

Promoting Gender Equality at ICT Research Institutions in Europe (GAIN-EU)

Coordination and support actions (Supporting)

Work programme topics addressed:

Specific Programme: Capacities

Call identifier: FP7-SCIENCE-IN-SOCIETY-2013-1

Action Line 2: Strengthening potential, broadening horizons

Activity 5.2.1 Gender and research

Area 5.2.1.1. Strengthening the role of women in scientific research and in scientific decision-making bodies

Topic SiS.2013.2.1.1-1: Supporting changes in the organisation of research institutions to promote Gender Equality

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TRI	10	University of Liechtenstein	UNILI	Liechtenstein
TRI	11	University of Turku	UTU	Finland
TRI	12	Karlsruhe Institute of Technology	KIT	Germany
TRI	13	Kaunas University of Technology	KTU	Lithuania
TRI	14	University of St. Gallen	USG	Switzerland
TRI	15	Centrum Wiskunde & Informatica (CWI)	CWI	Netherlands

TRI	16	LUISS “Guido Carli” University	LUISS	Italy
TRI	17	Óbuda University	OE	Hungary
TRI	18	Technical University of Sofia	TUS	Bulgaria
TRI	19	University of Alcalá	UAH	Spain
TRI	20	ORT Braude College	OBC	Israel

*COOR = Coordinator, GE = Gender Equality Expert, EV = Gender Equality Evaluator,
TRI = Target Research Institution

Abbreviations

ABM Advisory Board Member
EC European Commission
ECWT The European Centre for Women and Technology
ERCIS The European Research Centre for Information Systems
ERA European Research Area
EU European Union
EV Gender Equality Evaluator
GAIN-EU Promoting Gender Equality at ICT Research Institutions in Europe
GE Gender Equality Expert
GEAs Gender Equality Actions
GEP Gender Equality Plan
GGEP General Gender Equality Plan
HoD Head of Department
ICT Information and Communication Technologies
IS - Information Systems
LCP Local Contact Person
LoI Letter of Intent
SET Science, Engineering, and Technology
STEM Science, Technology, Engineering, and Mathematics
TG Topic SiS.2013.2.1.1-1 Goal
TRI Target Research Institution
WP Work Package
WProG 2013 SiS Work Programme Goal

Proposal

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1 Scientific and/or technical quality, relevant to the topics addressed by the call

1.1 Concept and objectives

1.1.1 Concept and objectives of the GAIN-EU project

Attracting the best researchers with proportional representation of women and men (eliminating the gender divide) is integral to the success of the European Research Area (ERA) and is crucial to Europe's innovative capacity and global competitiveness. However, horizontal and vertical segregation afflict research careers: the two sexes are unequally represented across the disciplines (horizontally), and in senior positions within the academy (vertically) (Innovation Union Competitiveness Report, 2011; She Figures, 2012).

Women are in a small minority of academic leaders. Although 45% of doctor's degrees are awarded to female students, only 18% of full professors in Europe were women in 2009, only 13% of heads of higher education institutions were women, and only 22% of board members in research decision making were women. This pattern of inequality has not improved appreciably since then (She Figures, 2009, 2012). Women are particularly poorly represented in Science, Technology, Engineering, and Mathematics (STEM) fields. Within these disciplines one of the areas, where the widening gender imbalance is particularly acute, is Information and Communication Technologies (ICT) (e.g. Von Hellens, Trauth, & Fisher, 2012), which was, therefore, chosen as a scope of the GAIN-EU project.

Underrepresentation of women in STEM education, research and workforce holds true in Europe, as well as in the USA, Canada, Australia and most of the industrialised world, where it has been the subject of considerable concern over much of the past thirty years (see, e.g. Faulkner & Arnold E., 1985; Hewlett et al., 2008; Rees, 1998; Xie & Shauman, 2003). The European Union (EU) has started several initiatives within the Seventh Framework Programme (FP7) related to this topic, which include such projects as Meta-Analysis of Gender and Science Research¹, GENDERA², and genSET³, the European Commission's (EC) reports on Structural Change in Research Institutions (European Commission, 2012), and the European Gender Summits of 2011 and 2012. Aside from its implications for gender equality in career formation, the absence of women from key fields of science and innovation also has important ramifications for human capital utilisation and innovation potential. Women's underrepresentation in key areas of academia is increasingly recognised as one factor in the gendering of research content, including the shaping of science priorities, research agendas and methods (Ranga & Etzkowitz, 2010; Schiebinger & Schraudner, 2011). As it is widely recognised that research and innovation are the main drivers of a prosperous economy and all potential talent needs to be as fully utilised as possible, action is required here.

In the past it was widely thought that the principle remedy to these patterns of inequality was a numerical one – to simply seek to attract more women into research through awareness campaigns and other measures aimed at incentivising individual women. Nowadays, however, increasing policy and practical attention is being paid to cultural, structural and institutional remedies that should be developed to improve gender equality in research careers, and thus in the content of research itself (European Commission, 2012; genSET; the European Gender Summits, 2011, 2012).

Today the digital revolution holds the promise of transforming economies and society for prosperity, social development and stability. Across Europe there is now a growing awareness of the digital capability gap (e.g. Tapscott, 2012) between the demands for digital transformation and the skills, know-how and capability of the workforce. The ubiquitous nature of ICT made digital skills being required in 90% of jobs. Minimizing the gender gap, increasing the number of girls carrying out studies in ICT, and retaining more women in ICT careers are, therefore, key for achieving the Horizon 2020 goals.

The strategic importance of ICT and the poor representation of women in this field triggered the initiation of the GAIN-EU project by jointly the European Research Centre for Information Systems (ERCIS) and the European Centre for Women and Technology (ECWT). The project joined forces of 12 key and eminent ICT research institutions around Europe (Target Research Institutions, TRIs), who have decided to introduce the necessary structural changes with the help of four Gender Equality Experts (GEs) and four Gender Equality Evaluators (EVs), all having experience in implementing effective strategies for gender equality in Science, Engineering and Technology.

¹ www.genderandscience.org

² www.gendera.eu

³ www.genderinscience.org

Since 2009 several members of ECWT have participated in the referred EU projects, as well as in a number of framework program projects, including SIGIS, PROMETEA⁴, DIVERSITY⁵, HELENA, and PRAGES⁶. Detailed information about the projects is available at the EU project database of ECWT⁷. During these projects they mapped research evidence on the gender bias that limits women's access to and experience of science and technology (S&T) training. This bias leads to women's underrepresentation in high-status positions within ICT research organisations and companies. The bias exists within the institutional settings, curricula and practices implemented by current S&T professionals. These gendered processes disadvantage women and contribute to an uneven distribution of power between women and men. Male and female university graduates of technology-related specializations carry this legacy of power imbalance into the workplace, where they occupy roles and behave in ways that perpetuate it.

The members of the GAIN-EU Consortium agree that merely integrating more women into the ICT sector cannot be the only solution. Transformation of the ICT sector has to start with 'Promoting gender equality at ICT research institutions (in Europe)'. The consequent implementation of the GAIN-EU project at universities and research organisations and a systematic dissemination of the project will facilitate a considerable competitive advantage of the European ICT sector.

On a micro level the GAIN-EU project has the following goals, which will be reached by carrying out the eight Work Packages (WPs) described in detail in section "[1.2.3d Work Package description](#)":

Goal 1: To build and enhance the gender equality capacity at the selected TRIs through the development, implementation and refinement of tailored Gender Equality Plans (GEPs) (structural change) at departmental or faculty level

- WP2: Based on a four month State-of-the-Art analysis, four GEs and four EVs (two full partners and two subcontractors) will jointly develop a methodology for analysing the Gender Equality State at the TRIs. The methodology will be based on existing best practices and additional concepts revealed through discussions between GEs and EVs.
- WP3: Each of the four GEs will analyse the current state of Gender Equality on site at his or her three assigned TRIs according to the developed methodology. GEs will be supported by authorized Local Contact Persons (LCPs). EVs will be introduced to the TRIs. However, EVs will not participate in the actual analysis in order to avoid their excessive involvement into the project before WP6 starts, when EVs will play a leading role and need to be unbiased.
- WP4: Each of the four GEs will develop tailored GEPs for the three assigned TRIs in close collaboration with one of the four EVs, respective LCPs, and Heads of Department (HoDs). GEPs, besides the actions described below and in the related WP, will also contain the methodology for their further implementation, monitoring and assessment.
 - The GEPs will propose specific steps for increasing participation and career advancement of female researchers
 - The GEPs will contain activities for each TRI to improve working conditions of women and men
 - The GEP will provide guidance on how to integrate gender in curricula and research content
- WP5: Each of the TRIs will implement the specific GEP under support of the HoD and coordinated by the LCP.
- WP6: Even though each LCP will be in constant contact with the related GE, a dedicated Assessment/Impact Analysis Phase, where EVs will play a major role, will take place. During this phase each of the four EVs will visit the three assigned TRIs and assess on premise the changes made during the GEPs implementation adapting them if required.
- WP7: The TRIs will then have time to implement the EVs' recommendations and other updates in the GEP. The outcome of the project will be presented to a large audience in Brussels, where future endeavours will be discussed and initiated. It is envisioned to create a network of participating TRIs as consultants in the process of implementing GEPs.

Goal 2: To form, analyse and extend the knowledge base of common and best practices on gender equality, especially in the field of ICT:

⁴ <http://www.prometea.info/>

⁵ <http://neel.cnrs.fr/spip.php?article3111>

⁶ <http://www.pragesdatabase.eu/>

⁷ <http://www.ecwt.eu>

- WP2: During the project both existing databases for the common and best practices on gender equality, as well as those being under development, e.g. genPORT⁸, will be screened and analysed for project-relevant content. The collected and new information will be stored in a database, which will be developed within the course of the project (GAIN-EU Database). Gender dimensions relevant to Horizon 2020 Grand Challenges and to the JPI Urban Europe will be identified.
- If applicable, the genPORT portal will be customized to the specific needs of the GAIN-EU project and integrated with ECWT platform that has been developed based on a successful tender co-financed by the EC (2009-2010).
- WP2 and WP3: GAIN-EU Database will then serve as a knowledge-base during development of the methodology for the Gender Equality State analysis at the TRIs.
- WP4: GAIN-EU Database will also be used during development of tailored GEPs, in particular, the methodology for implementation, monitoring, and assessment of the tailored gender-equity actions.
- GAIN-EU Database will continuously be extended by the not yet documented practices on gender equality, which will be identified or initiated during the project, and will be available for public.

Goal 3: To network and exchange experience between the project participants - TRIs, GEs, and EVs:

- The parties involved in the project will meet virtually and physically to exchange their findings and discuss issues to be able to adapt to arising problems and get new insights into gender research.
- WP7: The “twinning” process of coupling the TRIs more advanced in terms of Gender Equality and those less advanced will be launched during the refinement phase.
- The participants’ network will prevail beyond the project runtime and will be extended by interested parties identified at the dissemination workshops.

Goal 4: To ensure widespread dissemination of the project course and exploitation of its results

- Both ECWT and ERCIS will use their network resources to disseminate the findings of the project. The TRIs will use regional outlets to do it. The dissemination workshops in Drammen (Norway), Sofia (Bulgaria), as well as the final conference in Brussels (Belgium) will ensure not only broad regional coverage, but, owing to participation of the Advisory Board Members (ABMs), will also enable global dissemination.
- Content and analyses of the GAIN-EU Database will be used by interested researchers, who are not involved in the project, to drive forward the Gender in ICT Research.
- GAIN-EU Database will serve as a means to disseminate the results of the project. As the database will be in open access, it will support other institutions interested in promotion of gender equality.

On a macro level, it is envisioned that each TRI will benefit from being recognized as a research institution involved in gender equality initiatives and in the end demonstrating success in them. After successful implementation of corresponding GEPs, the TRIs will serve as ‘lighthouse institutions for their respective regions’, as well as stimulate other institutions to promote gender equality by disseminating their success story.

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1.1.2 Relation of the topic objectives to the goals of the GAIN-EU project

The GAIN-EU proposal addresses the objectives of the Call Topic SiS.2013.2.1.1-1, Specific Program Capacities, and the Work Program 2013 SiS, which is demonstrated in Table 1 below.

According to the Call for Proposals, the Topic SiS.2013.2.1.1-1: Supporting changes in the organisation of research institutions to promote Gender Equality has the following goal (TG):

- TG: To encourage the modernisation of institutional practices and culture in research institutions to promote gender equality.
 - During the project runtime, GEs and EVs will actively train and sensitize staff members of TRIs in general and LCP and HoD in particular about the need of structural change. In the best case, the impact of the establishment and implementation of GEPs at the TRI will speak for themselves and motivate the stakeholders to promote the benefits of Gender Equality.
 - The GAIN-EU Database as collection of measures and best practices in gender equity might attract institutions to take the step of changing their structure in terms of improving their gender equity.
 - During the project’s events, participants – especially the participating networks ECWT and ERCIS

⁸ <http://goo.gl/4YGAK>

– will actively promote the benefits.

In particular, the topic supports common actions by research institutions to identify and put into practice the best systemic organisational approaches

- TG1: To increase the participation and career advancement of women researchers
- TG2: To improve working conditions of women and men
- TG3: To integrate gender in curricula and research content

The project will address the three goals as follows:

- The GAIN-EU Database will store approaches (best practices) for TG1-TG3. They can serve as blueprints for other Research Institutions thinking about becoming active in this area.
- The GEPs that will be developed in WP4 will address TG1-TG3, which then will be adapted by the TRIs.
- It is the core task of GEs, EVs, and LCP, supported by the HoDs, to put suggestions of the tailored GEP into practice and verify it happens (WP5-7).

The following table shows the relation of the topic objectives to the goals of the GAIN-EU project. The GAIN-EU project goals are considered within the WPs 2-7, the description of the GAIN-EU Database, as well as within Networking and Dissemination actions:

Table 1: Relation of the topic objectives to the goals of the GAIN-EU project

	WP2	WP3	WP4	WP5	WP6	WP7	GAIN-EU Database	Networking
TG	✓	✓	✓	✓	✓	✓	✓	✓
TG1			✓	✓	✓	✓	✓	
TG2			✓	✓	✓	✓	✓	
TG3			✓	✓	✓	✓	✓	

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1.2 Quality and effectiveness of the support mechanisms, and associated work plan

1.2.1 Overall strategy of the work plan

The GAIN-EU project resamples a very complex, endeavour to understand, analyze, and improve the Gender Equality at ICT research institutions. The relevance of the topic and its approach is supported by the Letters of Intent (LoIs) from renown international GEs (please see the respective LoIs in the proposal Annex). By selecting 12 TRIs from differently advanced countries in terms of gender equality, all active in fields of ICT, a wide variety of different cultures can be analysed and harmonized on European level. The findings of the analyses and implementation phases are expected to provide an extensive amount of data for additional research. All participating partners were chosen because they are members of or at least affiliated with one of the two leading networks (ERCIS, ECWT). This, and the support of several management layers of the TRIs (see LoIs attached), ensures the required sincerity and willingness of the institutions to support the project, reducing the risk of failure. The included GEs and EVs are either members of ECWT or well-known researchers in the field of Gender research, warranting a thorough processing of WPs. The methodological approach to the project is based on phase-based project management procedure models (Jörg Becker, Kugeler, & Rosemann, 2011), ensuring constant evaluation regarding the formal project progress and defined evaluation steps regarding the content generated by the project. Consequently, the work is divided into all in all eight WPs following a logical partitioning of work. Each WP is led by a partner with expertise in the corresponding area. Project deliverables and milestones ensure ambitious yet realistic project timing with well-defined synchronization points between different WPs and tasks.

WP1 – Project Coordination (M1 – M42): The coordinator in Muenster, Germany, will be the single point of contact to the EU responsible for organizing key events, as well as monitoring and controlling the project progress.

WP2 – State of the Art Analysis (M1 – M4): GEs and EVs will contribute to an Online Portal which stores relevant gender-related best practices and measures for all fields of applications (practice, research, funding bodies). It will support the preparation of guidelines for the forthcoming As-Is-Analysis at the TRIs. At the end of this WP the core part of the project will start with an official kick-off meeting in Muenster.

WP3 – As-Is-Analysis at the TRIs (M4 – M7): Local kick-off-meetings at each TRI introduce the setting, as well as explain the project roles and goals. One GE will stay for approx. three weeks at each TRI and perform qualitative studies, such as observations and interviews, attend meetings, and analyze gender-related documents and processes. The LCP will assist in the clarification of the specific cultural context. The WP will be accompanied by regular virtual meetings between the GEs. The GEs will consolidate the findings, discuss them with EVs and deliver As-Is-Reports.

WP4 – Development of tailored Gender Equality Plans (GEPs) (M4 – M10): Feasible activities to tackle the identified challenges from WP 3 and their justification, as well as measures how to evaluate the actions will be defined. The GEP will include information on its implementation and describe how it can be ensured that the required actions will continue taking place after the project is over. A consolidation meeting will take place where all parties involved are invited to present and discuss the findings and exchange experiences.

WP5 – Implementation (M11 – M28): Local workshops during the first ten weeks of the WP will introduce the start of the implementation. A LCP advances, supervises, and documents the results. A LCP will be empowered by the HoD to implement the GEP and will get external support by mainly the GE, but also by the EV.

WP6 – Analysis of Impact (M29 – M31): The evaluation will articulate the anticipated progression from the formative elements of WP4 and WP5 to a more established position in WP7. It will start with workshops at TRIs to explain the role of an EV and the activities to expect. The EVs will perform qualitative research with reference to the identified evaluation measures during WP4. The evaluation phase will end with a workshop, where the results of the evaluation, experiences, and lessons learned will be presented and discussed.

WP7 – Refinement phase (M32 – M42): This WPs activities will be defined based on the evaluation phase results for each specific TRI. The LCPs will continue their work and will be remotely supported by the respective GE and the EV. Furthermore, a “General GEP” will be developed. The final presentation as part of this WP will take place in Barcelona and include all parties involved.

WP8 – Dissemination (M2 – M42): ECWT will take responsibility for this WP and coordinate all means of disseminating the project course and results together with the most competent experts of the consortium. This includes presentation of the project at meetings, conferences, fairs, as well as in publications and other media.

