).

d) Raised profile of the INTEGRER institutions in the academic stakeholder community, role models for peer European institutions.

1.6 Process

The following process has been formulated by identifying good practices recognised through the National Science Foundation (NSF) ADVANCE Programme (USA), the Athena SWAN Charter and Award scheme (UK) and other European initiatives which have focused on Gender Action Plan implementation within research and higher education institutions.

The GAPs will be developed by diagnosing the situation through qualitative and quantitative baseline data assessment, identifying specific actions and activities, and implementing them from September 2012, with annual exchanges of experience and independent evaluations.
The Gender Action Plans will be developed across four themes and have a focus across the following areas of analysis.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Areas of Analysis across the themes</th>
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<tr>
<td>1. Engagement of Decision Makers</td>
<td>• Collecting gender data and including targets for improvement</td>
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<td></td>
<td>• Recruitment, promotion and retention policies, processes and procedures</td>
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<td></td>
<td>• Developing ‘future leaders’ pipeline</td>
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<td></td>
<td>• Updated management approaches, appraisals and policy development</td>
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<td>• Research assessments, including research active profiles</td>
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<td>• Workplace culture to include working styles, environment, language and behaviour</td>
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<td>• Returning schemes after career breaks</td>
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<td></td>
<td>• Dual career couples</td>
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<tr>
<td>1. Organisational Structures</td>
<td></td>
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<tr>
<td>1. Career Progression, development and support</td>
<td></td>
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<td>1. Work Life Balance</td>
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Table 2. Gender Action Themes

A Project Management Team meeting at the CNRS Office in Brussels, November 7th 2011 participants: Jane Butcher, Julia Jordan, Anke Lipinsky, Anne Pépin, Caroline Roughneen, Eileen Drew, Natalia Vacherand, Ruth Wilson, Virginija Sidlauskienė.

1.7 Funding

The funding for this project has been secured through the 7th Framework Programme of the European Commission, Science in Society (SiS-2010-2.1.1.1) call: “Implementing Structural Change in Research Organisations/Universities”

<table>
<thead>
<tr>
<th>Total Funding</th>
<th>€ 3,211,007</th>
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<tr>
<td>EU Contribution (70%):</td>
<td>€ 2,247,705</td>
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<tr>
<td>Consortium Contribution (30%):</td>
<td>€ 963,302</td>
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2. From within the project...

2.1 Transformational Change Seminars

Two Transformational Change Training Seminars have been held since the project started. The first one took place at Siauliai University at the Faculty of Technology on 29th – 30th September, 2011. Professor Paul Walton of the University of York, one of the INTEGER Project gender equality ambassadors, together with consultant Yvonne Prendergast representing the UKRC, held a two part seminar with both senior management and implementation teams. During the seminars participants identified barriers and bias faced by women researchers, explored examples of other universities on how structural change was implemented and the results it gave; also discussions were held on how to accomplish these results at participating institutions.

A Transformational Change Training seminar at Šiauliai University, 29-09-2011: Prof. Paul Walton, Dean of Faculty of Technology - Sergejus Rimovskis and head of Arts and Science department - Daiva Korsakiene.

An Ambassadorsial visit took place at Trinity College, Dublin on 27th of January, 2012 with the Faculty Dean, Heads of schools and other academic staff from the Faculty of Engineering, Maths & Science.
Professor Paul Walton gave a presentation on the situation at the University of York; what approach it took in order to achieve current results and to win the Athena SWAN Gold Award. Professor Walton praised INTEGER institutions and their approach to the underrepresentation of women academics through participation in the INTEGER project.

2.2. The Exchange of Experience Seminar

An Exchange of Experience Seminar (EOE) was held at CNRS Headquarters in Paris on 19th of January, 2012. The key objectives of this seminar were to:

- Pay particular attention to specific audiences within the localized conditions of each institution.
- Recognize the unique operating frameworks for research excellence of each of specific audiences.
- Identify the benefits for key stakeholders.
In respect to the latter all partners gave short presentations on views regarding identification of the specific audiences and their operating environment for research excellence, plus key issues, questions, comparison points relevant to engagement of different audiences.