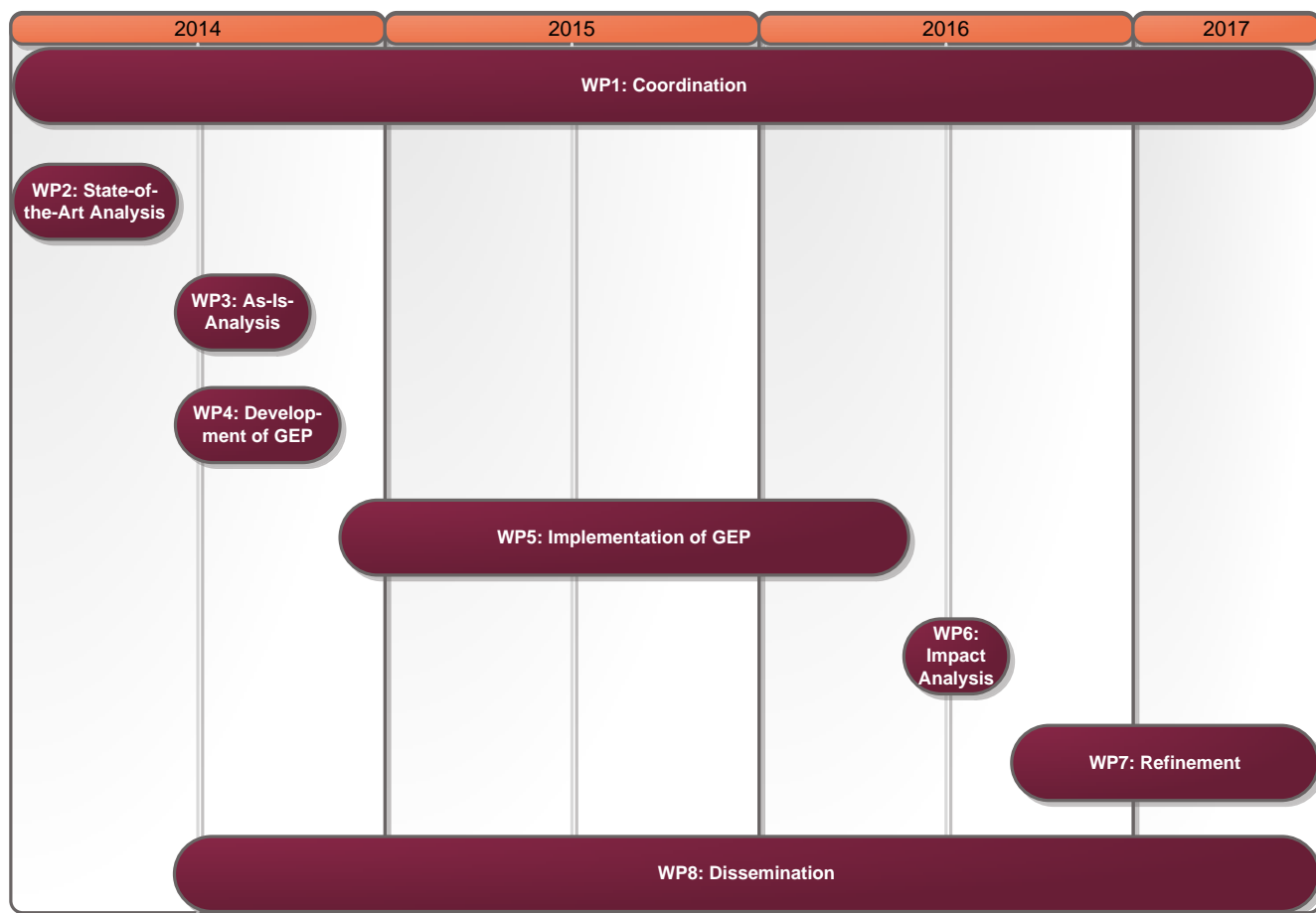
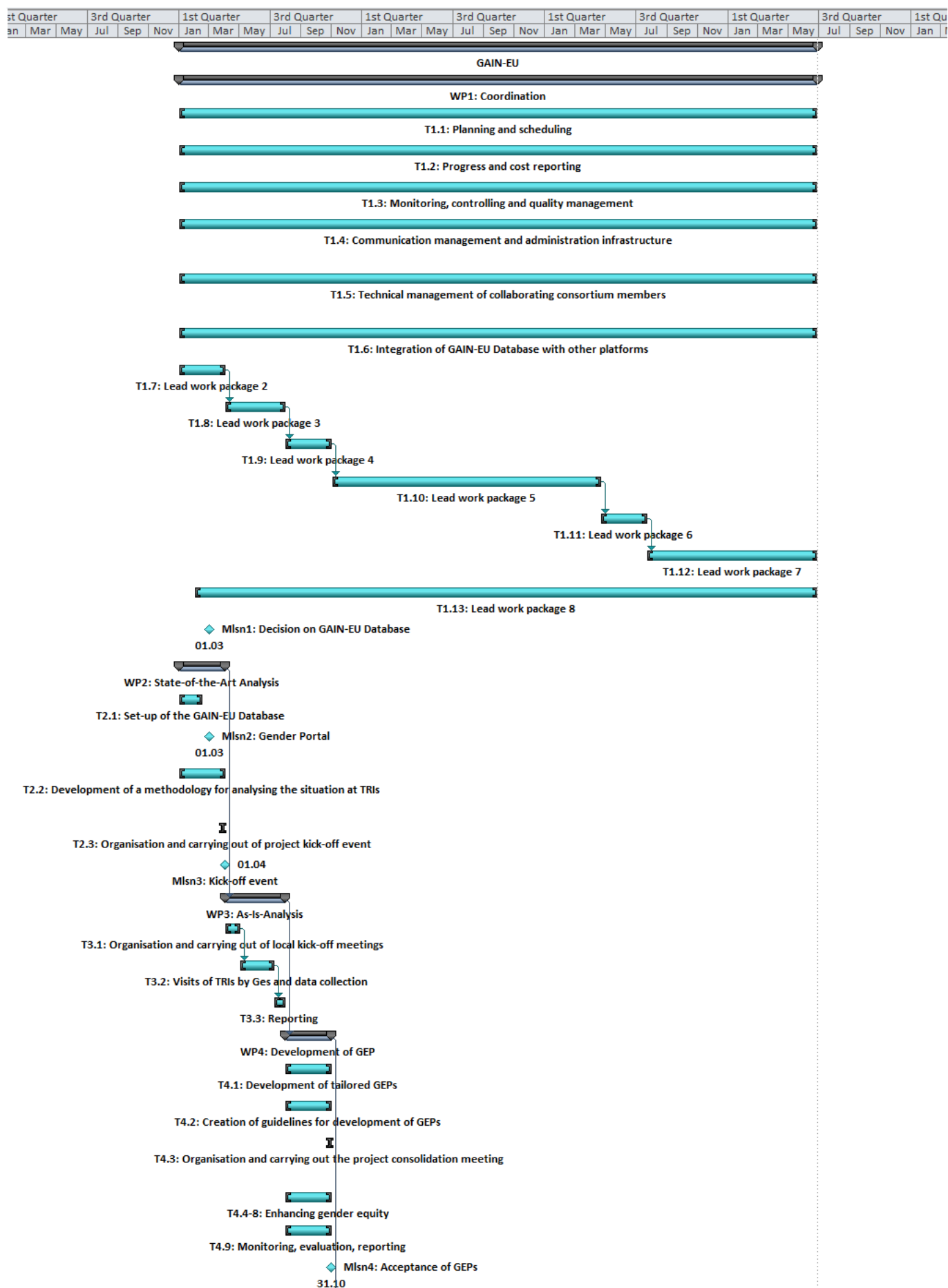
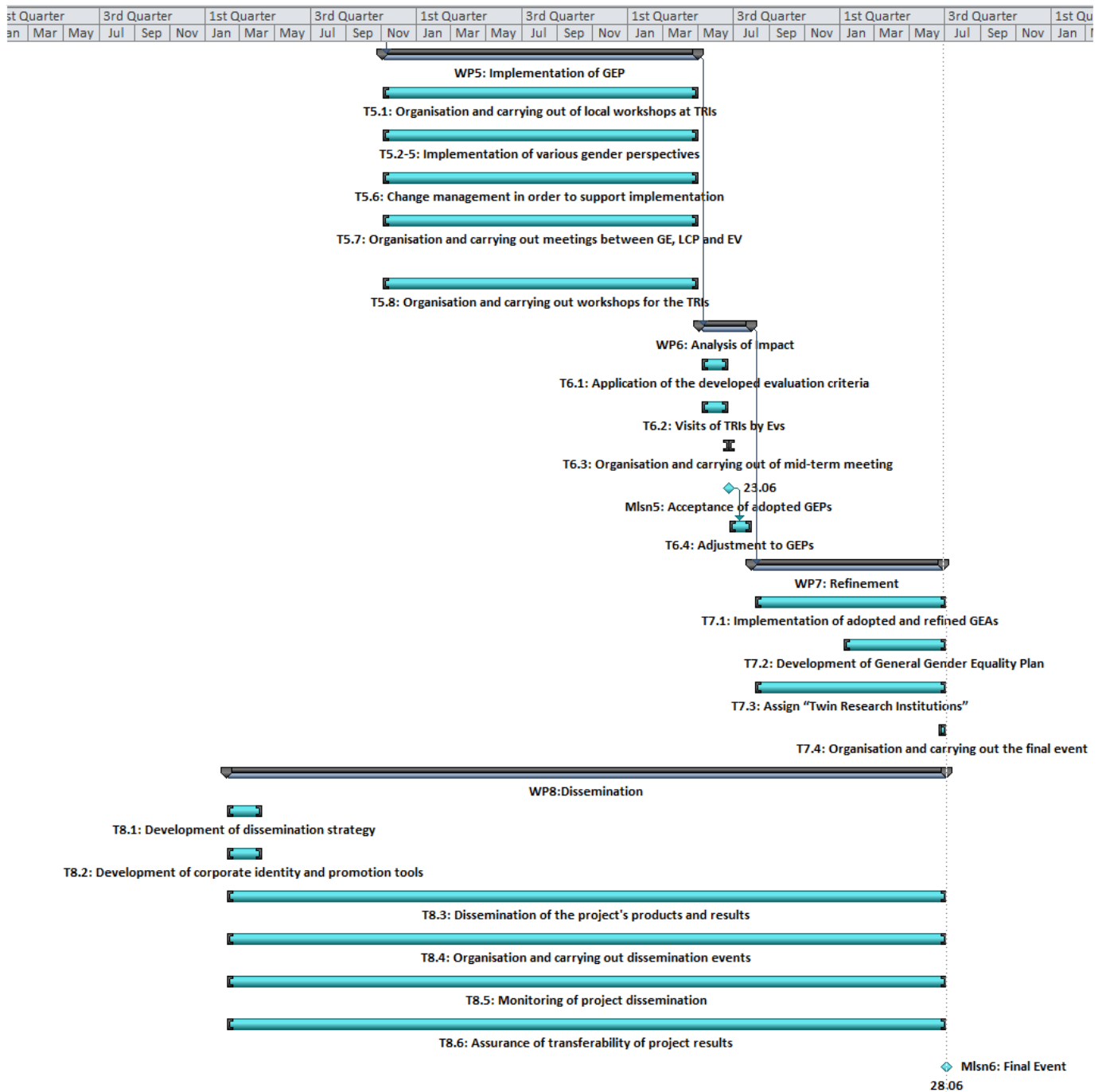


Figure 1: Work Plan

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1.2.2 Gantt chart





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1.2.3 A detailed work description broken down into Work Packages

1.2.3a Work Package list

Work Package No	Work Package Title	Type of Activity	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End Month
WP1	Project Coordination	MGT	1	WWU	55.92	M1	M42
WP2	State of the Art Analysis	SUPP	5	NaTE	21.53	M1	M4
WP3	As-Is-Analysis at the TRIs	SUPP	4	Portia	26.30	M4	M7
WP4	Development of tailored GEPS	SUPP	3	UPUN	16.98	M4	M10
WP5	Implementation of Gender Equality Actions at the TRIs	SUPP	9	UIA	132.83	M11	M28
WP6	Impact Analysis and Follow-up	SUPP	7	BCWT	14.28	M29	M31
WP7	Refinement	SUPP	8	VHTO	51.40	M32	M42
WP8	Dissemination	SUPP	2	ECWT	10.6	M2	M42
		TOTAL			329.82		

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1.2.3b Deliverables List

Del. No.	Deliverable Name	WP No.	Nature	Dissemination Level	Delivery Date
D1.6	Final report WP2	1	R	CO	4
D2.1	GAIN-EU Database	2	O	PU	4
D2.2	Method. for analysing the situation at TRIs	2	O	PP	4
D2.3	Official commitment from HoDs	2	R	PU	4
D8.1	Dissemination material	8	O	PU	6
D1.7	Final report WP3	1	R	CO	7
D3.1	As-Is-Reports	3	R	CO	7
D1.8	Final report WP4	1	R	CO	10
D4.1	Tailored GEP for each TRI	4	O	PP	10
D4.2	Guidelines for developing GEPs	4	O	PU	10
D4.3	Reports on designed GEPs	4	R	CO	10
D1.1	Yearly management report	1	R	PP	12
D8.2	Project dissemination strategy	8	O	PP	12
D8.3	Newsletter 1	8	O	PU	12
D8.4	Newsletter 2	8	O	PU	18
D8.9	Youtube Video	8	D	PU	18
D5.1	GEAs Implementation intermediate Report	5	R	CO	19
D1.2	Updated implementation plan	1	R	PP	21
D5.2	Establishment of annual monitoring group	5	R	PU	23
D1.3	Yearly management report	1	R	PP	24
D8.5	Newsletter 3	8	O	PU	24
D1.9	Final report WP5	1	R	CO	28
D5.3	GEA Implementation final report	5	R	PP	28
D5.4	Guidelines for implementation of GEAs at ICT institutions	5	R	PU	28
D8.6	Newsletter 4	8	O	PU	30
D1.10	Final report WP6	1	R	CO	31
D6.1	Adjusted GEP for each TRI	6	O	PP	31
D6.2	General Evaluations experience report	6	R	PU	31
D7.1	Twinning LoIs	7	O	PP	35
D1.4	Yearly management report	1	R	PP	36
D8.7	Newsletter 5	8	O	PU	36
D1.11	Final report WP7	1	R	CO	42
D1.12	Final report WP8	1	R	CO	42

D1.5	Final management report	1	R	PP	42
D7.2	General Gender Equality Plan	7	O	PU	42
D7.3	Final report	7	R	PU	42
D8.8	Newsletter 6	8	O	PU	42
D8.10	Dissemination documentation	8	R	PU	42

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1.2.3c List of milestones

Milestone Number (Mlsn)	Milestone Name	Work Package(s) Involved	Expected Date	Means of Verification
Mlsn1	Decision on GAIN-EU Database	1	M2	Decision report by subcontractor
Mlsn2	Gender portal	2	M3	Report on functionality of the portal
Mlsn3	Kick-Off event	2	M4	Successful accomplishment of kick-off event
Mlsn4	Acceptance of GEPs	4	M10	Decision report by Steering Committee
Mlsn5	Acceptance of refined GEPs	6	M31	Decision report by Steering Committee
Mlsn6	Final event	8	M42	Successful accomplishment of final event

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1.2.3d Work Package description

1.2.3d.1 WP1 – Project Coordination

Work Package Number	WP1	Start date or starting event:					M1	
Work Package Title	Project Coordination							
Activity Type	MGT							
Participant Number	1	2	3	4	5	7	8	9
Participant Short Name	WWU	ECWT	UPUN	Portia	NaTE	BCWT	VHTO	UIA
Person-Months per Participant:	45.4	4.4	0.7	0.85	0.65	0.73	1.18	1.98

Objectives

- To monitor, track and control the deviations due to progress, costs, financial, and scheduling changes.
- To manage the project according to approved plans.
- To ensure that the required reporting is prepared and delivered in a timely manner.
- To implement procedures for quality management.
- To implement an administration and communication infrastructure for establishing a basis for efficient and easy communication within the project.
- To monitor and control external communication (including project website), dissemination and exploitation.
- To perform a procedure for updating and revising project plans every 12 months due to changes and new knowledge.

Each of the WPs 2-8 has one of the project partners as its leader (please see section [“1.2.3e Summary of staff effort”](#) for details). WP leads will take care of reaching the above-mentioned objectives on a WP level.

Description of work

The project coordinator at the University of Muenster (Germany) will be the single point of contact to the EC and will be responsible for organisation of key events, as well as for monitoring and controlling the project progress. The WP1 “Project Coordination” coordinates and controls the other WPs. It is concerned with ensuring that the project remains on course and that it is managed correctly and efficiently.

The main tasks (T) to be performed within this WP will include:

T1.1: Planning and scheduling

This task aims to provide accurate planning for the various tasks that need to be carried out. Activities to be performed in this task include:

- Creating and updating an implementation plan. There will be an updated Implementation plan in M21.
- Updating performance indicators
- Collecting input and needs for changes
- Defining and checking the state of the art for budget, scheduling and objectives
- Communicating and, if necessary, arranging meetings with WPs Leaders
- Preparing updated plans for final approval
- Communicating updated plans to the Consortium

T1.2: Progress and cost reporting

The objective of this task is to establish a clear reporting structure with regard to processes, costs and progress of the entire project. In order to fulfil the task the following activities will be performed:

- Providing templates for reporting instances to all relevant participants
- Maintaining a document repository for incremental reporting
- Submitting reports and cost claims on time and with the quality required
- Issuing periodic project reports (management, progress, dissemination, standardisation, and financial reports)

T1.3: Monitoring, controlling and quality management

The goal of this task is to monitor and control the plans that have been approved. Progress control will be done on WP level by measuring resources and costs. Activities to be performed in this task include:

- Progress control
- Cost control

- Checking schedules and milestones
- Assessing deliverables
- Risk management

T1.4: Communication management and administration infrastructure

Various procedures and tools will be implemented to perform fast and effective communication in the project. Activities to be performed in this task include:

- Implementing and administering the online collaboration platform
- Planning and arranging project coordination meetings

T1.5: Technical management of collaborating Consortium members

The objective of this task is to plan and manage the contribution of each participant. The GAIN-EU project aims at close collaboration between all Consortium members.

T1.6: Integration of the GAIN-EU Database with other platforms

The objective of this task is to subcontract a software developer who will integrate the GAIN-EU database with ECWT portal, genPort portal and other platforms. If it appears to be not sufficient or applicable, a proprietary solution will be developed.

T1.7-T1.13: Leading the WP2-WP8

- Project partners responsible for leading WP2-WP8 (WP2: NaTE, WP3: Portia, WP4: UPUN, WP5: UIA, WP6: BCWT, WP7: VHTO, WP8: ECWT) will monitor and control the execution of respective WPs
- WP Leads will create reports for each respective WP
- Regular Steering Committee meetings will be held virtually and include all WP Leads

Deliverables

The main deliverables (D) from this package are:

D1.1: Yearly Management report (M12)

- General report on activities, budget and progress of the project after Year 1

D1.2: Updated Implementation plan (M21)

- Report on changes required in the implementation plan

D1.3: Yearly Management report (M24)

- General report on activities, budget and progress of the project after Year 2

D1.4: Yearly Management report (M36)

- General report on activities, budget and progress of the project after Year 3

D1.5: Final Management report (M42)

- Final report on activities, budget and results of the project

D1.6-D1.12: Final WP reports (end of WPs)

- Final reports in activities and results of the respective WPs

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1.2.3d.2 WP2 – State of the Art Analysis

Work Package Number	WP2	Start date or starting event:	M1
Work Package Title	State of the Art Analysis		
Activity Type	SUPP		
Participant Number	1; 2	3-8	9-20
Participant Short Name	WWU; ECWT	UPUN; Portia; NaTE; UNIVE; BCWT; VHOTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	0,11	3,25	0,15

Objectives

- To collect and share existing good and best practices on increase in career advancement of women researchers at ICT research institutions
- To develop a methodology for analysing the situation at TRIs.

Description of work

The main tasks (T) to be performed within this WP will include:

T2.1: Set-up of the GAIN-EU Database

- The project will identify and collect the proven effective systemic organisational approaches to increase the participation and career advancement of women researchers, to improve their working conditions, and to promote the integration of gender in curricula and research content at ICT research institutions. One of the core deliverables of this WP will be an online database (GAIN-EU Database) for storing and sharing gender-related good and best practices and activities from all fields of application (practice, research, funding bodies), which are relevant for the ICT area. If some additional TRI-specific practices are revealed throughout the project, they will be added to the GAIN-EU Database.
- The GAIN-EU Database will also include collection of the good and best practices on the Gender Equality Evaluation Criteria.
- During the collection phase the project will establish contacts with existing databases and search their entries relevant for the ICT domain. The databases will include the database of ECWT, as well as the good practice databases of the FP7 projects, such as GENDERA, PRAGES and the Meta-Analysis of Gender and Science Research. Moreover, direct links will be built with the genPORT - an internet portal for sharing knowledge and inspiring collaborative action on gender and science, which is currently under construction.
- The criteria for identifying, systemizing and analysing good and best practices, which should be included in the GAIN-EU Database, will be defined. Potential criteria include e.g. success of a practice, its sustainable impact, embedment into a systematic approach or wider strategy, transferability to another organisation/sector, innovative approach, etc. Then the attributes for describing and recording these practices and activities will be developed, which might include e.g. such attributes as goal of the practice, target audience, career stage etc. Each best practice will be recorded in a way, which enables to then find it by a particular attribute. Most information collected in the portal will be open to the public, while sensitive and confidential information will be for internal use of project participants only.
- The GAIN-EU Database will be set up by a subcontractor, maintained by the University of Muenster, and disseminated by ECWT and ERCIS throughout the project runtime and beyond. ECWT will also ensure dissemination of the Database to its regional centres outside Europe in North America, Latin-America, Asia-Pacific, and the Arab world.
- GEs and EVs will contribute to the Database, as well as extend and update it continuously.
- Once the GAIN-EU Database is set up in Month 4, the project participants will receive an introductory training how to use the database. The training will be organized by the University of Muenster as an online video conference.

T2.2: Development of a methodology for analysing the situation at TRIs

The objective of this task is to define the guidelines for performing As-Is-Analysis and Impact Analysis at the TRIs.

- The guidelines for the forthcoming As-Is-Analysis (WP3) and Impact Analysis (WP6) will be prepared by GEs and EVs.
- The experts will define the exact methodology, which will provide the inputs for the analysis. Methods

may include observations, interviews, analysis of gender-related documents and processes at the TRIs etc. Based on the selected methods, questionnaires, interview guides etc. will be developed for the As-Is-Analysis in WP3, as well as for the Impact Analysis in WP6.

- The guidelines will also provide a list of data and a list of documents, which might need to be collected at the TRIs. A list of data can include such items as e.g. number of women and men among students, staff at different career stages and in decision-making processes. A list of documents can include e.g. description of equal opportunity measures, recruitment/promotion policies and practices, support measures for work-life balance, description of gender content in research activities/projects etc. Specific country state policies applicable to all TRIs will be considered too.

T2.3: Organisation and carrying out the GAIN-EU project kick-off event

- WP2 will end up with the official kick-off meeting of the GAIN-EU project (in Month 4), which will involve all the project participants (Coordinator, GEs, EVs, LCPs, HoDs, ABMs). During the meeting the partners will agree on general technical/methodological principles and practical issues of the project implementation. Moreover, the HoDs will officially reinforce their commitment to the project.

Deliverables

The main deliverables (D) from this package are:

D2.1: The GAIN-EU Database (M4)

- The GAIN-EU Database will store good and best practices and activities relevant to the field of ICT gender equality, as well as Gender Equality Evaluation Criteria. It will be then integrated to one of the existing online portals or a proprietary solution for convenient dissemination of the GAIN-EU Database will be developed.

D2.2: Methodology for analysing the situation at TRIs (M4)

- Guidelines for As-Is-Analysis and Impact Analysis at the TRIs will be developed.

D2.3: Official commitment from HoDs (M4)

- The HoDs will officially reinforce their commitment by signing Letters of Commitment, which will contain more detailed information than the LoIs included in the Annex of this proposal.

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1.2.3d.3 WP3 – As-Is-Analysis at the TRIs

Work Package Number	WP3	Start date or starting event:	M4
Work Package Title	As-Is-Analysis at the TRIs		
Activity Type	SUPP		
Participant Number	3,4,5,6	7,8	9-20
Participant Short Name	UPUN; Portia; NaTE; UNIVE	BCWT; VHOTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	4.25	0.15	0.75

Objectives

- To make the project objectives and methods clear for staff and students at each TRI and to enrol them as project stakeholders.
- To collect data and qualitative information on gender dynamics, employment practices and career pathways at each TRI.
- To identify key challenges and priority areas at each TRI for their further incorporation into GEPs.

Description of work

Data collection and analysis is an essential step during the formulation of gender equality strategy in an organisation. This WP draws on the guidelines developed in WP2 (D2.2) and applies them to the context of each TRI. The GEs will collect information on the gender divisions, dynamics and issues in teaching, research and staffing at respective TRIs.

Each GE will work with the institution's employees under support of respective LCP.

Starting with local kick-off meetings at each TRI a highly participative, dialogue-based approach for working with the institutions will be used by GEs. In order to maximise sensitivity to local issues, GEs will conduct a local needs analysis. They will try to foster staff and student 'buy-in' to the aims and methods of the project.

The data collected will be used to identify challenges and problem areas to be addressed in the GEPs, which will be developed and implemented in WP4 and WP5 respectively.

The main tasks (T) to be performed within this WP will include:

T3.1: Organisation and carrying out the GAIN-EU project local kick-off meetings

- A half-day kick-off-meeting will be held at each TRI and will involve LCP, GE, EV, HoD, as well as departmental staff and student representatives. At this meeting, information on the project and its objectives will be shared with staff and student representatives with an attempt to engage them into project and get their commitment to collaborate with the GE while assessing and advancing gender equality within the department.
- The meeting will provide an important opportunity to initiate a dialogue with departmental staff and student representatives on their perceptions towards existing gender challenges at the department. This dialogue-based approach will help to secure their commitment by defining them as 'stakeholders' of the project, as well as by allowing them to respond to the project aspirations and to articulate their own views on the gender equality challenges they face.

T3.2: Visits of TRIs by GEs and data collection

- The following main issues will be addressed within each TRI:
 - analysis of institution-specific main problems and challenges in gender management
 - survey of existing gender equality measures/plans
 - degree and form of support from the highest management structures (HoD), as well as from the Senior Management Team of the whole institution (rector or equivalent)
 - gender in the content of the TRI's research activity
 - analysis of the gender balance at the TRI in the socio-cultural context of the country
- In order to identify challenge areas, which can be addressed in the GEPs later on, data on departmental employment patterns, policies and practices will be collected and analysed by gender, and, where possible, by age. The role of age in gender inequality in ICT work is emerging as an important issue. ICT professions are young and male, and being both older and female is likely to disadvantage people's careers. Data on staffing issues and practices, as well as on student participation patterns will be collected in order to assess the current situation and the talent pipeline. Data, which will be solicited from HoDs, student

tutors, and, if applicable, personnel from HR department, will include:

- Staff in each job category by gender and age
- Promotion rates by gender
- Teaching hours allocated to staff, by gender
- Departmental students at ISCED (International Standard Classification of Education) levels 5, 6 and 7, by gender
- Student dropout rates, by gender
- Course content and literature that might be gender biased
- In addition, qualitative data on departmental recruitment and promotion practices, as well as on staff perceptions, whether they are treated fairly, will be collected. Departmental documentation searches will be carried out to identify policies and formal practices. Semi-structured interviews will be conducted with department heads, other key personnel, and with selected staff. Observations of internal meetings may also be used. Data that will be collected includes:
 - The formulation and use of practices regarding the advertising of vacancies, including the location of job announcements
 - The formulation and content of job specifications
 - The constitution of interview panels and the setting of selection criteria
 - Decision-making on teaching time allocation
 - The setting of criteria for promotion and the decision making processes involved
 - Particular problems in work-life balance of staff and students, and existing institutional activities to facilitate this balance
- Data collection will be done by the GE assigned to each TRI in close collaboration with the LCP for approximately three weeks. In order to minimise disruption to teaching and other departmental activities and to improve the project acceptance within each TRI, the timing for data collection will be agreed with the staff.
- The WP will be accompanied by regular virtual meetings between the GEs.

T3.3: Reporting

- Once data is collected, GEs will consolidate the findings, discuss them with LCPs and EVs and deliver as an As-Is-Analysis report.
- The preliminary report will be shared with staff and selected students and revised taking into account their comments and suggestions.

Deliverables

The main deliverables (D) from this package are:

D3.1: As-Is-Analysis report (M7)

- As-Is-Analysis report will summarise the state of gender equality at each department. It will cover the status quo, highlight challenges and problem areas and suggest priority areas for inclusion into GEPs, which will be developed in WP4.

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1.2.3d.4 WP4 – Development of tailored GEPs

Work Package Number	WP4	Start date or starting event:	M4
Work Package Title	Development of tailored GEPs		
Activity Type	SUPP		
Participant Number	1; 2; 7; 8	3; 4; 5; 6	9-20
Participant Short Name	WWU; ECWT; BCWT; VTHO	UPUN; Portia; NaTE; UNIVE	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	0.15	2.35	0.58

Objectives

- To tailor a GEP for each TRI.
- To learn about local perceptions to the potential ways of addressing gender equality problems in different institutional and national contexts using e.g. the GENDERA project synthesis report.
 - The information gathered will be used for transnational cooperation, where it will be attempted to expand these perceptions.
- To produce informed guidelines for designing GEPs at ICT institutions across Europe.
- To define a blueprint targeting HoDs and other decision-makers and managers within the institution to guide them through the process of development and refinement of tailored GEPs
 - The purpose of the blueprint is to make the process more inclusive by providing the HoDs with an opportunity to have fruitful and practical discussion with GEs and EVs on the issues that they find to be of priority to their organisational structures and functions.
 - It will set expectations on HoDs that they will need to guide the prioritising and scheduling of the required structural changes.
 - The blueprint will ensure a full agreement and commitment of HoDs to the actions to be implemented, which will ensure their further realisation.
- To establish GEPs implementation roadmaps, which are well-planned, realistic and sustainable for the needs of TRIs.

Description of work

Science institutions across Europe are in different states of knowledge and readiness to embrace gender equality goals. Therefore, their ability to take appropriate actions to introduce improvements might be problematic. This diversity, often historical and cultural, creates a variety of circumstances and differences in the capacity level to manage change. As a result 'one solution fits all' is not possible and tailored GEPs should be developed for each TRI.

The main tasks (T) to be performed within this WP will include:

T4.1: Development of tailored Gender Equality Plans

- Due to the nature of As-Is-Analysis, which involves observations, the development of the GEPs will start in parallel with WP3, when GEs, LCPs and other staff members discuss the existing at TRIs challenges and possible solutions.
- The development of TRI-specific GEPs will be supplemented by on-demand video meetings between GE, EV, LCP, and HoD.
- First ideas about the implementation of GEPs will be diffused to other departments or even the whole institution and their feedback will be incorporated into the final version of GEPs.
- Observation and data collection made in the WP3 will result in identification and prioritisation of TRI-specific challenges. These challenges have to be systematically addressed during the development of a GEP. The main task here is to identify feasible activities to tackle the challenges.
- The roles of LCP and HoD are crucial in this task. It will be negotiated with a HoD how feasible will be the implementation of the proposed activities. A HoD might provide arguments why certain actions cannot be implemented. In this case a draft GEP will be reworked. Once consensus is achieved, a HoD will sign the GEP committing, thereby, support during the Implementation phase (WP5).
- During the WP2 the good and best practices on the Gender Equality Evaluation Criteria were collected and the guidelines for performing Impact Analysis (WP6) were defined. However some of the criteria collected during the WP3 might need to be adjusted according to the needs and challenges of TRIs and, when

necessary, supplemented. All these changes should be reflected in the GEPs.

T4.2: Creation of guidelines for development of GEPs for ICT institutions

In addition to the individual GEPs, the experiences and insights resulting from WP4 will be digested to publishable guidelines.

T4.3: Organisation and carrying out the GAIN-EU project consolidation meeting

WP4 will culminate in a consolidation meeting, where all GEs, HoDs, EVs, and LCPs will be invited to present and discuss the findings and exchange experiences.

The tasks addressed by a blueprint, which will guide HoDs and other decision-makers through the process of development and refinement of tailored GEPs, will include:

T4.4: Enhancing management capacity

- Here, the aim of the blueprint is to focus on the available administrative capacity within an organisation who can take on responsibility to introduce into the management practices knowledge and skill, as well as good practice in how to manage change. Specific examples for analysis will include adherence with benchmarking indicators and quality standards; research evidence; advice from science leaders; whilst also ensuring that HoD's 'can decide' what implementations strategy is best for them and their institution.

T4.5: Enhancing recruitment, promotion and retention practices

- Here, the aim of the blueprint is to help the HoD and other HR to establish if and how the organisational structures and processes involved in the assessment of people and their work during recruitment, promotion and retention actually treat women and men. Are there identifiable differences in the outcomes that show preferences of one over the other? Specific examples for analysis will include: recommendations from gender research scholarship and expertise; work-life balance and support measures enabling women and men manage their work in a flexible way at difficult life-transition stages.

T4.6: Enhancing careers and human capital of employees

- Here, the aim of the blueprint is to help institutional leadership to provide feedback on how to maximise the performance and commitment of those already employed within the organisation by ensuring fairness and transparency in allocating key roles and decision-making responsibilities. Specific examples for analysis will include: membership of important committees; dual career couples, returning to the work place after a career break, training of early stage researchers and advancing experienced scientists.

T4.7: Enhancing research capacity and quality

- Here, the aim is to help research leaders to analyse the nature of the research performed in the organisation from the gender equality perspective; together with the content of researcher training programmes, science curriculum development, and preferred interpretations of research excellence and quality. Specific examples for guiding the analysis will include: understanding research process, designing studies involving sex/gender issues; knowledge transfer opportunities.

T4.8: Enhancing institutional impact and status

- Here the aim is to help institutional leaders to analyse the position that their organisation holds within local/regional/national and European gender equality policy science ecosystems, working in a collaborative way through peer networks, or through cross-sector, of multidisciplinary partnerships, and identify areas of excellence where the gender dimension can create new stimuli for advancing R&D capacity.

T4.9: Monitoring, evaluation, reporting

- Here the aims of the blueprint is to help guide policy and decision makers within institutions to assess compliance with standards of excellence and demonstrating accountability with policy initiatives for equal progression of women and men in science by implementing GEPs.

Deliverables

The main deliverables (D) from this package are:

D4.1: Tailored GEP for each TRI (M10)

- Tailored GEP for each TRI will define the Gender Equality Actions (GEAs) to be taken.

D4.2: Guidelines for development of GEPs for ICT institutions (M10)

- During creation of GEPs the guidelines aggregating the gained experience will be defined.

D4.3: Reports on designed GEPs (M10)

- Informational report will digest the content of the created GEPs.

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1.2.3d.5 WP5 – Implementation of Gender Equality Actions at the TRIs

Work Package Number	WP5	Start date or starting event:	M11
Work Package Title	Implementation of Gender Equality Actions at the TRIs		
Activity Type	SUPP		
Participant Number	3; 4; 5; 6	7; 8	9-20
Participant Short Name	UPUN; Portia; NaTE; UNIVE	BCWT; VHTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	8.21	0.15	8.31

Objectives

- To implement the customized GEPs by integrating gender into recruitment and promotion policies, staff and leadership planning, teaching, curricula, as well as to research content and strategy.
- To identify and engage stakeholders (under continuous support of HoDs) across the TRIs to get necessary help and commitment required by LCPs to start and maintain the implementation of the GEPs.
- To continuously communicate the progress of Gender Equality Actions (GEAs) implementation across the TRIs including reporting on completed and upcoming structural changes.
- To evaluate and advance the implementation process of each GEP.

Description of work

During this long-lasting phase, the implementation of GEAs at each TRI will take place. This is mainly the task of the LCP to advance, supervise and document the results of this process, but the HoD should also actively participate and provide support during this and the two following phases. At the end of this phase, all TRIs should have implemented and put their tailored GEP into practice.

The main tasks (T) to be performed within this WP will include:

T5.1: Organisation and carrying out the local workshops to inform stakeholders about the initiation of structural changes

- To kick-off the implementation phase, on-demand local workshops during the first ten weeks of the WP will take place. The staff members will be informed that the implementation of a GEP has started, which might lead to structural changes at the department. A LCP will be empowered by a HoD to implement the GEAs, as well as will get external support by mainly a GE, but also by an EV.

T5.2: Implementation of the gender perspective to recruitment and promotion policies

- The tailored GEAs focusing on recruitment and promotion policies will be implemented.

T5.3: Implementation of the gender perspective to staff planning and leadership development

- The tailored GEAs for leadership planning and development (including continuing professional development) will be implemented.

T5.4: Implementation of the gender perspective to teaching and curricula

- The tailored GEAs that deal with particular education programs, courses and curricula will be implemented.

T5.5: Implementation of the gender perspective to research content and strategy

- The tailored GEAs focusing on gender in research content and strategy will be implemented.

T5.6: Change management in order to support implementation of the GEAs

- To ensure smooth implementation of the GEAs, change management should deal with potential conflicts and resistance to upcoming changes. The actions, which will be taken to cope with conflicts and resistance during the implementation phase, are thoroughly specified in section [“1.2.5 Significant risks and associated contingency plans”](#). During the implementation phase additional challenges might be uncovered, e.g. implementation might appear to require too much effort or the budget might get too high. In this case it will be decided during discussions between the LCP, GE and Coordinator in Muenster, whether certain actions are really worth being implemented. In complicated cases the Steering Committee will come into action.

T5.7: Organisation and carrying out the meetings between GE, LCP and EV

- In order to ensure the advancement of the implementation, regular feedback online video conferences

between GE, LCP, and EV will take place. In addition, at least two workshops will be arranged, where GE, LCP and EV will physically meet and discuss challenges.

T5.8: Organisation and carrying out the workshops for experience exchange between LCPs

- During these on-demand workshops all LCPs will meet and discuss challenges and progression of the GEAs implementation.

Deliverables

The main deliverables (D) from this package are:

D5.1: GEAs Implementation Intermediate Report (M19)

- This report will be an important input to the evaluation process in WP6 and the refinement process in WP7. The challenges reported in D5.1 will be discussed by GEs, EVs and LCPs. The relevant adjustments to the GEPs will be suggested for implementation.

D5.2: Establishment of a formal departmental/institutional annual monitoring group (M23)

- This group should ensure integration of gender equality measures into organisational reporting functions across strategic committees and structures.

D5.3: GEAs Implementation Final Report (M28)

- The final report that documents the implementation process and the outcomes of the GEAs implementation at each TRI. The report should highlight the implemented changes including recruitment and promotion policies, staff planning, teaching and research content. Moreover, the report should document an agreement on a departmental strategy (and, if possible, an institutional strategy) towards implementation of relevant GEAs in the future.
- In addition, the report should provide a policy statement for each TRI explaining the measures chosen in the specific cultural and political context.

D5.4: Guidelines for implementation of GEAs at ICT institutions (M28)

- Based upon experiences during GEP implementation process across different TRIs, some general guidelines and best practices should be developed. These best practices will provide input to WP8.

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1.2.3d.6 WP6 – Impact Analysis and Follow-up

Work Package Number	WP6	Start date or starting event:	M29	
Work Package Title	Impact Analysis and Follow-up			
Activity Type	SUPP			
Participant Number	2	3-6	7; 8	9-20
Participant Short Name	ECWT	UPUN; Portia; NaTE; UNIVE	BCWT; VHTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	0.08	0.25	3.6	0.5

Objectives

- To assess the success and effectiveness of the GEAs implementation by comparing the current situation with the starting point at each TRI.
- To adjust and improve the GEPs, to tailor GEAs ensuring their better fit to TRI.
- To provide other institutions with information about how to plan and conduct successful gender equality work and how to avoid stumbling stones.

Description of work

EVs will be largely involved at this stage to examine the work, which is going on or has already been done in the previous phase with “a fresh pair of eyes”. Their goals include:

- to assess, whether the actions are now taken in accordance with developed GEPs
- to support the LCPs in their ongoing work with insights based on the best practice from a range of other relevant sources. Thus, partners will also benefit from each others’ experiences.

The main tasks (T) to be performed within this WP will include:

T6.1: Application of the developed evaluation criteria

- EVs will apply the criteria developed in WP2 and adjusted during the WP4. According to the objectives of the action, both qualitative and quantitative methodologies will be used during evaluation. The following questions will be addressed: “Has anything changed in a positive direction or not?” and “What are the reasons for the obtained outcome?” Data may be collected through statistics, interviews, questionnaires, observations etc. depending on the action to be evaluated.

T6.2: Visits of TRIs by EVs

- The EVs will visit the TRIs for approximately 3 weeks to conduct the evaluation according to the GEPs. Virtual discussions will take place between the EV, the GE and the LCP. Each EV will produce an evaluation report for each TRI. This report will be presented to and discussed with the relevant level of management.

T6.3: Organisation and carrying out the mid-term meeting on results of the Impact Analysis phase

- EVs, LCPs, representatives of the managerial level and GEs will participate in the mid-term meeting on results of the Impact Analysis phase to share their experiences, as well as to discuss, explore and find creative solutions to the problems encountered.

T6.4: Adjustments to GEPs

- A revised and enhanced GEP is produced as an outcome of the discussions in T6.3.

Deliverables

The main deliverables (D) from this package are:

D6.1: Adjusted GEP for each TRI (M31)

- As some actions might not have been able to be implemented, the GEPs might have to be adjusted.

D6.2: General Evaluation Experience report (M31)

- This report contains information about problems and success factors in implementing GEPs at ICT research organisations in different parts of Europe

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1.2.3d.7 WP7 – Refinement

Work Package Number	WP7	Start date or starting event:	M32	
Work Package Title	Refinement			
Activity Type	SUPP			
Participant Number	1; 2	3-6	7; 8	9-20
Participant Short Name	WWU; ECWT	UPUN; Portia; NaTE; UNIVE	BCWT; VHTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	0.15	1.49	1.91	3.44

Objectives

- To implement the adopted and refined GEPs.
- To develop a more general work plan (General Gender Equality Plan, GGEP), which will be easily accessible by institutions who would like to work on gender equality.
 - The GGEP will be based on the outcomes of the prior WPs (WP4-WP6) and will make use of the Portal (WP2)

Description of work

The activities for this long-lasting WP will be defined based on the Impact Analysis phase results (WP6) for each specific TRI. The LCPs will continue their work and will be remotely supported by the respective GE and EV. Improvements will be continuously documented. The refinement phase is structurally very similar to the implementation phase.

The main tasks (T) to be performed within this WP will include:

T7.1: Implementation of adopted and refined GEAs

- Similar to WP5, the LCPs will continue to implement the adjusted TRI-specific GEAs in cooperation with EVs and GEs. The refinements will be introduced to the GEPs based on the information revealed during the Impact Analysis phase. GE and EV will have an opportunity to visit all their TRIs twice during this phase.
- As in WP5, the implementation will cover the following aspects:
 - Gender perspective in recruitment and promotion policies
 - Gender perspective in staff planning and leadership development
 - Gender perspective in teaching and curricula
 - Gender perspective in research content and strategy

T7.2: Development of General Gender Equality Plan

LCPs, GEs, and EVs will work together to create the foundation for a configurable (as in Becker, Delfmann, & Knackstedt, 2007) General Gender Equality Plan (GGEP) that can be used by institutions that would like to include the gender perspective into their work. GGEP will contribute to the sustainability of the GAIN-EU project results. It is implied that the GGEP will ensure gender equality at the institutions, where it will be properly and fully implemented. GGEP will contain information about the conditions required to achieve this effect, such as commitment from staff members and (higher) management to increase gender equality and to work on this issue with a long term vision. During the refinement phase (and beyond) the GGEP will expand like a tree. The branches will represent more detailed elaborations on policy recommendations, actions etc. The work plan will be easily accessible through the portal (WP2). The accompanying user guide will describe the integrated long-term approach making the GGEP sustainable.