2.3 Partner presentations at the Exchange of Experience Seminar

Caroline Roughneen, Director, Centre for Women in Science & Engineering Research, Trinity College Dublin (TCD) shared her views on the situation at TCD and pointed out that there is a strong support from the Provost and Vice-Provost/CAO for the INTEGER project. She presented the Centre for Women in Science & Engineering Research (WiSER), which examines the causes of the underrepresentation of women in science and engineering and identifies actions to readdress this imbalance. She remarked that Trinity is now at the stage where it can start to transform the institutional policies and practices in the context of gender mainstreaming under the INTEGER banner as WiSER has led successful programmes at Trinity which has led to some impact at an institutional level. For example, the mentoring programme for women academics led to a ripple effect in mentoring right across the organisation. Alongside this, they also plan on local implementation within the Faculty of Engineering, Mathematics and Science, and some tailoring of specific programmes running alongside to support female scientific researchers.

Prof. Dr. Virginija Sidlauskiene, Head of the Centre for Gender Studies and Prof. Dr. Roma Kačinskaitė, Faculty of Mathematics and Informatics, Siauliai University explained that the INTEGER project team at Siauliai University is working with two faculties: Faculty of Technology (TF) and Faculty of Mathematics and Informatics (MIF). The project management implementation structure is being developed: the senior management team consists of the Rector, Vice-rector and two Deans; the institutional implementation team is made up of two deans and heads of departments. Professor Sidlauskiene said that sex distribution at the participating faculties had been analysed. Key findings indicate that the management (Dean, Deanery, Faculty Council and Heads of Departments) positions at TF are overwhelmingly held by men. The tendency shows that sex distribution among teaching and research staff is very diverse but becomes less balanced higher up the hierarchy ladder: 35% of lecturers, 17% of Assoc. Prof. and only 0% of professors are women. As a result earnings hold the same propensity – the monthly earnings of a female lecturer is almost half that of a male and an Assoc. Prof. – more than sevenfold higher. The situation at MIF on sex distribution is better, but many of the same issues are found there.

The SU INTEGER team is seeking to identify the best systemic organisational approaches in order to: increase the participation and career advancement of women researchers; abolish gender imbalances; improve working conditions of women and men and find methods to GAP development at technological research environments via a negotiated, interdisciplinary approach, leading to a change in organizational culture.

In discussions with Project Ambassador Prof. Paul Walton, during his visit to SU, the importance of micro contexts came up often: when implementing structural change as a rule the individual motivation of staff emerges (for and against change). When this happens, institutional factors and the competence of project implementation team become important. The team needs management skills for institutional change and the ability to develop an effective change management strategy (GAP). The SU teams will also benefit from further gender awareness training courses. For nearest future activities SU INTEGER plans on holding project team building seminars.
Dr. Anne Pépin, CNRS Researcher and Scientific Advisor at the Mission for the Place of Women at CNRS, explained that the French National Center for Scientific Research, created in 1939 by the French government, was currently the largest public research institution in Europe. CNRS covers all fields of knowledge through its 10 disciplinary Institutes and has about 39000 staff working in more than 1100 research laboratories located across France (joint labs with universities for the most part); good laboratory dynamics are therefore important both for CNRS and project INTEGER, and gender awareness and action at institutional and local level is therefore key. The Mission for the Place of Women at CNRS (created in 2001) acts as an observatory, collecting data, carrying out qualitative studies, and fostering gender equality within CNRS. Currently, CNRS staff is 42% female, however within the researcher population it falls to 32% and this average figure masks a great disparity between disciplines. The proportion is lowest in mathematics (under 16%) and physics (just over 18%); hence the INTEGER Project at CNRS will focus on these for local gender action planning. At the decision-making level, 17% of research laboratory directors and 25% of the members of the Board of Trustees are women. However, there have been some recent advances e.g. 36% of the CNRS Scientific Council members, and 36% of the members of the National Committee for Scientific Research (which makes recruitment and promotion decisions) are now women. A “parity booklet” examining the evolution of female representation within CNRS is published annually since 2008. CNRS is keen to move towards transformational change with the active leadership of the President of CNRS who is highly supportive of the project and of the implementation of a gender equality plan for the whole institution. A number of INTEGER activities have taken place already at CNRS, including building up implementation teams at the institutional and local levels, and carrying out an online survey pilot on implementing gender equality at two pilot labs from the Institute of Physics and the National Institute for Mathematical Sciences.
2.4 Partnership Group meeting