- In the GGEP specific constraints (country, type of institution etc.) will be taken into account and affect the activities (measures) proposed to a particular organisation.
- The GGEP will be prepared as a roadmap, which will clearly indicate the actions that should be taken to achieve a desired state, the purposes of each specific action and will show how actions are (inter)connected with each other and with the preconditions (specific constraints of the organisation).
- Each action will include a description how it has been implemented and evaluated earlier. These descriptions will clearly show the validity of actions with reference to good and best practices, as well as, when applicable, will refer to scientific publications (accessible through the portal). It will also be indicated, who examined or implemented which action, in which time span, as well as the degree of

importance this action had for the entire project.

- The purpose of the measures will be to achieve structural and sustainable changes with regard to policies and mindsets (e.g. gender stereotypes).

T7.3: Assign “Twin Research Institutions” and establish means for their experience exchange

Based on the experiences of the Implementation and Impact Analysis phases, couples of “more” and “less” advanced TRIs in terms of gender equality will be defined. The institutions will have regular meetings for experience exchange and the “more advanced” institutions will support their “twin” partners with guidance and assistance beyond the project runtime. HoDs will show their commitment to the “twinning idea” in the LoIs.

T7.4: Organisation and carrying out the GAIN-EU project final event

At the end of this WP, the final presentation will take place in Brussels and will include all parties involved. According to planned dissemination activities (WP8), it is expected that around 300 visitors from up to 30 countries will take part in this event.

Deliverables

The main deliverables (D) from this package are:

D7.1: LoIs showing commitment of the HoDs to the “twinning” concept (M35)

- More advanced TRIs (in terms of gender equality) will be assigned to those less advanced to support them in the future. The commitment will be documented in the LoIs signed by the HoDs.

D7.2: General Gender Equality Plan (M42)

- A general work plan that serves as a roadmap for institutions who would like to work on gender dimension. The plan will be accessible at the portal linked to the GAIN-EU Database (WP2).

D7.3: Final report (M42)

- A final report describing the project execution.

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1.2.3d.8 WP8 – Dissemination

Work Package Number	WP8	Start date or starting event:	M2
Work Package Title	Dissemination		
Activity Type	SUPP		
Participant Number	2	3-8	9-20
Participant Short Name	ECWT	UPUN; Portia; NaTE; UNIVE; BCWT; VHOTO	UIA; UNILI; UTU; KIT; KTU; USG; CWI; LUISS; OE; TUS; UAH; OBC
Person-Months per Participant:	4	0.1	0.5

Objectives

- To define and implement the strategy for promoting the progress and outputs of the GAIN-EU project to ensure its widest possible dissemination.
- To inform external universities and research institutions about the GAIN-EU project and its findings.
 - These universities or research institutions should be committed to promote advancement in higher education and research careers of women in the STEM fields in general and in ICT specifically on a local, regional, national, European and international levels.
- To disseminate project results in meetings, conferences, events, websites, publications, social and other media on all levels.
- To support project partners' dissemination activities with necessary dissemination tools.
- To enable and assist external interested researchers to drive forward the Gender Research in ICT based on the analyses of the GAIN-EU Database.
 - It is envisioned that after the successful implementation of corresponding GEPs, the TRIs will serve as 'lighthouse institutions' for their respective regions and will stimulate other institutions to promote gender equality by disseminating their success stories.
- To secure wide visibility of the project results through networking activities linked to both project specific and external events.
 - To link GAIN-EU to other related projects, which are currently running or coming to an end, e.g. GenisLAB⁹.
 - To present the GAIN-EU project proceedings at the annual European Gender Summit.
- To maintain the GAIN-EU project portal beyond the project runtime.

Description of work

The main tasks (T) to be performed within this WP will include:

T8.1: Development of the GAIN -EU dissemination strategy

- The GAIN-EU project dissemination strategy will be developed by the WP8 leader ECWT with the feedback from partners.
- The dissemination strategy will describe in detail, which target groups will be addressed, what kind of tailored messages, communication tools and communication channels will be used.
- The strategy will identify the milestones, which are particularly suitable for outreaching key stakeholders, as well as a list of relevant external events and media, which could be used to further enhance the project's dissemination.
- The dissemination strategy will be the project's roadmap for all dissemination activities.
- As part of the dissemination strategy, ECWT and ERCIS will share and extend their contact databases in order to include all the major actors from the ICT sector in general and ICT research institutions in Europe in particular (EU Member States and wider Europe). Key actors from the US and Australia will also be linked to the shared contact database.
- The GAIN-EU project proceedings and outcomes will be spread to some other major public and private actors related to the gender and ICT agenda including e.g. DG CONNECT Unit D4 (who manage the 'Digital women' initiative), DG RESEARCH, European Institute of Innovation and Technology (EIT), European Institute for Gender Equality (EIGE), COST genderSTE Network, DIGITAL Europe Members, WITSA Members, CEPIS Members, Signatories of the Code of Best Practices for Women and ICT, all National Point of Contacts and members of ECWT, regional centres of ECWT (Asia Pacific Centre for Women and Technology (APCWT) and the Latin American Center for Women and Technology), all

⁹ <http://www.genislab-fp7.eu/>

ERCIS Members, European Platform of Women Scientists (EPWS), Athena SWAN in UK, National Science Foundation (NSF) in the USA, Women's International Research Engineering Summit (WIRES) members, Arab Women in ICT Summit (AWS) participants, and relevant global corporations. Collaboration will be based on a common global framework.

T8.2: Development of the GAIN-EU corporate identity and promotion tools

- Project logo and graphic charter
- Project leaflets (1000 ex)
- Project website
- Roll-up

T8.3: Dissemination of the GAIN-EU products and results in written, audio and social media

- Six electronic newsletters will be issued to ensure a regular flow of information to all interested stakeholders. The newsletter will keep a wide community informed about the project's progress and intermediate results. The newsletters will be in html format and contain links to extended versions of news items on the project website. The newsletters will be translated to local languages and further disseminated by all project partners. Information about the project's progress and intermediate results will also be included in ECWT main newsletters, which are sent monthly to more than 10.000 recipients in Europe and globally.

T8.4: Organisation and carrying out the GAIN-EU project dissemination events and participation in the related external events at European, national and local levels

- Kickoff Meeting
- Mid-term (Consolidation) Meeting
- Final Conference
- Presentation of the GAIN-EU project at minimum two networking local events per year and at two European level or global events
- Inclusion of the questions related to the GAIN-EU project state of the art to the TechWomen Europe Survey 2015 and the questions related the attitude towards the GAIN-EU project to the TechWomen Europe Survey 2017

T8.5: Monitoring of project dissemination

T8.6: Assurance of transferability of project results to Europe, their linkage with similar projects and global dissemination (in collaboration with the ABMs)

Deliverables

The main deliverables (D) from this package are:

D8.1: Dissemination Materials (M6)

- See T8.2 for a list of dissemination materials

D8.2: Dissemination strategy (M12)

- One overall project dissemination strategy and customized national strategies

D8.3-8.8: Six GAIN-EU project newsletters and at least four press releases

- The newsletters will be released M12, M18, M24, M30, M36, and M42
- The press releases will be released on demand

D8.9: Video about the GAIN-EU project on Youtube (M18)

- ECWT will develop a promotional video of the goals and concepts of GAIN-EU

D8.10: Dissemination Documentation (M42)

- Final Conference documentation; the GAIN-EU project final report, which will include all national dissemination reports

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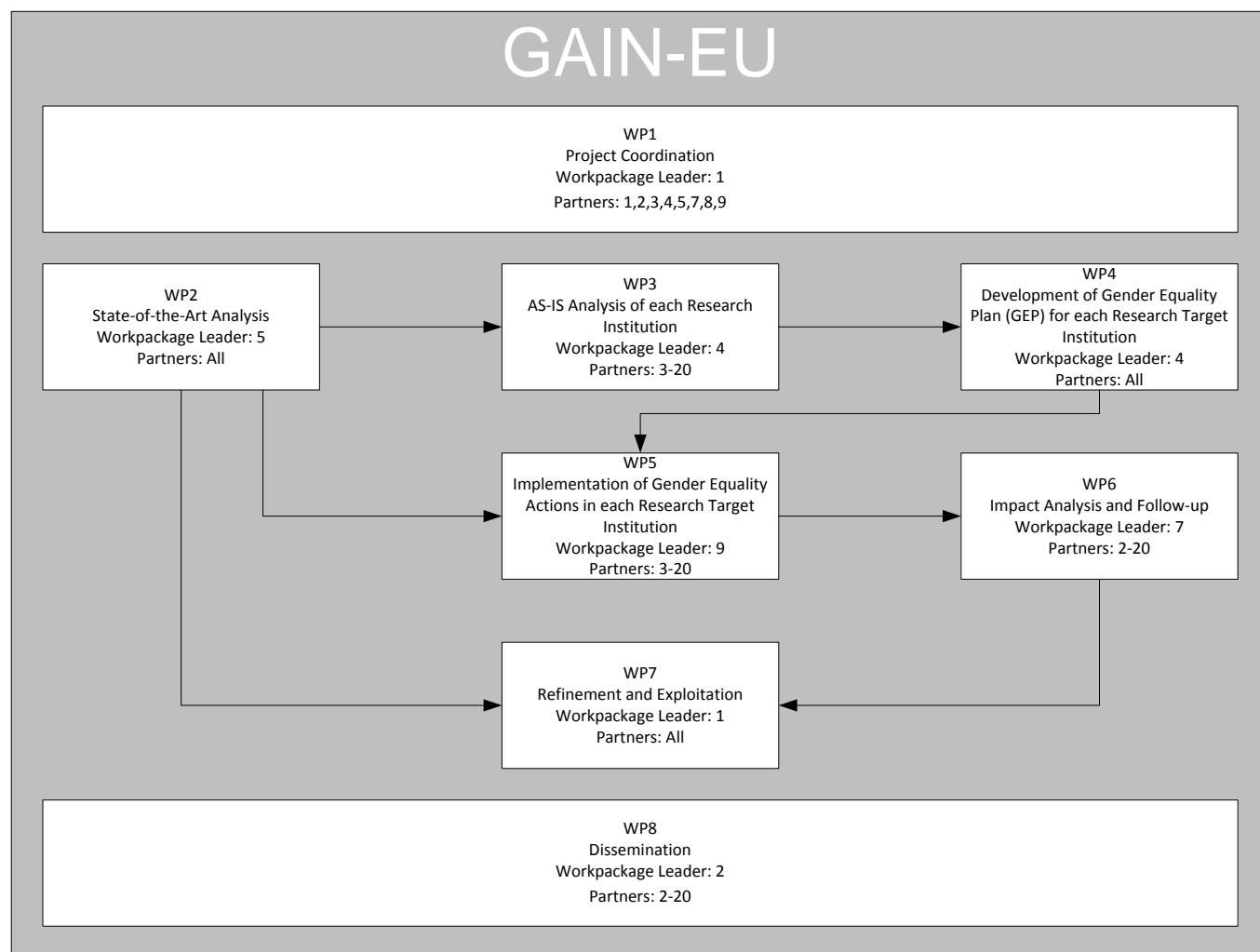
1.2.3e Summary of staff effort

WP Leaders are shown by highlighting the relevant person-month figures in bold.

Participant No. / Short Name	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total Person Months
1. WWU	45.40	0.11		0.15			0.15	0.00	45.81
2. ECWT	4.44	0.11		0.15		0.08	0.15	4.00	8.93
3. UPUN	0.70	3.25	4.25	2.35	8.21	0.25	1.49	0,10	20.60
4. Portia	0.85	3.25	4.25	2.35	8.21	0.25	1.49	0,10	20.75
5. NaTE	0.65	3.25	4.25	2.35	8.21	0.25	1.49	0,10	20.55
6. UNIVE		3.25	4.25	2.35	8.21	0.25	1.49	0,10	19.90
7. BCWT	0.73	3.25	0.15	0.15	0.15	3.60	1.91	0,10	10.04
8. VHTO	1.18	3.25	0.15	0.15	0.15	3.60	1.91	0,10	10.49
9. UIA	1.98	0.15	0.75	0.58	8.31	0.50	3.44	0,50	16.21
10. UNILI		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
11. UTU		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
12. KIT		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
13. KTU		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
14. USG		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
15. CWI		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
16. LUISS		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
17. OE		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
18. TUS		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
19. UAH		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
20. OBC		0.15	0.75	0.58	8.31	0.50	3.44	0,50	14.23
Total	55.92	21.53	26.30	16.98	132.83	14.28	51.40	10,60	329.82

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1.2.4 Pert diagram



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1.2.5 Significant risks and associated contingency plans

The following risks (R) to the successful implementation of the GAIN-EU project have been identified. For each risk the associated contingency plans are discussed:

R1: Risk that one or several project partners leave the Consortium

The project Consortium has been carefully built by choosing only reliable partners who have a long history of collaboration with either ERCIS or ECWT. Due to the call's budget limitations, the number of participants was limited to twelve TRIs, four GEs and four EVs. Several additional research institutions (among them, the University of Muenster) and experts in the Gender field showed their willingness to participate in the project and were put on a waiting list.

In the Grant Agreement and in the Consortium Agreement all possible changes in the Consortium will be carefully defined. If one or several partners decide to leave the Consortium, the expert(s)/institutions from the waiting list will fill the missing slots. In case there are still not enough GEs and/or EVs, the other expert(s) who are members of the Consortium will overtake the work. Moreover, some drop-out of TRIs is acceptable without the project results being crucially affected.

One risk independent from trust and former collaboration is the chance that due to the European financial crisis Universities especially in the most affected countries, like Spain, will have to cut their budget. In if happens with Universities, which EVs or GEs are affiliated with, the work will be continued using another affiliation or subcontracting. In if happens with one or several TRIs, as mentioned above, drop-outs are acceptable to a certain extent.

R2: Risk that the contact person assigned to the project Coordination drops out

The coordination will be performed by the Headquarters of ERCIS in Muenster, Germany. The staff member allocated for this task, namely [Dr. Michael Räckers](#), has the status of a civil servant (has life-long position). If for some reason he person is not able to perform the project coordination task, the Chair for Information Systems and Information Management commits to assign additional resources. All the details will be provided in the *Consortium Agreement*.

R3: Risk of lack of support from one or several Heads of Department

HoDs were personally addressed during the application phase and all showed great interest to participate in the project having their TRIs as points of observation and structural change. Their commitment was secured by signed LoIs, which is seen as a commitment from the Department/Institution and not just from an individual. The LoIs can be found in the proposal Annex.

However, there is still a risk that HoDs will be reluctant to implement certain structural changes. In order to mitigate this risk, there will be a constant dialog between GEs, LCPs and HoDs, where all parties will bring input. Therefore, HoDs will be constantly updated and will have influence on development, implementation and refinement of GEPs, which, on the other hand, can risk realization of certain actions. In case some of the actions in the GEP, which were initially approved by the HoDs, turned out to be unrealizable, HoDs together with EVs and LCPs should collaboratively find alternative solutions and negotiate on the changes in GEPs, which will be brought to life during the Refinement phase. Impracticability of certain actions is also considered as a result itself, which is worth being researched on after the project completion.

In case there is a total lack of support from a HoD, another TRI would be brought in (please see R1 for details). The same measure can be applied in case a HoD leaves a TRI and his/her successor refuses to continue participating in the project.

R4: Risk of resistance from TRIs' employees towards acceptance of Gender Equality Plans

Implementation of structural changes at any institution always bears the risk of reluctance from the people involved. It occurs mainly due to the fears of uncertainty towards what might happen after the changes are implemented. Sometimes employees might see a threat in changes and then tension or even conflicts occur.

Actions to avoid this reluctant behaviour can include, among others:

- online mentoring sessions to resolve any specific unpredicted obstacles
- motivation of acceptance through constant communication of the project's goals
- generation of awareness towards the gender equality challenge, the benefits of overcoming this challenge, as well as discussion of the project during workshops, personal and group talks
- support from upper management

These activities will be implemented by GEs/EVs and LCPs at the beginning of the project and during the Implementation, Impact Analysis, and Refinement phases.

R5: Risk that GEs/EVs will not be able to visit TRIs for fieldwork

According to the project plan, each GE and EV will stay at three TRIs for several weeks during the As-Is-Analysis and Impact Analysis and Follow-up phases respectively. These meetings are crucial for the project course and cannot be substituted by virtual means. The dates of visits will be agreed with experts and LCPs beforehand, but still there is a risk that a person might e.g. get sick during that period. Therefore, some flexibility in meetings re-scheduling is possible, which will be foreseen in the *Consortium Agreement*.

R6: Risk that it will be impossible to arrange physical meetings due to natural disasters or non-availability of partners to attend them

The 2010 eruptions of Eyjafjallajökull volcano in Iceland led to cancellation of many national and international flights from and to Europe. There might be many other reasons hindering the organisation of physical meetings, which include key events or meetings for knowledge exchange. There is also a risk that one or several partners cannot participate in them, e.g. due to sickness or because getting visa took them too long.

In this case, it is acceptable that a partner representative will be informed on the project course and invited to a meeting. Continuous information flow, which includes early discussion and notifications on the meeting dates, is guaranteed by the project Coordinator. If many partners cannot participate, it will be possible to arrange an alternative date. Moreover, if it is not possible to travel by plane, the European scope of the project makes all destinations reachable by train or car in reasonable amount of time.

The Coordinator will provide means to set up virtual meetings for all participants using special software, e.g. GoToMeeting, Flashmeeting, Adobe Connect or Microsoft Lync. These products already proved their applicability during various web-conference sessions organized by ERCIS and ECWT and have also been successfully tested during the preparations of this application. Some of them, e.g. GoToMeeting, also provide extended functionality, such as e.g. an opportunity to record all conversations. The selected tool(s) will be specified in the *Consortium Agreement*.

R7: Language barrier

Although all GEs, EVs and HoDs are fluent in English, we cannot assume the same for the employees at TRIs and people from other local administrative units involved. Therefore, English language proficiency will be one of the prerequisites when assigning LCPs, who will help GEs/EVs to discuss the project goals and course with the employees, as well as to conduct interviews or to translate surveys. Most institutions have already stated who will act as their LCPs and they all are proficient in English and native speakers of respective local languages at the same time.

The project budget includes translation of the project documents as one of its expense items. GEPs and all the documents generated during the project will be in English and, if necessary, translated to a local language. All the TRIs' organisational documents requested by GEs/EVs will be translated to English too.

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2 Implementation

2.1 Management structure and procedures

The GAIN-EU project will be coordinated by the Headquarters of ERCIS at the University of Muenster. It will be steered by a Steering Committee consisting of the Coordinator (Muenster, Germany), the Disseminator (Drammen, Norway), the GEs, EVs, as well as one representative of the TRIs, Kristiansand, Norway.

Project Consortium

Project Coordinator

The Project Coordinator is responsible for the overall management, communication, and coordination of the entire research project. A special emphasis within its responsibilities is to assure in accordance with Work Package Leaders the overall integration of the single WPs.

Furthermore, the Project Coordinator is the only official channel that interacts with the EC, especially with regards to the submission of deliverables, aspects related to third parties and the consortium of GAIN-EU.

Steering Committee

The Steering Committee will meet virtually at least quarterly. The Project Core Partners is the highest decision board and its main task is the project governance. It will have the overall responsibility of all technical, financial, legal, administrative, ethical, and dissemination issues of the project. For this reason the Steering Committee will monitor and assess the actual progress of the project and make amendments if necessary. In particular the Steering Committee will be responsible for the following tasks:

- Resolve any conflicts that may appear among the consortium
- Approve Intellectual Property Rights (IPR) related issues such as publications, as defined in the Consortium Agreement
- Approve any changes in the Consortium Agreement and recommend acceptance of changes to management or partners
- Approve and accept deliverables of the project of technical or reporting nature
- Decide on defaulting projects and partners

Project Partners

Under the control of and in compliance with the decisions of the Steering Committee the Project Partners shall be responsible for the planning, execution and controlling of the project's tasks.

Since the Project Partners contribute significantly to the overall project performance, professional and efficient structures will optimize the overall project success. In order to achieve this goal the Project Partners will split up its functions into technological/scientific, administration related and collaboration related tasks for specialization.

Scientific and Technology Coordination tasks will mainly focus on the various aspects of the various activities within the project.

Coordination of Administrative Activities tasks include financial reporting, cost claiming, budgeting, scheduling, intellectual property rights management, management of knowledge dissemination and contract control management.

The scale and scope of activities may change during the project. However, this way of structuring ensures specialization, professionalism and transparent competences. This enables partners to keep focus on their tasks. At the same time overall administrative synergy is achieved.

Advisory board

The advisory board consists of a group of dedicated Gender researchers ([see Section 2.2](#)) that share good relationships to one or more of the partners. Without being funded, they support the project by following the project process through reports and video conferences and by attending to meetings when nearby. The reason for not being in the consortium from the beginning of the project lies in the fact that they are not eligible applicants for geographical reasons. However, when applicable, the advisory members will be asked to join applications for project proposals that might arise during the project runtime.

Work Package Leader

The Work Package Leaders of GAIN-EU are responsible for managing their WP as a self-contained entity. The scope of their responsibilities includes amongst other things coordinating, monitoring, and assessing the progress of the WP to ensure that output performance, costs, and timelines are met. In cooperation with the Project Coordinator, Work Package Leaders are responsible for the integration of their results into succeeding WPs or tasks.

Table 2: Overview Responsibilities – Meeting Frequency of Management Bodies

Management Body	Responsibilities	Meeting Frequency
Project Coordinator	<ul style="list-style-type: none"> • Overall project coordination • Overall project communication • Chairs Project Core Partners • Only official channel between the consortium, the European Commission and third parties 	Not applicable
Steering Committee	<ul style="list-style-type: none"> • Approval of IPR-related issues • Approval of any change in the Consortium Agreement • Approval and acceptance of all project deliverables • Review of the project as a whole • Discussions on technical, finance, legal, administrative, ethical, dissemination aspects • Approval and acceptance of the implementation plan and adoption of project roadmap (if applicable) 	Quarterly, on demand, virtually
Project Partners	<ul style="list-style-type: none"> • Administration and scientific coordination activities • Implementation of all action plans • Implementation of a quality assurance system • Providing clear guidance on IPR issues • Developing and maintaining a communication and reporting attitude 	Continuous communication with Work Package Leaders, On demand
Advisory Board Members	<ul style="list-style-type: none"> • Scientific Advisors to the project • Guarantee the scientific quality of the project 	On demand During core events
Work Package Leaders	<ul style="list-style-type: none"> • Management of the WP • Coordination, monitoring, assessment, and reporting of the progress of WP • Evaluation of possible actions and activities 	On demand

Management and Information Systems

Quality Assurance

European Research Projects have to meet supreme quality expectations. Therefore certain controlling and assessment procedures will be established.

Early Warning System

State of the art controlling instruments will be applied to support scientific and technology researchers. The controlling instruments will be accompanied by an efficient communication platform. The co-action of the controlling instruments and the communication platform will create an early warning system to identify quality deviations from the work plan on time. This allows for setting up contingency or recovery plans at an early stage.

Quality Assurance - Deliverables

The Project Coordinator is responsible for the necessary assessment of deliverables. Only if the results of deliverables are in compliance with target deliverables they will be turned in to the EC. The assessment of the deliverables will be done based on the following criteria:

- Timeliness of delivery
- Balanced structure, fitting to the content and resources
- Appropriate usage of pictures, graphs and tables

Communication and Collaboration Platform

Efficient communication and collaboration structures are essential for the success of the project. Since all project partners are distributed across European member states, the centrepiece of the overall project communication will be a protected online collaboration platform. This platform provides each partner independent access to important

documents, code, meeting agendas, supporting materials, individual to-do lists and other miscellaneous project information.

Decision Process and Partner Agreements

Decision Process and Conflict Resolution

Mandatory decision rules and agreements are necessary for the success of the project. The decision making process will follow the guideline to reach agreement as close as possible to the level of execution. Only if agreement will not be reached on a given level, the decision will be escalated to the next appropriate level.

Decision Scope at the Task Level

All partners being involved in a task are eligible to contribute to a decision regarding that certain task. For decision-making, decision-support systems will be used on all levels. They enable the participants to vote if no consensus can be reached. In case a capable decision cannot be taken at this level, the issue has to be forwarded to the Work Package Leader.

Decision Scope at the WP Level

All partners being involved in a WP are eligible to contribute to a decision with regards to this WP. In case a competent decision cannot be taken at this level, the issue has to be forwarded to the Steering Committee.

Decision Scope of the Steering Committee

The supreme decision committee is the Steering Committee. Each partner has to send a qualified representative to the Steering Committee.

Additionally, specific decision and corresponding voting procedures may be defined in the Consortium Agreement. However, it will be the general effort of all partners and all levels of decisions to achieve solutions representing unity and an overall agreement.

Management of Knowledge / Intellectual Property Rights

For every partner of GAIN-EU it is very important to have explicit rules on how to access pre-existing know-how and knowledge and how to ensure the protection of intellectual property. Therefore those issues will be represented in detail within the Consortium Agreement.

Consortium Agreement

The Consortium Agreement of GAIN-EU will specify all administrative processes, defining access rights to knowledge, dissemination rules, and IPR. Legal documents such as the Consortium Agreement as well as use and exploitation plans are being set to minimize the conflict potential within the consortium and thus will be adapted to the typical requirements of the consortium members of GAIN-EU.

Innovation Related Dissemination and Exploitation of GAIN-EU

Dissemination Principles

All partners of GAIN-EU are aware of and committed to the dissemination and exploitation of the project results. Dissemination and exploitation have a focus on different targets and for that reason different underlying principles have to be applied.

- It is the principle of all dissemination efforts to actively promote and provide the projects results to target groups and interested parties.
- It is the principle of all exploitation activities to use the GEPs to create value within all participating TRIs and thus to improve their gender equity situation.

Both approaches will be conducted under the premises of respecting and protecting the intellectual property rights of the consortium partners.

All dissemination activities and results will be labelled according to the commission's guidelines (logos, layouts, funding facts, and project identification number).

WP8 is our Dissemination and Exploitation WP. The WP8 description lists in detail the envisaged activities and deliverables as known and planned at the start of the project. Dissemination and exploitation plans will be updated and detailed during the project.

Dissemination Approach

The accelerating information society especially in Europe makes it more and more challenging to reach target groups and interested parties. For this reason dissemination efforts need to be adjusted carefully to the respective target group(s). Academic partners will play a significant role in disseminating the structural change achievements obtained within the project to the scientific community. Three major dissemination channels will be established, each accompanied by an own content strategy paper. This combined approach ensures efficient information dissemination based on the target audience's needs and involvement.

Dissemination Channels

The three main dissemination channels can be classified by the personal level of need and/or involvement and a corresponding focus on information customisation.

Online Dissemination:

- **Website:** A website will support the dissemination of the GAIN-EU idea, consortium, project plan, current stage of the project, public deliverables, as well as planned and completed dissemination events. An additional objective of the website is to create a community of interested parties around the project, so as to accelerate their involvement and disseminate research results to promote awareness. This platform will provide a first access point for interested parties into the GAIN-EU idea, project, and results. Therefore, it will be set up at a very early stage and updated conscientiously and regularly. The GAIN-EU website will be linked to all the relevant websites.
- **Regular Newsletter:** Starting from M12 a regular newsletter will be sent out to interested parties, who are not project partners. The newsletter will be available on the official GAIN-EU website.
- **Linking and Integration:** The GAIN-EU project will be made available and detectable on relevant portal and community websites.

Non-Electronic Dissemination:

It is the approach of the non-electronic dissemination channel to use classical vehicles for the dissemination of the project idea, current stage, and results. These communication means focus on the dissemination of project results mainly to experts, professionals, and parties potentially interested in the exploitation activities. A careful selection process will guarantee that special focus lies on reaching a high degree of knowledge promotion within the targeted group. Non-electronic dissemination should also increase the level of information requirements and involvement, and thus also invite the interactive participation of interested parties.

- **GAIN-EU Folder/Brochure:** A GAIN-EU folder will be created and distributed in M6 and updated regularly. Distribution will also include a high-quality electronic version in portable document formats (e.g. PDF).
- **Journal and Research Paper Publications:** Targeted journals and magazines are of academic nature. The following journals have been identified as being relevant for GAIN-EU and will therefore be targeted through our dissemination activities.

Interactive Dissemination:

The interactive channel of dissemination is designed for target groups with a high level of information needs and involvement. This channel will offer opportunities for personal interaction with researchers and developers. This channel will also provide information that is exactly tailored to specific needs of target groups. The interactive channel will be the most efficient and effective means for community building and will have the highest impact on dissemination and exploitation. Results will be presented by participants in workshops, lectures, conferences, networking events, symposia, or fairs.

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2.2 Individual participants

2.2.1 Coordination: University of Muenster

Institution

The Chair of Information Systems and Information Management (ISIM) at the University of Muenster is the core of the headquarters of the ERCIS network, both under the direction of Prof. Dr. Joerg Becker. ERCIS is an international network of researchers conducting cooperative research in the field of integrated Information Systems (IS) development and organisational design. It links world-class IS departments and partners from industry from around the globe with a focus on Europe. Combined expertise is used to promote interdisciplinary research that enables organisations to gain competitive advantages in quickly changing environments. ERCIS headquarters currently comprises ten full professors with roughly 100 research assistants and 70 student assistants. Numerous excellent researchers from European, American, Australian and Asian research institutions act as associated partners. Further information can be found at <http://www.ercis.org/>

Since June 2011 ERCIS is a member of the European Centre for Women and Technology (ECWT), which is a network of public actors, private organisations, academia, and NGOs, who share the common vision that ECWT can measurably and significantly increase the participation of women in the knowledge-based economy in Europe (please see section [“2.2.2 Dissemination: Eva Fabry – ECWT”](#) for further details). ERCIS took part in the creation of the joint project proposal initiated by ECWT under the COST (European Cooperation in Science and Technology) framework with ICT as a preferred domain called “European Network on the added value of gender in research and innovation in ICT” (GenICOST). The proposal is now in the 3rd round of revision and, in case of final approval, it will enable a high-level networking of the interdisciplinary team of leading researchers from universities and companies.

ERCIS and ECWT are the initiators of the GAIN-EU proposal.

Task

The University of Muenster will be coordinator of the project and the WP1 lead.

Key personnel involved

Prof. Dr. Joerg Becker (born 1959) is professor at the Chair for Information Systems and Information Management, head of the Department of Information Systems, and pro-rector at the University of Muenster, Germany. Since 2004 he has been academic director of ERCIS, which was founded by the Ministry of Education and Research NRW, Germany. Professor Dr. Becker holds a Master's degree and a Ph.D. in Business Administration from the University of Saarland, Germany. He obtained his Ph.D. in 1987 under the supervision of Prof. Dr. A.-W. Scheer. He also studied Business Administration and Economics at the University of Michigan, Ann Arbor. His research areas comprise information management, management information systems, information modelling, e-Government and data management. He obtained extensive knowledge in the domain of administrative service delivery and organisational design by leading several process-oriented reorganisation projects in ministries and municipal administrations.

The main contact person assigned to the GAIN-EU project Coordination is [Dr. Michael Räckers](#).

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2.2.2 Dissemination: ECWT

Institution

Since 2008, when ECWT was set up with 16 founding members, the network has evolved to be recognized as the main knowledge hub on the issue of Women and Technology in Europe. Today ECWT has around 120 public and private organizations, academia and NGOs as members and multi-stakeholder based platforms. Today, National Points of Contact of ECWT operate in 18 countries.

Based on a common global framework and a bold strategy adopted by the International Taskforce on Women in ICTS (ITF) in 2005, ECWT also leads the global collaboration between Europe and similar centres operating in Latin America (Buenos Aires at the UNESCO Center for Women in Science), in Asia Pacific (based at the University of Ballarat) and in Dubai (Regional Center for Women in the Arab World).

In five years ECWT has developed to be a reliable partner in European level projects focusing on the women in technology agenda and a key source for safeguarding the gender dimension of e-skills activities (e-skills week in 2010 and 2012, coordinating the national e-skills week in Portugal (2010) and in Italy (2012), organizing the Digital Women workshop at the Digital Agenda Assembly 2011) the Breakout session: Bridging Europe's skills gap – unlocking the full potential of women in Europe at the e-skills Week Final Conference 2012, participating in delivering e-skills: European Guidelines and quality labels for new curricula), organizing European level activities (e.g. ICT 2006, 2008, 2010; co-organizing the EC and Hungarian EU Presidency Conference 'Women in Science, Innovation and Technology in the Digital Age, 2011, partnering with the Ohio State University and Georgia University of Technology to run biannually Women's International Research Engineering Summit (WIRES) with the support of NSF.

ECWT has initiated a Position Paper and carried out a European level consultation on the Women in Technology agenda leading to the EU Parliamentary Hearing on the same issue planned to take place the 25 April 2013.

Task

ECWT will be responsible for dissemination and thus will be work package leader of WP8.

Key personnel involved

Eva Fabry works as European Affairs Manager at the Norwegian Regional Innovation Centre Papirbredden Innovasjon in Drammen, Norway which serves as the Secretariat of ECWT. Eva got her university degree at the Eötvös Lorand University Faculty of Arts, Budapest, Hungary and the Oslo University Faculty of Arts. Between 1976 and 1990, Eva was a diplomat at the Hungarian Embassy in Stockholm. Eva works since 1990 in European Affairs developing and managing European projects in Structural Funds (Interreg IIC, IIIB NSP, IIIC, IVC) and Framework Programs, several with ICT and women and technology focus. Since year 2000, Eva has been intensively involved in building up the international network of the Swedish National Federation for Resource Centres for Women (Member of the Board 2000-2007), the WINNET Europe Association (2006-2007). Eva is since year 2005 Member of the STC of the International Taskforce for Women and ICTs (ITF) and since 2008 Chair of the Global Women and Technology (GWT) Network.

Dr. Irene Kamberidou is an Assistant Professor of Sociology at the University of Athens (www.uoa.gr). She received her PhD from the Sociology Department of the Panteios University of Social and Political Sciences in Athens Greece, her BA and MA from Emmanuel College and Boston College respectively, Boston, Massachusetts, USA and completed her junior year abroad at the Sorbonne de l'Université Paris. Dr. Kamberidou is a founding member of the European Centre for Women and Technology (ECWT) as well as a member of the Executive Group of the ECWT with active participation at international and European conferences, including publications. She has also contributed as a gender expert and moderator in many of the European Commission's high-level conferences, meetings, projects and workshops addressing exclusionary practices in the digital age (see public profile in Women for Smart Growth: http://ec.europa.eu/information_society/events/cf/daa11/person.cfm?personid=21537) Dr. Kamberidou is also a member of the Hellenic Sociological Society (HSS) and an honorary member of HePIS- the Hellenic Professionals Informatics Society which is a member of the International Federation for Information Processing (IFIP) and the Council of European Professional Informatics Societies (CEPIS) Council of European Professional Informatics. In 2004-2008 Dr. Kamberidou was a member of the Gender Expert Action Group (GEAG) of the European Commission's Directorate-General for Information Society and Media in Brussels.

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2.2.3 TRI: University of Agder

Institution

The TRI (TRI) at the University of Agder is the department of Information Systems. The department provides teaching and research at the intersection of technology, organisation and business administration. Besides giving academic programmes in IS on all levels, the Department of Information Systems maintains close relations to the business community and the public sector.

The department faculty actively contribute to both national and international research within the field of IS. The research includes analysis, design, development and implementation of IS, giving particular attention to the interaction between ICT and organisation. There is an extensive collaboration with industry and public sector in the region, in which Master Degree and PhD projects are an important basis for research projects. The department offers a PhD programme in IS, focusing on research areas such as Enterprise systems, Global IS, ICT and development, Knowledge management systems, Business process modelling, IS evaluation and benefits management, and e-Government (including e-Democracy and e-Participation).

Task

The University of Agder as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The University of Agder LCP will take active part in the refinement, implementation and dissemination phases. Finally, the University of Agder will lead WP5.

Key personnel involved:

Dr. Bjørn Furuholt is the Head of the Department and Associate professor. He holds a PhD in IS from Aalborg University, Denmark. Dr. Furuholt has a broad experience from research, education and industry. He was the Dean of the Faculty of Economics and Social Sciences (1996-2000), and has also worked as a researcher, system development consultant and manager in private sector for several years. His research interests focus on ICT for development and use of IS (in particular e-government systems) in developing countries. He has published his work in a wide range of academic journals, and presented his research at many international conferences. He is supervising PhD students. He has been working within the Council of European Professional Informatics Societies (CEPIS) on IT competence and was one of the founding committee members of European Computer Driving License (ECDL) Foundation and The European Certification of Informatics Professionals (EUCIP).

Eli Hustad would undertake the role of a LCP. She holds a PhD in IS from the University of Oslo (2007), and works as an Associate Professor at the IS department at UiA. She has been involved in research and education activities related to the introduction and adoption of complex enterprise-wide ICT systems in companies (e.g., ERP systems and KMS). Her research interests are the importance of knowledge networks and the utilization of ICT in organisations to promote innovation. She has studied the implementation of knowledge management initiatives (introduction of technology to support knowledge management and decision support/BI) in both small and large enterprises. In particular, boundary spanning issues, knowledge brokering, and boundary objects have been utilized as perspectives in her research. She has presented her studies at international conferences and published articles in academic journals.

Eli also participated in EU proposal applications (FP7-SEC-2013-1: 7th Framework Programme for Research, technological Development and Demonstration: Crisis SNS - Agile crisis management through effective use of Social Computing (submitted Nov 2012), and EU project application Intermezzo 2009).

She has recently been involved in research focusing on gender and technology. She received project funding from Gender Balance in Research, Norway (2012) on the project entitled, "Building a cross-disciplinary international network of female researchers to promote Women in academic positions". She also got funding from the Norwegian Research council (RFF Agder) for the position project: "Gender perspective in Systems Design: A new criterion in innovation?" (2012-2013). In relation to these projects she has organized one local and one international workshop on gender- related issues and technology (Women and Science (UiA), Gender issues in knowledge management design (ECKM 2012, Spain).

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2.2.4 TRI: University of Liechtenstein

Institution

Institute of Information Systems, Chair of Business Process Management, University of Liechtenstein

Founded in the early 1990s, the Institute of Information Systems consists of a young and motivated research group that has been continuously growing since then. The institute offers an innovative Master's program in IT and Business Process Management. Additionally, the institute represents the Association for Information Systems (AIS) in Liechtenstein through the Liechtenstein Chapter of the AIS (LCAIS).

Our research focuses on business process management (BPM) and related topics, including business process analysis and specification, creativity-intensive business processes, collaborative process modeling, the role of culture in BPM, and the role of BPM for enterprise sustainability. Other research areas include enterprise content management, document management, enterprise resource planning, service orientation, interoperability and standardization, e-learning, and social networking.

Being an ERCIS member, and situated in the heart of Europe, the institute strives to be a networking hub that facilitates the exchange of both IS researchers and students. In this past year, we had the pleasure to welcome a number of distinguished IS researchers in Liechtenstein, including Alan R. Hevner (University of South Florida, USA), Marco de Marco (Università Cattolica, Italy), Ken Pfeffers (University of Nevada, USA), Jan Recker (QUT, Australia), Nicolas Romano (Spears School of Business, USA), and Reima Suomi (Turku School of Economics, Finland). Furthermore, researchers from the institute held guest lectures on BPM, ECM, ERP, and related subjects at several partner institutions, including Turku School of Economics (Finland), University of Agder (Norway), Addis Abeba University (Ethiopia), University of Muenster (Germany), and University of St. Gallen (Switzerland). The prompt transfer of scientific findings into practice and its application to economically relevant problems can help organisations to build a competitive advantage. The Institute of Information Systems is a promoter of this transfer into value adding practical applications. Knowledge Transfer is organised by our Competence Centers (CC). A CC is a federation of organisations from industry, public administration and research, which is founded to address selected challenges related to the design and application IS. Find out more about our current centers on: Business Process Management, Enterprise Content Management, In-Memory Technology and Enterprise Resource Planning.

Task

The University of Liechtenstein as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The University of Liechtenstein's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Jan vom Brocke holds the Martin Hilti Chair in Business Process Management (BPM) at the University of Liechtenstein. He is Director of the Institute of Information Systems and President of the Liechtenstein Chapter of the Association for Information Systems (AIS). He is a standing member in the EU Programme Committee of the 7th Framework Research Programme on ICT and serves as an advisor to a wide range of institutions. Prof. vom Brocke has more than ten years of experience in BPM projects and has published his work in more than 150 refereed papers at internationally perceived conferences and journals. He is author and editor of 14 books, including the International Handbook on BPM published by Springer in 2010. He is an invited speaker on BPM at a number of universities, such as the University of St. Gallen in Switzerland, the Queensland University of Technology in Brisbane, the LUISS University in Rome and the University of California at Berkeley.

Bernd Schenk is Senior Lecturer at the Institute of Information Systems of the University of Liechtenstein. He is Executive Director of the master's degree programme in IT and Business Process Management and Academic Director of the bachelor's degree programme in Business Information Systems. He is involved in the activities of the LCAIS as a vice president and leads the competence center for ERP systems at the institute. Being a lecturer on topics like enterprise systems, service oriented architectures, project management, and business process implementation he has been invited as a guest lecturer at Tongji University Shanghai, Universidad de Barcelona, and Hochschule Augsburg.