A Partnership Group Roundtable meeting was held at CNRS, in Paris, on 20\textsuperscript{th} of January, on the day after the Exchange of Experience Seminar. This event gathered all of the participating partners, heads of institutions and ambassadors of the project. The meeting was attended by the following heads of participating institutions: Prof. Alain Fuchs, the President of CNRS, France; Prof. Vidas Lauruska the Rector of Siauliai University, Lithuania and Prof. Clive Williams, Dean of Faculty of Engineering, Mathematics and Science at Trinity College, Dublin, Ireland. The main purpose of the Partnership Group Roundtable was to further inform heads of participating institutions about the details of the INTEGER project, and present them good practices developed by others institutions (i.e. University of York and Cardiff University in the UK, and Universities funded through the NSF-ADVANCE Program in the USA) in the implementation of Gender Action Plans (GAPs) or so-called Transformational Action Plans (TAPs).

Partnership Group meeting at CNRS, January 20\textsuperscript{th} 2012 participants: Pascale Bukhari, Virginija Sidlauskiene, Di Barber, Vidas Lauruska, Eileen Drew, Anke Lipinsky, Alain Fuchs, Paul Walton, Clive Williams, Caroline Roughneen, Teresa Rees, Jane Butcher, Anne Pépin, Alice Hogan.

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Partnership Group meeting at CNRS, January 20\textsuperscript{th} 2012: Anne Pépin, INTEGER Project Leader for CNRS, Scientific Advisor at the Mission for the Place of Women at CNRS and Prof. Teresa Rees, Former Pro Vice Chancellor (Research) at Cardiff University, Professor in the School of Social Sciences, Director for Wales, Leadership Foundation for Higher Education. Prof. Rees is a Project Ambassador for INTEGER.

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3. ... to Europe

Various gender equality related events have taken place since the INTEGER Project started. Some were inside our own environment but also a lot has happened outside the consortium and played a huge role in the mainstreaming of gender equality across Europe.

The first European Gender Summit took place in Brussels on 8-9th of November 2011 organized by the FP7-funded genSET project, the European Science Foundation and COST. The summit tried to inform all players from various sectors that innovation and scientific research culture requires for gender to be added as a crucial success factor. This summit presented our project as one of the means of achieving gender balance in STEM. All INTEGER partners participated to the summit and we presented our branded poster, bringing main ideas of the project to the general public. It was met with great interest and The Parliament Magazine printed out an article Gender Agenda by Elizabeth Pollitzer and introduced our project as a participant. You can find the issue here. Project INTEGER as a genSET stakeholder was invited to sign the Manifesto for Integrated Action on the Gender Dimension in Science. This Manifesto represents views of individuals working in the European science system on the actions needed to enhance research and innovation by addressing gender equality issues. Over 300 individuals participated in the online consultation. These contributions were presented and discussed at the First European Gender Summit in Brussels, attended by over 400 stakeholders. The Manifesto is a work in progress to be advanced through evidence based actions and cooperation between scientists, policy makers and gender study scholars.

Among other INTEGER dissemination activities, Anne Pépin, Project Leader for INTEGER at CNRS, was invited to present the project at a workshop organized by the FP7-funded GENDERA project in Athens on November 23rd 2011, as well as at a special session on gender balance at the European Research Council (ERC) on December 5th 2011, and at the European Parliament in Brussels as part of an event organized by the European Platform of Women Scientists (EPWS) on January 31st 2012.
4. Future plans

An on-line survey for examining the career experiences, perceptions and ambitions of researchers and academic staff at participating institutions has been designed by the INTEGER consortium, in particular CNRS and TCD. It draws partly on the Athena Survey of Science, Engineering and Technology (ASSET) which was conducted across UK universities and research institutions in 2003/4, 2006 and 2010, and on surveys developed by the Universities of Michigan and Illinois in the framework of the NSF-ADVANCE Program. It will be deployed within INTEGER implementing institutions in February-March, 2012.

Gender/Transformational Action Plans (G/TAPs) are to be developed and signed by Senior Management by September, 2012 with implementation following.