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2.2.5 TRI: Turku School of Economics, University of Turku

Institution

University of Turku, Turku School of Economics is located in the Nordic society environment, where gender equality issues are rather mature. Especially well equality is presented in academic education and professions, where women are quite nicely present, even though some professions still carry an unnecessary emblem of being a woman or man profession or topic. In salary compensations, there is still a difference: women earn on the average just 82,6% of the compensations of men in Finland.

University of Turku already has a GEP, and it is rather successfully implemented. In Turku School of Economics, the Business School Unit of University of Turku, female students are over 50% of the total student population. In leading and staff positions, women are anyway still somewhat in a secondary position.

Department of Management, part of Turku School of Economics, has already has a lot of research on gender issues, more at the Management side, but some also at the IS side. Our Academy Professor Anne Kovalainen has a rich research track on gender issues and is a leading expert in the field, even in the international scale. She has promised to work as a counsellor to the upcoming project. In the department, entrepreneurship is also represented as a research topic, and here women entrepreneurs are under a special study interest.

In Turku region, women participation in the ICT profession is especially supported. Startup Sisters which was founded in Autumn 2011 by Boost Turku Entrepreneurship Society, continues to attract women to ICT professions, including entrepreneurship in the area. University of Turku is also with in this work.

Task

The Turku School of Economics as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The Turku School of Economic's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Reima Suomi will work as the responsible manager for the project. He has led several research projects, including projects on best practices of ICT workforce management, and working conditions in the health care sector. He also has a wide international experience, with research work performed in China, Sri Lanka, Germany and the Switzerland. One of his special study topics is that of Telework, or in more recent term work on virtual organisations. He is also an expert in health care IS.

FM Anne-Marie Tuikka will be the Turku coordinator for the research endeavour. She has just started her doctoral studies on the topic "Winning digital disability divide for autistic persons". Her interest in ethics and equality in the use of computes make her a very suitable coordinator for our project.

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2.2.6 TRI: Karlsruhe Institute of Technology

Institution

Karlsruhe Institute of Technology (KIT) was founded on 1st October 2009 through the merger of Research Center Karlsruhe and University of Karlsruhe. KIT is a university of the state of Baden-Wuerttemberg and a large-scale research center of the Helmholtz Association. It stands for the triad of research, teaching, and innovation and offers with its excellent infrastructure and service units an extraordinary place of academic life, life-long learning, comprehensive advanced training, and unlimited exchange of knowledge as well as a place of sustainable innovation culture. With over 300 Professors offers KIT an excellent training and education for more than 500 trainees and 22,000 students and its international attractivity is to be mentioned by more than 700 foreign scientists. The scientific teams of the KIT joint many international projects with a budget of more than 300 Million EURO only of third-party funds.

Task

The KIT as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The KIT's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Jivka Ovtcharova is Full Professor, Head of the Institute for Information Management in Engineering (IMI) since October 2003 and founder of the Lifecycle Engineering Solutions Center (LESC) at the Karlsruhe Institute of Technology (KIT), established in June 2008. In addition, she is Director for Process and Data Management in Engineering (PDE) at the Research Center for Information Technology in Karlsruhe (FZI) since 2004. Before, she worked at the International Technical Development Center at Opel as a leader of a Process and Systems Integration Center of GM Europe, the SME Tecmath, the Fraunhofer Institute for Computer Graphics in Darmstadt, as well as the Bulgarian Academy of Sciences in Sofia. Key research topics are Virtual Engineering, Product Lifecycle Management and Collaborative Engineering. Jivka Ovtcharova has an Engineering degree in Heat-power process automation from the Moscow Power Institute, Russia, a Doctor degree in Mechanical Engineering from the Technical University of Sofia and a Doctor degree in Computer Science from the Technical University of Sofia. Since 2010 she is a member of the High-level Advisory Committee of the European Centre for Women and Technology (ECWT) and the Bulgarian Center of Women in Technology (BCWT) since 2012.

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2.2.7 TRI: Kaunas University of Technology

Institution

Department of Information Systems of the Kaunas University of Technology (KTU) is a division of the Faculty of Informatics of KTU. Kaunas University of Technology is the largest technical university in the Baltic States. With its eleven faculties, a division in Panevėžys, high school (gymnasium), and numerous research centers, it is the second largest university in Lithuania. About 80% of Lithuania's industrial engineers have graduated from KTU. Research wise, during the past few years, the university has been (or still is) coordinating or taking part in 27 7th Framework Programme projects and 36 6th Framework Programme projects. At the time of writing this proposal, KTU was involved in 10 EUREKA/EUROSTARS/ITEA2 projects, 23 COST projects as well as a number of other national and international projects and initiatives.

The Department of Information Systems of KTU was founded in 1993 as a result of more than 20 years of research into the field of IS. Since then, it has grown to become one of the largest departments in the KTU Faculty of Informatics. Being among the leading IS research centers in Lithuania, the Department has built good relationships with the local IT companies and accumulated valuable research experience with Lithuanian and international partners.

Key research areas at the department are, among others, IS design and development, enterprise modelling and ERP systems, software requirements engineering, conceptual modelling and ontologies, user interface and software usability, e-business process modelling, CASE tools and IS development environments. Academic work at the department is directed towards providing quality education on fundamental and advanced subjects in the field of IS. The department is responsible for the graduate studies programme "Information Systems" and the postgraduate studies programme "Information Systems Engineering".

At the time of writing this project proposal, the permanent staff of the department included 4 professors, 6 associated professors, 6 lecturers and 3 members of operating personnel. There were also 9 PhD students.

Task

The KUT as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The KUT's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Rita Butkien is Head of the Department of Information Systems. She was born in 1971, in Kaunas, Lithuania, where she received her BCs and MSs degrees in Informatics from Kaunas University of Technology, in 1993 and 1995 respectively. In 2002, she defended her PhD thesis (Technical Sciences, Informatics Engineering) at the same university. Rita is an associated professor at the Department of Informatics since 2003, and was elected head of this department in 2012. She has worked on a number of national and international research and R&D projects. Rita is a proactive member of the Board of the Faculty of Informatics of KTU and currently is chairing the Organizing Committee of the annual International Conference on Information and Software Technologies (ICIST).

Kestutis Kapocius is Assoc. Prof. at the department for informatics. He was born in 1977 in Kaunas, Lithuania. Kestutis received BCs and MCs degrees in Informatics from the Kaunas University of Technology, Lithuania in 1999 and 2001 respectively. He defended his Ph.D. thesis in 2006 (Technical Sciences, Informatics Engineering). In 2003 became the junior researcher (researcher since 2007) at the Kaunas University of Technology, in 2005 also became a lecturer at the same university. Kestutis is Associated professor since 2011. During the past ten years, he has worked as programmer, analyst, designer or researcher in several national and international projects and research networks.

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2.2.8 TRI: University of St. Gallen

Institution

Established in 1898, the University of St. Gallen (HSG) has Switzerland's largest faculty for business research, and is considered by Financial Times one of the leading and most prestigious management schools in Europe (2012: rank 7). HSG is ranked no. 1 in business research among all universities in the German-speaking countries (Handelsblatt-Ranking 2012). HSG is accredited by AACSB and equis.

For more than 20 years, the Institute of Information Management (IWI-HSG) is dedicated to applied and design oriented research at the interface between business and IT. In addition to its research programme 'Business Engineering', IWI-HSG provides the core faculty for HSG's M.A. programme in Business Innovation, HSG's Ph.D. programme in Business Innovation, HSG's Executive Master of Business Engineering (EMBA) programme, HSG's Diploma programme in IT Business Management (MAS) and other degree and non-degree education programmes. IWI-HSG currently employs 53 FTE researchers / lecturers as well as some 40 student research / teaching assistants.

In contrast to other research institutes at HSG and beyond, IWI-HSG still lacks gender equality. We consider it to be important to close the gap to related top-tier research institutions in this regard and therefore are very motivated to participate in this project.

Task:

The University of St. Gallen as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The University of St. Gallen's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Antonia Albani joined IWI-HSG in 2010 after M.Sc. and Ph.D. studies at ETH Zürich, being project manager at University of Augsburg, Germany, and an assistant professorship at TU Delft, the Netherlands. From 2010 to 2012, Dr. Albani's habilitation project has been partially funded by a Gender equality support scheme of the Swiss National Science Foundation. In addition to her scientific 50% engagement at IWI-HSG, Dr. Albani is a mother of two young children.

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2.2.9 TRI: Centrum Wiskunde & Informatica

Institution

CWI is the Dutch national research institute for Mathematics and Computer Science. CWI is a private, non-profit organisation. Founded in 1946 (as Mathematisch Centrum), CWI aims at fostering mathematics and computer science research in The Netherlands. CWI receives a subsidy from the Netherlands Organisation for Scientific Research NWO, amounting to about 70% of the institute's total income. The remaining 30% is obtained through national research programmes, international programmes and contract research commissioned by industry. CWI's mission is twofold: to perform frontier research in mathematics and computer science, and to transfer new knowledge in these fields to society in general and trade and industry in particular. CWI's mission is realized by several means. In addition to the standard ways of disseminating scientific knowledge, for example through publications, presentations at conferences, organisation of workshops and exchange of researchers, CWI actively pursues joint projects with external partners, provides consulting services and actively stimulates the creation of spin-off companies.

Also special efforts are made to make research results known to non-specialist circles, ranging from researchers in other disciplines to the public at large. CWI has many contacts with national organisations for applied research with wide experience in turning research results directly into practical applications. Its researchers are supported by state of the art computing facilities and a library of national importance. CWI has always been very successful in securing a considerable participation in European research programs (ESPRIT, ACTS, TELEMATICS, BRITE, TMR, IST and others) and has extensive experience in managing these international collaborative research efforts.

CWI's research is organized in research themes:

- Networks and Logic - Optimization and Programming
- Traffic and Communication - Performance and Control
- Stochastics
- Signals and Images
- Interactive Software Development and Renovation
- Specification and Analysis of Embedded Systems
- Coordination Languages
- Evolutionary Computation and Applied Systems
- Applied Analysis and Scientific Computing for partial Differential Equations
- Computational Fluid Dynamics
- Standardization and Knowledge Transfer
- Datamining and Knowledge Discovery
- Multimedia and Human/Computer Interaction
- Visualization (formerly Interactive Information Engineering)
- Quantum Computing and Advanced Systems Research

Task

The CWI as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The CWI's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Lynda Hardman is head of the Information Systems research cluster and a member of the Interactive Information Access research group at the Centrum Wiskunde & Informatica (CWI) in Amsterdam, The Netherlands. Her current research includes creating linked-data driven, user-centric applications for exploring media content and investigating user-centric interaction design in the context of developing technologies.

She is part-time professor of multimedia interaction at the University of Amsterdam, in the Informatics Institute. In this capacity she is also a board member of the Women in the FNWI (Women in the science Faculty). This is a platform where female scientists can bring up issues that need attention, which can then be discussed with the Dean. One of the goals is to increase the proportion of female academic staff over the next decade.

Prof. Hardman is a board member of Informatics Europe, the association of computer science departments and research laboratories in Europe and neighbouring areas. Within this organisation she is stimulating the awareness of its members about under-representation of women in the field and actively involved in developing strategies to increase female participation at all levels in the field. <http://www.cwi.nl/~lynda>

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2.2.10 TRI: LUISS Guido Carli University

Institution

LUISS Guido Carli (www.luiss.edu) is a private Italian university, committed to promoting and organizing research activities, educating both culturally and professionally, and contributing with the transfer of innovation. Recognized for academic excellence, LUISS is a dynamic university with international recognition. The university hosts four Departments (i.e. Economics and Finance, Business and Management, Political Science, Law) and two Schools (i.e. Business School, School of Government).

The LUISS Business School (LBS) encompasses a wide range of post-graduate and extracurricular master and training courses and research activities. Within LBS the Research Center on Information Systems (CeRSI “A. D’Atri”, www.cersi.it) is the unit in charge of both base and applied research in the areas of IS (IS), enterprise software and knowledge platforms, organisation studies, and ICT. CeRSI regularly runs scientific research and consultancy activities, and participate to national, European, and international R&D programs. CeRSI also promotes the development of research in cooperation with most prominent Italian and foreign scientific communities, and performs, upon request by public or private, national or international, organisations, scientific counselling and researches in the aforementioned thematic areas.

CeRSI is one amongst the most relevant research centers in the area of IS in Italy, not only for the quality of the research activities performed, but also for having contributed to the birth and to the growth of the itAIS (www.itaais.org), the Italian Chapter of the AIS (www.aisnet.org), and for having promoted and coordinated the role of the Italian academic and scientific community, especially at an international level. Moreover CeRSI is the Italian member of ERCIS network (www.ercis.org) and is credited of a relevant position achieved mainly thanks to the participation to a high number of international research projects, the agreements on scientific cooperation, and the contributions to the organisation of several international events.

Given the twofold role of CeRSI as an important research unit within LBS and as a connection with the community of IS scholar, CeRSI will be the entry point for the intervention on LBS as a TRI (TRI). Furthermore being the Director of CeRSI also the Head of the LUISS Business School (TRI), the project will benefit the maximum commitment at the institutional level.

All CeRSI members will provide the necessary support for the development, the implementation, the evaluation and the improvement of the GEP at LBS. In particular CeRSI members will support the external GE (GE) and the external EV during the analysis of the current state of Gender Equality at LBS and a LCP will be nominated in order to facilitate the activities of the GE and the EV in getting access to documents, processes, events, and staff members of LBS.

Prof. Franco Fontana is the Head of LUISS Business School and the Director of CeRSI. He holds the Chair of Management and Business Organisation at LUISS where he has been former Dean of the Department of Economics (1995-2007). He was Professor of Business Organisation at the Universities of L’Aquila, Pescara, and Salerno. His main interests include: business strategy, human resource management, and public management. On these subjects he has authored many books and scientific publications. Before joining LUISS he has been President of an important bank institution and he still fulfil important roles in companies such as Enel, ENI, and Finmeccanica.

Task

The LUISS as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The LUISS’s LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Paolo Spagnoletti is assistant professor at LUISS Guido Carli University where he coordinates the Research Center on Information Systems (CeRSI). He holds a Ph.D. in Information Systems from LUISS and has been visiting fellow at the London School of Economics and at Georgia State University. He has been scientific coordinator and team leader of CeRSI research unit in several national and international projects and he collaborates as an independent expert for project evaluation with the EC and with the Italian Ministry of Research. He is vice-president of ItAIS, the Italian chapter of AIS and has served in the Programme Committee of many national and international conferences. His research regards the interaction of IT and organisations, IS design of community oriented systems, and security of IS. He has authored several research papers in internationally refereed journals and books such as Communications of AIS, International Journal of Machine Learning and Cybernetics, Journal of Information System Security, LNBIP, LNISO and in conference proceedings.

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2.2.11 TRI: Óbuda University

Institution

The Óbuda University (ÓU) is the youngest university in Hungary with 130 years of technical historical traditions. ÓU was established January 1st, 2000 by merging three polytechnical institutes: the Donát Bánki Technical Institute, the Kandó Kálmán Politechnical College, and the Light Industry Technical College. Together with the two newly founded faculties of Informatics and of Economics, the ÓU became the second largest technical university in Hungary in 2009. More than 12000 students pursue their education at the ÓU's five faculties in nine different programs, including the Computer Science and Engineering program offered by the John von Neumann Faculty of Informatics. Every year 400 full-time and 100 part-time freshmen gain admission to our undergraduate. There is one of the highest admittance scores among all Hungarian institutions for the students applying for the full-time informatics program.

The John von Neumann Faculty (Faculty) has 39 full-time and 2 part-time staff members. Almost 70% of our staff possesses a PhD degree, while a further 15% have obtained the former doctoral degree. Eight of our younger colleagues are currently working towards their PhDs. The Faculty is divided into three institutes. The Information Systems Institute conducts education and research in the field of computer architecture, networks, operating systems and security of IS. The Software Technology Institute is engaged with the education and related research/development in the field of programming, software technologies and enterprise management systems. The Intelligent Engineering Systems Institute is a research-based organisational unit devoted to the integrated study of interdisciplinary engineering, applied information science, computer modelling, intelligent computer technology and applied mathematics.

Task

The Óbuda University as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The Óbuda University's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Valéria Szekeres is an Associate professor at the ÓU. She has received her Ph.D. degree in international cultural studies from the Tohoku University, Sendai, Japan. Dr. Szekeres has also finished an intensive course in Gender, Macroeconomics and International Economics at the University of Utah, USA. She conducts research on gender budgeting, gender mainstreaming, and gender issues in technology higher education. At present she is involved in a comprehensive qualitative and quantitative gender research at the Óbuda University. The aim of the project is to find measures to increase the number of female students at the faculties of electrical engineering, mechanical engineering and informatics.

She has publications on gender-related topics both in Hungarian and international journals, including the Japanese Economic Research Annual. Dr. Szekeres has written a manual on gender budgeting. Her language expertise includes Hungarian (native speaker), English, Japanese and French.

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2.2.12 TRI: Technical University – Sofia

Institutions

The Technical University – Sofia (TUS), established in 1945, is the leading Bulgarian engineering university with, at present, more than 800 researchers and lecturers. University research teams have participated in more than 1200 international projects, and many national projects funded by the industry. The Technical University of Sofia has strong international recognition and maintains intensive contacts with major European and US universities. On behalf of the Technical University of Sofia, the TRI will be The Faculty of Telecommunications (FTC). FTC is a leading research organisation in Bulgaria in the field of Information and Communications Technologies. Currently at the FTC are studying more than a total of 1200 BSc, MSc and PhD students and a total of 70 members of the academic and administrative staff. The Faculty has three departments – Radio and Video Technologies, Communication Networks and Technology and Management of Communication Systems. In the structure of the faculty are several R&D laboratories, among which the “Visual Information Systems Lab”, “Ecological Monitoring Lab”, “Electromagnetic Compatibility of Communication Systems Lab”, “Innovation Telecommunication Lab. Among the partners of FTC are the Bulgarian mobile operators Mobiltel, Globul and Vivacom, as well as leading communication companies such as Hewlett Packard, Ericsson Telecommunications-Bulgaria, Siemens Enterprise, etc.

Task

The Faculty of Telecommunications as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The FTC’s LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Zlatka Nikolova (PhD. TUS Bulgaria) is Assoc. Prof. She received her MSc degree in Electrical Engineering and PhD degree in Theoretical Fundamentals of Telecommunications at the Technical University of Sofia (TUS), Bulgaria. Currently she is Associate Professor in the Department of Communication Networks, Faculty of Telecommunications, TUS and is the Deputy-Head of this Department. Assoc. Prof. Nikolova’s academic experience includes teaching courses in Communication Circuits and Digital Signal Processing in Telecommunications and Modelling of Telecommunication Processes and Systems. Her main research interests include Digital Signal Processing, Communication Circuits, and Efficient Digital Filtering. In these research areas she has over 40 papers and publications, and is author and co-author of 10 textbooks, manuals and book-chapters. She has participated in various research projects (nationally- and internationally-funded) in the field of ICT. Assoc. Prof. Nikolova is a member of the Bulgarian section of the IEEE Circuits and Systems Society and of the Federation of Science and Engineering Unions in Bulgaria.

Vladimir Poulkov (Ph.D. TUS, Bulgaria), Prof., has more than 30 years of teaching and research experience in the field of telecommunications and more than 100 scientific papers in professional journals and conferences. He has been leading many research and industrial projects in the field of telecommunications in Bulgaria and abroad. The major fields of scientific interest are in information transmission theory, modulation and coding, access in communication networks. He has expertise in the field of interference suppression, power control, game theory and resource management for next generation telecommunications networks. Currently he is Dean of the Faculty of Telecommunications at the Technical University of Sofia and Chairman of the Bulgarian Telecommunications Cluster.

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2.2.13 TRI: University of Alcalá

Institution

University of Alcalá was founded in 1499 by Cardinal Cisneros and it is one of the oldest universities in Spain. It is located in Alcalá de Henares, a UNESCO world heritage site thirty kilometres away from the centre of Madrid. Today the University of Alcalá is a modern institution which offers a wide range of undergraduate and postgraduate degree programmes adapted to the European Higher Education Area and covering all fields of knowledge, from the humanities to engineering, and from the social sciences to experimental and biomedical sciences. Around 27,000 students — approximately 19,000 undergraduates and 8,000 postgraduates — are currently reading for a regulated degree at the University of Alcalá.

The activities of the University of Alcalá take place across its three different campuses: two in the city of Alcalá de Henares in the region of Madrid and one in Guadalajara, which belongs to another Spanish administrative region, Castilla La Mancha. The university also has four associated teaching hospitals, three multidisciplinary university institutes, two science and technology parks and numerous other installations devoted to experimental and biomedical research. Referred to gender policy, UAH has recently established a gender equality unit which is developing an action plan for the University.

The technology and engineering branch is covered by the Polytechnics Higher School. Computing and informatics degrees are allocated to the first one. Different academic departments are in charge of teaching courses included in informatics degrees. However, one of the largest one is the Department of Computer Sciences (Departamento de Ciencias de la Computación) with around 70 teachers (42 FT teachers) plus temporary R&D staff and trainees. It is in charge of a Doctoral program in Informatics (with special as well as several postgraduate and master programs in different specialization areas: web development, computing project management, etc. Research in the computing area is developed and managed by the Department of Computer Science (DCS) with successful results in terms of large number of contributions in high-impact publications and conferences: ISI Thomson Reuters Citation index and CORE/ERA Excellence in Research for Australia Conference Ranking. It also supports a high number of R&D projects funded both by regional, national and international (European) authorities and by direct contracts with companies. The department cumulates specific international R&D experience in European funding for projects.

Task

The University of Alcalá as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The University of Alcalá's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Luis Fernández-Sanz is with UAH as associate professor at the Department of Computer Sciences of University of Alcalá from 2008. He earned a higher engineering degree in Computing (BSC+MSC) at Universidad Politécnica de Madrid (1989) and a PhD in Informatics at University of Basque Country with an extraordinary mention award (1996). Luis was serving as interim associate professor at Universidad Politécnica de Madrid (1989-1996) and as associate professor at Universidad Europea de Madrid (1996-2008) where he also held the position of Director of Department and Academic Director of IT degrees. From 2007 he is a member of the executive committee of ATI (www.ati.es), the leading association of IT professionals in Spain founded in 1967 and with more than 3000 members. From 2011 is vice-president of ATI (www.ati.es) and also vice-president of the Council of European Professional Informatics Societies (CEPIS) which groups professional societies of informatics from 32 countries totalling more than 300.000 IT professionals in Europe. Luis is also a member of the executive committee of ECWT (www.womenandtechnology.eu) and he was the promoter of the launch of the National Point of Contact of ECWT in Spain managed by ATI. He is also the author of several research papers on the presence of women in IT profession.

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2.2.14 TRI: ORT Braude College

Institution

ORT Braude college is a school of engineering in the northern part of Israel, funded by the Israeli Council for Higher Education. It was founded in 1992, and grants BSc in six fields of engineering: Industrial Engineering and Management, Software Engineering, Information Systems Engineering, Electrical and Electronic Engineering, Biotechnology Engineering, and Information Systems Engineering. It also offers MSc programmes.

OBC works in close collaboration with industry in Israel, in particular with Hi-Tech industries that recruit many of the graduates.

The female students constitute 30% of the 2500 students, but the percentage is much lower in mechanical engineering and in electrical and electronic engineering.

With respect to women and science and technology activities, several measures have been taken to fulfil the mission statement of the college that expresses commitment to increasing the proportion of females in the student population. However, the projects provides a chance to stabilize and intensify this efforts.

Task

The ORT Braude College as TRI will take an active part in WP3 related to qualitative studies and the analysis of gender-related documents and processes, WP4 related to the identification of activities to tackle the identified challenges and the evaluation measures and WP5 and WP6 activities related to the implementation of the GEP and evaluation. The ORT Braude College's LCP will take active part in the refinement, implementation and dissemination phases.

Key personnel involved

Judith Abrahami-Einat is a sociologist and received her PhD from the Institute of Education, University of London. She has a BA and MA in English and World Literature from Bar Ilan University in Israel and is a qualified teacher and group facilitator. She has taught extensively in Israel in Higher Education: Bar Ilan University, Tel Aviv University and several Teacher Training Colleges. In 1993 she decided to concentrate on teacher training, with the intent of introducing non-sexist education into the curriculum. In the years 2000 – 2009 she served as head of the teacher training department at Ort Braude School of engineering. At present she is a lecturer in social sciences and advisor to the president of the ORT Braude College on the status of women.

She was Israeli partner in FP7 GENDERA (2009 – 2012).

She has participated in EC project evaluation as expert EV (2009, 2012 and 2013)

She has collaborated with numerous FP7 projects, e.g. TWIST, inGenious, Men and Equality.

She has been active in issues of gender equality in education in both the educational and the political sphere in Israel since the 1980's. In 1989 her book "She and He in the Classroom" was the first book published in Hebrew on gender and education, and since then has written extensively on the topic in Hebrew. She has been commissioned to write on girls and their education, and recruitment to science by numerous Israeli academic and political publications. She has devised and conducted pre-service and in-service training courses for teachers K – 12, school counselors, and head teachers on anti-sexist education. She led several projects to increase participation of girls in math studies, technology and engineering, including residential In-service training for science teachers, based on a model devised at Carnegie Melon university in Pittsburgh that she was invited to attend as expert observer. She established the educational division of the Israel Women's Network and in 2007 received the Network's recognition for her pioneering work. She served as advisor to the ministry of education on equal opportunities in education (1998 – 2000). She is a member of the of National committee for the Advancement of women in Science and Technology, member of steering committee of Israeli "Bashaar" project to advance girls in science. She is frequently invited as consultant to parliamentary committees, on the status of women, on education, on children, and on welfare. She is likewise invited to participate in television and radio programmes to present the gender lens of education at all levels.

She has presented in many international conferences that deal with equal opportunities in education, including workshops on Feminist Pedagogy, Gender and Education, Gender Equality in Higher Education European and the International Network of Women in Science and Engineering.

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2.2.15 GE: Minna Salminen-Karlsson – Uppsala Universitet

Institution

The Uppsala University is an old research university with about 4000 academic staff and about 40 000 students. It is ranked as one of the top 100 in Times Higher Education world university rankings. Supplementing its ordinary gender equality work, in 2008 Uppsala University presented its "power package for gender equality", with two aims: to increase the percentage of female professors and to increase the number of women in academic leading positions. The measures include leadership training for women, special grants for women who take on leadership positions to compensate for loss of research time, special research grants for women close to professor competence and economic incentives for departments recruiting women to higher positions. The package has been financed with about Euro 450 000.

The GAIN-EU project will use the experience of both the Equalities office and the Centre for gender research.

The equalities office has a staff of 6 persons, of which two are gender equality specialists. Besides investigating appeals, informing and educating university staff, and coordinating equality work done by departments, it has largely worked proactively, making or financing investigations about equality in different areas of academic work.

The Centre for gender research was one of three Swedish departments chosen to be a centre of excellence in gender studies. The centre has had its particular emphasis on the research programme in gender in natural science and technology.

Task

The Uppsala Universitet will provide a GE, participating in the development and implementation of the GEPs at three TRIs. Uppsala Universitet will be the WP4 leader.

Key personnel involved

Minna Salminen-Karlsson, is associate professor in sociology at the Uppsala University, and currently employed half time by the Equal opportunities office and half time by the Centre of gender research. Her area of expertise is technology-gender-organisation-education. She has researched gender in engineering (in particular ICT) education, gender in the academy from different angles, as well as gender in high-tech workplaces. She has also led the Swedish team in the FP6 gender and science project PROMETEA and is currently coordinating the Gender and Science project FESTA in FP7. She is a member of the expert group on gender of the Swedish Research Council.

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2.2.16 GE: Elizabeth Pollitzer – Portia

Institution

Portia is a private, not-for-profit company, founded in 1997 at the invitation of then UK Department of Trade and Industry to coordinate the work of various groups in the UK concerned about gender equality issues in SET (Science, Engineering, and Technology). Portia incorporated in 2001 and since then has been delivering international, collaborative, multi-stakeholder projects focused on gender equality issues in scientific employment, education and innovation under a range of EU and non-EU funding mechanisms.

A choice of Portia's previous experience relevant to the Project:

1) Lead and Coordinator of "genSET: Dialogue and Action for Gender Equality & Research Excellence in European Science", (€1M, 30 months, FP7 CSA). A major EC project engaging 150 science institutions, 25 GEs, 14 Science Leaders, 10 Science Strategy Group members, and 8 top level patrons for the project (European Science Foundation, Fraunhofer, Swedish National Agency for Higher Education, Research Council of Norway, Euroscience, TNO, CSIC and COST). genSET attracted a wide and dedicated audience, with 15K visitors to the project website (of which 10K were unique) between July 10 – Jan 2012. www.genderinscience.org Portia continues to run genSET as an independent programme.

2) Co-convenor of the European Gender Summits: a series of international top-level conferences in 2011 and 2012, convening 800+ participants and 65 and 45 speakers respectively from across Europe and the world, on the theme of "Quality Research and Innovation through Gender Equality". Portia is responsible for the scientific programme. www.gender-summit.eu. Gender Summits are planned for 2013 and 2014.

3) Author of the "Manifesto for Integrated Action on the Gender Dimension in Research and Innovation", produced as a the result of the public consultation that ran in conjunction with the 1st European Gender Summit, which was presented to Máire Geoghegan-Quinn, Commissioner for Research, Innovation & Science in December 2011 and to which 4500 members of the scientific community have signed. <http://bit.ly/xlu9pw>.

4) Partner responsible for community building and dissemination of genPORT - An internet portal for sharing knowledge and inspiring collaborative action on gender and science, SiS.2012.2.1.1-2 project commencing Spring 2013. genPORT will develop an internet portal which co-ordinates and communicates the results, networking and knowledge of national and European research projects and policy initiatives on gender and science, creates a sustainable community of practice and promotes worldwide awareness and collaboration in the pursuit of gender equality in science, technology and innovation.

Task

Portia will provide a GE, participating in the development and implementation of the GEPs at three TRIs. Portia will be the WP3 leader.

Key personnel involved

Dr Elizabeth Pollitzer has 20 years' experience teaching and researching in the Department of Computing at Imperial College, University of London. In this capacity, she coordinated the Joint Research Council Initiative in Cognitive Science and Computer Interaction, coordinating 80 research projects. Dr Pollitzer is co-founder of Portia with 13 years' experience developing and delivering Gender initiatives and is a leading expert in the area of Gender and Science. As well as leading Portia's activities and projects, she is a founding member of the European Centre for Women and Technology, founder and Director of IT Synergy (an IT solutions company), former member of the Executive Management Board of the Daphne Jackson Trust and has acted as expert Rapporteur for the DG Connect on several gender initiatives, and acts as an expert EV for various funding bodies, including the Commission. In her capacity as Portia Director, she has held overall responsibility for project development and management, finance, evaluation, stakeholder involvement; and gender knowledge transfer in several EC and non-EC funded projects. In 2011, Dr Pollitzer was a member of the Expert Committee responsible for producing the report "Structural change in research institutions: enhancing excellence, gender equality and efficiency in research and innovation" (<http://goo.gl/6PHYi>) and guest Editor of the Interdisciplinary Review Journal special issue on gender (<http://goo.gl/olkfU>).

Henrietta Dale has 5 years' experience of project delivery with Portia, including project development, administration, finance and management. She was the administrative leader of the genSET project.

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2.2.17 GE: Dora Groó – Nok a Tudományban Egyesület

Institution

The mission of the Association of Hungarian Women in Science is to support efforts and initiatives that help to achieve the equal treatment of men and women in the field of science and education, by improving the situation of women researchers in Hungary. The main tasks of the Association are:

- scientific evaluation of the background and conditions of gender equality in the area of research and development
- influencing public opinion and attitude
- increasing the role of women in research and in high-level science management

Task

NaTE will provide a GE, participating in the development and implementation of the GEPs at three TRIs. NaTE will be the WP2 leader.

Key personnel involved

Dora Groó, MD, PhD, MBA, medical doctor by training and PhD in experimental medicine. She had 10 years of experience in pharmaceutical research of ageing. She worked as the director of the Hungarian Science and Technology Foundation (TETALAP) from 1994 to 2012.

Dr. Groó has been engaged in European research framework programmes since 1999. She has a long-standing experience as coordinator of one FP5, three FP6 and one FP7 multi-partner projects, as well as Project Technical Assistant (FP5 Quality of Life) of the EC. She has been national expert in the INCO Program Committee. She has worked as project EV in FP6 and FP7 in the field of life sciences/health.

She represented Hungary in the Enwise (ENlarge Women and Science to East) expert group in the field of women and science and is co-author of the resulting report. Dr. Groó was the coordinator of the gender-related FP projects Enwise Ethics, WS Debate, UNICAFE, GENDERA and she participated in several other projects (CEC-WYS, PRAGES, SHEMERA) in this field. She worked also in the EC tender “Meta-Analysis of Gender and Science Research” as invited expert. She was the leader of the national project „Development of Gender Opportunities in Hungary Over the Last 100 Years”.

Since 2009 Dr. Groó has been the president of the Association of Hungarian Women in Science. She was member of the “Women and Science” national expert group in Hungary; is member of the Board of Administration of the European Platform of Women Scientists; and Management Committee member of the COST Action „Gender, Science, Technology and Environment”. As the President of the Association she is the head of the Hungarian National Contact Point of the European Center for Women and Technology.

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2.2.18 GE: Maria Sangiuliano - University Ca' Foscari of Venice

Institution

Ca' Foscari University offers to 20.000 enrolled students four main subject areas of teaching and research activities: economics, humanities, languages and sciences; UNIVE will participate through its Centre CISRE Formazione Avanzata (Centro Internazionale per la Ricerca Educativa e la Formazione Avanzata - International Centre for Educational Research and Advanced Training). Started up in 2004 when four Universities of the Veneto region, decided to establish an innovative, unitary benchmark for advanced research in learning and training, initially named CIRDFA until 2011. CISRE has quickly developed a reputation as a reliable partner in national and international research projects, bearing on key aspects of innovation in educational and learning processes as well as on new methodologies for blended, integrated multi-media based training, implementation of e-learning models, recognition of informal and non-formal learning, certifying competences, intercultural education, equality and diversity management in education and training

UNIVE/CISRE has been partner in several EU funded projects within the LLP, ALFA and Europaid, and as other Departments and Centres' its EU Projects operations are technically and administratively supported by a dedicated Unit for International Research. In the last years the Centre has also started up a research stream on gender, by collaborating to the EQUAH Project P.O.N.T.I. and its activities targeted at mainstreaming gender in education and training, as well as to the editing of the collective research volume "Educare con Differenza", published in 2009. Since the same year the Centre has awarded a grant to an ongoing Phd research on gender training and learning processes in mainstreaming gender (Phd Course in Cognitive and educational sciences), and it is expanding its networks and collaboration on the issue. Being the Italian National Point of Contact of ECWT, UNIVE/CISRE has coordinated the e-Skills Week 2012 campaign in Italy started up the Agenda on Gender & Smart Cities in Italy and it is coordinating ECWT Agenda on the same issues at the EU level.

Task

University Ca' Foscari of Venice will provide a GE, participating in the development and implementation of the GEPs at three TRIs.

Key personnel involved

Umberto Margiotta is a full professor of General Pedagogy and CISRE's Director, former Pro-Rector (in charge of lifelong learning and distance learning policies) of the University Ca' Foscari of Venice. He provided relevant scientific contributions within studies and researches on adult learning and training, especially in the field of education. He has coordinated several EU funded projects in the last years.

Maria Sangiuliano has been working since the last 10 years as a EU project manager, coordinator and researcher in the area of gender equality policies with an intersectional approach. Her experiences has been mainly in the design, coordination and evaluation of Equal I and II Phase, and Interreg III and IV projects, with thematic focus on gender mainstreaming in regional development and educational policies. Maria is a Phd candidate in Cognitive, Training Sciences with a research project on gender mainstreaming in smart cities initiatives.

Ivana Padoan is an associate professor on Social Pedagogy, researching and publishing on adult learning and training in intercultural societies with a focus on diversity and gender issues.

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2.2.19 EV: Sasha Bezuhanova – Bulgarian Centre of Women in Technology

Institution

The Bulgarian Centre of Women in Technology (BCWT) is a private, not-for-profit organisation, founded in 2012 in Sofia, Bulgaria. BCWT brings together stakeholders from business, government, academia and non-governmental organisations, giving them the opportunity to support the increase of professional women's participation in the ICT sector, as well as the development of technologies and engineering products. The centre cooperates in the implementation of regional innovation projects and stimulates research collaboration, exchange of best practices and the creation of new resources in ICT.

BCWT is National Point of Contact of ECWT.

The BCWT Goals & Objectives are:

- To contribute to Bulgaria's competitiveness
- To increase the number of women in technology and to stimulate them to consider professional development in ICT
- To support R&D in technology
- To transform the perception about women in ICT and Science
- To develop technical and entrepreneurial skills
- To instigate interest in technology

BCWT Focus areas of activities include Education, Workforce, Entrepreneurship, Leadership, and Innovation.

Task

BCWT will provide an EV, participating in the development and evaluation of the GEPs at three TRIs.

Key personnel involved

Sasha Bezuhanova is the Public Sector Director for the Growth Markets in Hewlett-Packard and a Chairperson of Bulgarian Center of Women in technologies.

Prior to accepting this position she has been managing for 3 years the HP's Public Sector business in Central and Eastern Europe bringing important strategic dimension and holistic approach to that significant market segment.

She started her career in HP as General Manager for Hewlett-Packard Bulgaria in 1998 achieving its position as most successful company in the ICT sector in Bulgaria.

Sasha drives important investment of HP in Bulgaria where in 2006 started the operation Global Delivery Centre. She manages its foundation and operation for 2 years. Today it employs more than 4500 high profile professionals who deliver services in Europe, Middle East and Africa. This investment positioned Bulgaria on the world IT investment map.

Prior HP Sasha manages the Bulgarian operations of Austrian headquartered computer integrator S&T and the German medical concern HELLIGE for Bulgaria.

Sasha has important social development engagements in Bulgaria and Europe. Her leadership was key to the development of the National ICT Competitiveness Strategy. As Chairperson of the board of Junior Achievement Bulgaria (1999-at present) she works for development of the Entrepreneurial and leadership skills of the Youngsters. For her professional and social development activities she has important recognitions and awards - "Order of the Star of Italian Solidarity" for exclusive contribution to the development of bilateral economic relations between Bulgaria and Italy in 2009; International award for women "LeaderShe" in 2010; JA-YE Europe "Leadership Award" for 2009; HP WW Winners club (2006); Business Face of Bulgaria Award for 2006; The Highest Reputation and Achievement in the Area of Corporate Management in Bulgaria of year 2003; IDG award IT Manager of the year (1996; 2001, 2002); Business Lady of the Decade (1991 – 1999); HP European Achievers Club (1999); Best Young Manager in Bulgaria (1997); Best Sales Manager for East Central Europe (1993 HELLIGE);

In May 2011 she has been named one of the Top 5 most influential women in Bulgaria.

Sasha Bezuhanova holds a Master's Degree in Electronics from the Technical University of Sofia and Executive qualification from INSEAD.

Yana Georgieva started her career in Hewlett-Packard Bulgaria in 1998. For the last 7 years she has developed strong expertise in different areas of Human Resources management, holding various positions in the company such as Resource planning & Training Coordination for HP EMEA Global Delivery Center in Sofia, HR Program Data Analysis & Controlling Specialist for HP Central Eastern Europe and HR Generalist for Hewlett-Packard Bulgaria.

Yana Georgieva holds a Master's Degrees in Human Resources Management and Economics.

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2.2.20 EV: Noortje Jansen – VHTO

Institution

VHTO, the Dutch national expert organisation on girls/women and science/technology, makes an effort in many different ways to increase the involvement of women and girls in science, technology, engineering and mathematics (STEM). Although research over the past decade has made clear that girls are no less talented than boys in STEM, girls and women are still underrepresented in these fields in education and on the labour market. This is inconvenient for both girls/women and for society. Girls/women have equal rights as boys/men to develop their STEM talents, and society would benefit from fully exploiting all available talent.

The VHTO activities in education (primary, secondary and tertiary/higher education) involve:

- improving the connection of the science / technical education directed to the knowledge and interest of girls in primary and secondary education
- improving the quality and increasing the attractiveness of the (secondary and higher) technical education through the implementation of learning styles, activating teaching methods and gender inclusive curricula
- providing support for the emancipation of the educational management by quantitative information, research and support staff

For companies, institutions and organisations VHTO provides activities aimed at supporting the recruitment and career management of the technical industry. We advise on gender inclusive Human Resource Policy and assist in setting-up recruitment strategies. For further information please visit www.vhto.nl

Together with Associate Professor Helen Watt from Monash University Australia, VHTO formed an international network on Gender & STEM – educational and occupational pathways and participation. The network was set up to interrelate relevant research results of the last few years in order to be able to gain a more coherent view concerning gender and STEM (Science/Technology/Engineering/Mathematics) from childhood to labour market. The network has more than 60 members who undertake related research (www.genderandstem.com). In September 2012 among others, many of these members participated in the First International Conference on Gender & STEM which was organized by the network and VHTO in Haarlem, the Netherlands. Objectives of the Network are:

- to gain more insight into the various, closely connected aspects of career choices and professional careers of girls/women (and boys/men) in the direction of STEM;
- to detect new approaches to actually improve the underrepresentation of girls/women in STEM.

Task

University Ca' Foscari of Venice will provide a GE, participating in the development and implementation of the GEPs at three TRIs.

Key personnel involved

Noortje Jansen holds a degree in psychology. At VHTO she has been busy with the practical implication of gender inclusive policy and outreach in vocational and higher STEM education. She has also investigated choice behaviour in education and career among higher educated STEM alumni. Currently Noortje is involved in the development of a website/digi-board application which enables children and young adults, their teachers and parents to watch and work with gender inclusive pictures and films of STEM professionals/professions. She is responsible for the Gender & STEM Network Secretariat.

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2.2.21 Subcontracted EV: Juliet Webster

Juliet Webster is the Director of Work and Equality Research in London, and in this capacity directs the Gender and ICT Programme at the Internet Interdisciplinary Institute of the Open University of Catalonia in Spain.

Her research expertise is in gender equality in the labour market, specifically in technological and computing work. She is the co-ordinator of the FP7 project, genPORT: an Internet Portal for sharing knowledge and inspiring collaborative action on gender and science (2013-2017). She coordinated the TSER project SERVEMPLOI: Innovations in Information Society Sectors: Implications for Women's Work, Expertise and Opportunities in European Workplaces, was a partner in the FP5 project WWW-ICT: Widening Women's Work in Information & Communication Technologies, and a partner in the FP5 project Infowork: Social cohesion, the organisation of work and ICT. She has also served as an expert for the EC, for which she has written a Gender Policy Review for DG-Research, a report for DG Employment on the equal opportunities dimensions of the European Employment Strategy, and served as an auxiliary agent in DG-Employment with responsibility for mainstreaming gender equality into information society policies from 1996 to 1997.

Juliet is also the author of the UK report for the European Foundation for the Improvement of Living and Working Conditions study Promoting Gender Equality in the Workplace. Her other relevant publications include Shaping Women's Work: Gender, Employment and Information Technology, and The Information Society in Europe: Work and Life in an Age of Globalisation.

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2.2.22 Subcontracted EV: Harinder Lawley

Harinder Lawley is the founding Director of Diversity Works, a consultancy service offering specialist academic and educational expertise in change management. She is an academic practitioner and researcher with extensive experience of working in further and higher education and a particular interest in supporting the diversity, equality and social inclusion agenda. Harinder was previously Head of Widening Participation, Community Learning and Access Development at London Metropolitan University with strategic level responsibilities for academic innovation and collaborative partnerships, widening participation, continuing professional development and lifelong learning.

Harinder will be working as one of four EV in the project and will work closely with a designated GE (GE) to support and measure the efficacy of the tailor made Gender Equality Plan for one TRI.

Her role will be to assist and advise with initial design processes, suggest appropriate key outputs/milestones and identify/develop appropriate tools and instruments to assess the impact of specific actions within the plan at a specified summative point. Progress will be monitored from a distance throughout the project and any points arising may be discussed with the GE during the formative stages. Results will be analysed and fed into the final reports on the project.

Harinder's experience includes contributing to national policy development and evaluation through membership of groups such as the HEFCE Equal Opportunities Access and Lifelong Learning Committee, the Board of the Linking London Lifelong Learning Network and the Executive of the Universities Association of Lifelong Learning. She has led major national government funded staff development initiatives and conducted several consultancies across the UK, Holland, Russia, Portugal and France. She is a recognised expert peer reviewer for the BeFlex Plus project looking at European universities progress towards the Bologna Accord and has led a number of externally funded initiatives that include joint European projects (TEMPUS, GRUNDTVIG, ESF, LEONARDO). These have included projects involving refugees and asylum seekers, disabled and remote learners and work based learning. Harinder is currently an External Evaluator for two EACEA funded projects, Implement (Implementing ULLL through training and development - Call DG/41/09. Multilateral Projects - KA4) and, Gender, Participation and Social Class (Project Number: 517853-LLP-1-UK-ERASMUS-ESIN). She has also advised the CONNECT project, the current SIS Catalyst: Children as Change Agents project based at Liverpool University and is a consultant to a TEMPUS UMEI project coordinated from EhB in Brussels and working in Maghreb universities in North Africa.

As a former Head of Department she also has significant and successful experience of managing change in a complex organisation so is familiar with the challenges that new approaches often bring.

Her publications record includes papers on access issues, professional development, partnership working, accrediting prior (experiential) learning and comparative international studies.

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2.2.23 ABM: Jenine Beekhuyzen – Griffith University

Jenine Beekhuyzen is a Senior Research Assistant and Lecturer in the School of Computing and Information Technology at Griffith University, and is a Consultant/Analyst for ThoughtWare Australia. After completing a Diploma of Business (TAFE Qld) and an IT Honours degree (Griffith University) on Enterprise Resource Planning Systems and Organisational Culture in 2001, she continues to be involved in a number of research projects including the WinIT project and a Cooperative Research Centre (CRC) project on Smart Internet Technology. She is currently the President of the School of Computing and IT Alumni Association and Editor of their e-zine. In addition to her role at Griffith University, she works as a consultant for a small IT organisation, ThoughtWare, with a focus on knowledge management solutions.

Since 2000, Jenine has been part of the WinIT (Women in Information Technology) Project. In 2007 Jenine served as invited visiting Professor in Gender and IT in Hanover, Germany within the Maria Goeppert-Mayer programme.

Jenine also runs her own business consulting on qualitative research methods and data analysis and is an authorized NVivo software trainer. Regularly publishing in Information Systems journals and conferences (most recently in Information Systems Journal), Jenine is a Senior Editorial Board Member for the Journal of Information Systems Education and is on the International Editorial Board for the International Journal of Technology and Human Interaction. Jenine is also active in encouraging school girls into technology careers, as evidenced in her not-for-profit book Tech Girls are Chic, not just Geek!. Since 2007, almost 20 000 copies have been distributed worldwide.

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2.2.24 ABM: Tracy Camp – Colorado School of Mines

Tracy Camp is a Full Professor of Computer Science in the Department of Electrical Engineering and Computer Science at the Colorado School of Mines. She is the Founder and Director of the Toilers (<http://toilers.mines.edu>), an active ad hoc networks research group. Her current research interests include the credibility of ad hoc network simulation studies and the use of wireless sensor networks in geosystems. Dr. Camp has received over 20 grants from the National Science Foundation, including a prestigious NSF CAREER award. In total, her projects have received over \$20 million dollars in external funding. This funding has produced 12 software packages that have been requested from (and shared with) more than 3000 researchers in 86 countries (as of October 2012). Dr. Camp has published over 80 refereed articles and 12 invited articles, and these articles have been cited almost 4,000 times (per Microsoft Academic Search) and over 7,000 times (per Google Scholar) as of December 2012.

Dr. Camp is an ACM Fellow, an ACM Distinguished Lecturer, and an IEEE Senior Member. She has enjoyed being a Fulbright Scholar in New Zealand (in 2006), a Distinguished Visitor at the University of Bonn in Germany (in 2010), and a keynote presenter at several venues, e.g., at the 7th International Conference on Intelligent Sensors, Sensor Networks and Information Processing (ISSNIP 2011) in Adelaide, Australia, and the 3rd International Conference on Simulation Tools and Techniques (SIMUTools 2010) in Malaga, Spain. In December 2007, Dr. Camp received the Board of Trustees Outstanding Faculty Award at the Colorado School of Mines; this award was only given five times between 1998-2007.

Dr. Camp currently co-chairs the Computing Research Association's Committee on the Status of Women in Computing Research (CRA-W). CRA-W is "an action oriented organization dedicated to increasing the number of women participating in Computer Science and Engineering (CSE) research and education at all levels". In her role as Co-Chair, Dr. Camp co-leads the CRA-W's Steering Committee. Dr. Camp served as the co-chair of ACM's Committee on Women in Computing from 1998-2002, and participated as a Council Member until 2011. The mission of ACM-W is to engage in activities and projects that aim to improve the working and learning environments for women in computing.

Dr. Camp was honored to be the keynote speaker at the 2006 Australian Women in IT Conference (AusWIT), the 2009 Ohio Celebration of Women in Computing (OCWIC), the 2009 STARS Celebration, and the 2011 TRIWIC regional celebration in Kentucky. One of Dr. Camp's often cited papers on the shrinking pipeline problem was published in CACM (October 1997). Dr. Camp was Guest Editor of a Special Issue on Women and Computers (ACM Bulletin, June 2002).

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2.2.25 ABM: Joanne McGrath Cohoon – University of Virginia

Joanne McGrath Cohoon is a sociologist who researches, publishes, and speaks on women's under-representation in IT and gender segregation in higher education. Dr. Cohoon joined the department of Science, Technology, and Society at the University of Virginia in 2003. She teaches Gender, Technology, and Education and supervises both graduate and undergraduate student research. Joanne has conducted nationwide studies of departmental factors that influence recruitment and retention at the undergraduate and graduate levels of computer science. Her research interests include technology and gender, education and gender, higher education, and organizations. She has a BA in Philosophy, an MA in Student Personnel Administration in Higher Education from Columbia University, and a Ph.D. in Sociology from the University of Virginia. She teaches Gender, Technology and Education, in addition to other courses, and supervises both graduate and undergraduate student research. Joanne has also been Research Assistant Professor in the department of Leadership, Foundations, and Policy at UVA since 2000. She researches, publishes, and speaks on women's under-representation in IT and gender segregation in higher education. Her research interests include technology and gender, gender and education, higher education, and organizations.

Joanne is currently a member of the National Center for Women in IT (NCWIT) Social Science Network, the Georgia Tech College of Computing Diversity Advisory Board, and the PROACT Advisory Board. She has a BA in Philosophy (Ramapo College, New Jersey), an MA in Student Personnel Administration in Higher Education (Columbia University), and a PhD in Sociology (Dissertation on Non-Parallel Processing: Gendered Attrition from Undergraduate Computer Science) from the University of Virginia.

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2.2.26 ABM: Kelly Mack – Project Kaleidoscope

Kelly Mack is a Professor of Biology at the University of Maryland Eastern Shore, where she has taught courses in Physiology and Endocrinology for 17 years, and is on loan from her home institution (since Fall 2008) serving as a Program Director for the National Science Foundation (NSF) ADVANCE Program.

At her home institution, Dr. Mack served in many capacities including Biology Program Director where she was responsible for providing leadership and strategic vision for the intellectual, educational, and professional development of biology majors and for the coordination of faculty in providing quality instruction, research, and development activities.

During her tenure at UMES, Dr. Mack served as Principal Investigator, Director or Co-Director for externally funded projects that totalled over \$12 million dollars, including the UMES ADVANCE Program, which focused on issues related to African American women faculty in the STEM disciplines and led to the initiation of several institution-wide practices to promote the professional development of all faculty.

Dr. Kelly Mack received her Bachelor of Science degree from the UMES in Biology and later the PhD degree from Howard University in Physiology.

Dr. Mack has had extensive training and experience in the area of cancer research with her research efforts focusing primarily on the use of novel antitumor agents in human estrogen receptor negative breast tumor cells. Specifically, these efforts have included the role of the cellular accumulation of cisplatin in breast tumor cells, and the use of demethyltransferase inhibitors and histone deacetylase agents in inducing the re-expression of the estrogen receptor in human breast tumor cells. More recently, her research focus has involved the use of bioflavonoids in the regulation of estrogen receptor positive (ER+) and estrogen receptor negative (ER-) breast tumor cell proliferation. Dr. Mack has served as a member of the Board of Governors for the National Council on Undergraduate Research and is a current member of the National Institutes of Health Review Subcommittee for Training, Workforce Development and Diversity.

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2.2.27 ABM: Mary L. Realff – Georgia Institute of Technology

Mary Lynn Realff is an Associate Professor of Materials Science and Engineering at Georgia Institute of Technology (Georgia Tech). At Georgia Tech, she teaches graduate and undergraduate courses in the mechanics of textile structures and polymer science areas. Dr. Realff has made a significant contribution to the understanding of the mechanical behavior of woven fabrics. She is continuing her work in modeling the mechanical behavior of textile structures utilizing both theoretical and experimental approaches. She currently conducts research on the analysis and design of fibers containing carbon nanotubes. Other projects include simultaneous design of textile production systems and textile products, development of quantitative descriptions of textile structures and evaluation of production processes using image processing technology, and design of woven fabrics for the tufting process.

Dr. Realff is a Co-Director of the Center for the Study of Women, Science and Technology. She also facilitates a student/industry mentoring program which matches industry mentors with Georgia Tech undergraduate students for 9 month mentoring relationships. The program has been shown to increase the retention of students. From 2002-2005, Dr. Realff directed Georgia Tech's NSF ADVANCE Institutional Transformation Program. The program's goal is to increase the participation and advancement of women in academic science and engineering careers.

Dr. Realff is a member of The Fiber Society, American Association of Textile Colorists and Chemists, the American Society of Engineering Educators, and the Society of Women Engineers. She is currently on the Board on Diversity and Outreach of the American Society of Mechanical Engineers and an Associate Technical Editor of the Journal of Manufacturing Science and Engineering. Dr. Realff is also the President of the Georgia Association for Women in Higher Education.

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2.2.28 ABM: Eileen M. Trauth – The Pennsylvania State University

Eileen M. Trauth is a professor of Information Sciences and Technology at The Pennsylvania State University. Dr. Trauth's research is concerned with societal, cultural and organizational influences on information technology and the information technology professions with a special focus on the role of diversity and social inclusion. During 2008, she held the University of Klagenfurt (Austria) Fulbright Distinguished Chair in Gender Studies.

She has lectured about and investigated gender under representation in the information technology professions in Austria, Australia, Finland, Greece, Ireland, New Zealand, Romania, South Africa, Spain the UK and the United States. Trauth was also the recipient of a Fulbright Scholar award to investigate socio-cultural influences on the emergence of Ireland's information economy. She has lectured about and analyzed cultural, economic, infrastructure and public policy influences on the development of the information technology sectors in The Netherlands, Egypt, Romania and various locations in the United States.

Trauth's research has been supported by grants from the Fulbright Foundation, the National Science Foundation, the Australian Research Council and Science Foundation Ireland. She has published nine books and over 100 scholarly papers on her work on gender and social inclusion, the information economy, qualitative research methods, critical theory, global informatics, information policy, information management, telecommunications policy and IS skills.

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2.3 Consortium as a whole

The structure of the project Consortium is depicted in the following figure:

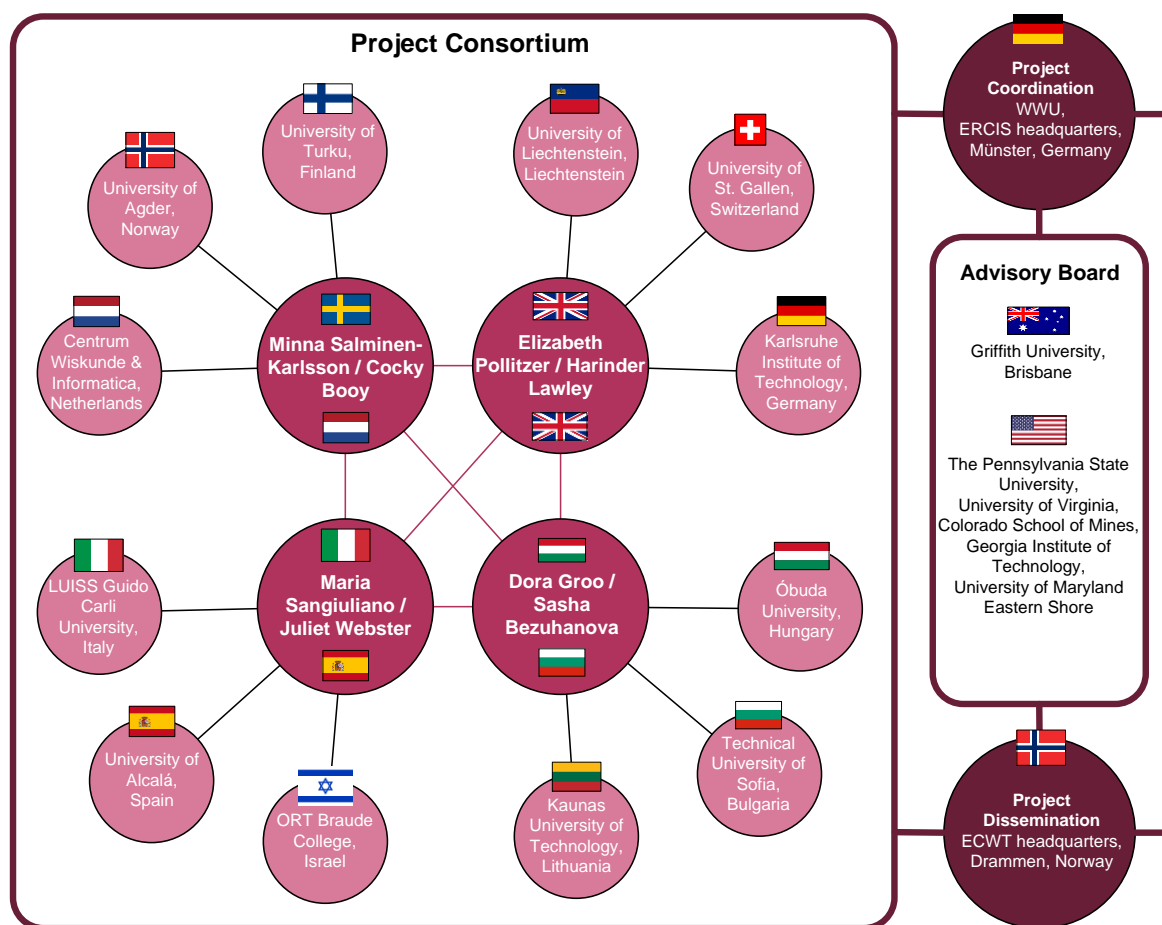


Figure 2: The GAIN-EU Project Consortium

Overview

The GAIN-EU project (2014-2017) is launched by the two prominent European networks – the Headquarters of the European Research Center for Information Systems (ERCIS) and ECWT. The goals of the Topic SiS.2013.2.1.1-1, as well as the key priorities of the Specific Program Capacities and the Work Program 2013 Science in Society (SiS) of FP7 will be systematically addressed in such crucial area for the knowledge-based economy as the ICT sector.

The project capitalizes on the previous involvement of its several partners in other EU FP7 projects (genSET, GENDERA), on the dissemination of good examples to other EU Member States plus Russia, Georgia and the Ukraine, as well as on the involvement of an Advisory Board, which links the European pool of excellence with American, Canadian and Australian. All these factors will ensure sustainability of the proposed in the GAIN-EU action plan on a European level.

The project will also enable systematic and structured interdisciplinary teamwork between ICT and GEs participating in the project. Further added value of the partnership is the fact that the GEise of academia is complemented with high-level expertise of both corporate, as well as SME representatives. As majority of the participants are members of either ERCIS or ECWT networks, their long history of successful collaboration proves the Consortium reliability and pursuit of excellence. Project partners have also documented their commitment and, in case of TRIs, support from the highest management structures.

Participants

In the project, 12 TRIs (TRIs) active in the ICT field from 12 European countries (Bulgaria, Finland, Germany, Hungary, Israel, Italy, Liechtenstein, Lithuania, Norway, Netherlands, Spain, and Switzerland) will focus on promoting their gender equality. According to the classification in the Innovation Union Competitiveness report (2011), European countries can be divided into four groups according to their general gender equality context. TRIs of the GAIN-EU project represent countries, which belong to all these four groups, ensuring a great diversity in

terms of countries general gender activity (please see Figure 3). Such diversity will make a “twinning” process and exchange of experience highly efficient.

Gender Equality Leaders, small gender gap, more women in HE research (Group 1)	Newly active countries, few women in HE research (Group 2)	Newly active countries, with more women in HE research (Group 3)	Relatively inactive countries, some with more women in HE (Group 4)
<u>Finland</u>	Austria	United Kingdom	<u>Bulgaria</u>
<u>Norway</u>	Belgium	<u>Spain</u>	Croatia
<u>Sweden</u>	<u>Germany</u>	Ireland	Czech Republic
Ireland	<u>Netherlands</u>		Cyprus
Denmark	<u>Switzerland</u>		Greece
			Estonia, <u>Italy</u> , Luxembourg
			<u>Hungary</u> , Malta, Poland
			Portugal, Romania
			Turkey, <u>Israel</u>

Source: DG Research and Innovation

Innovation Union Competitiveness Report 2011

Figure 3: General gender equality context in EU countries

Four experts in Gender & ICT Research will work in close collaboration with the representatives of three TRIs. The task of a TRI is to assign a contact person who would work together with the assigned external GE. Together they will be responsible for the current state of gender equality at the respective institution, as well as for the development and implementation of a tailored GEP.

ERCIS Headquarters in Muenster will act as the project coordinator.

Members of ECWT will be responsible for the evaluation of the implemented GEP at all TRIs, as well as for the dissemination of project results.

As only European partners can be funded, an Advisory Board of non-European research institutions will be implemented. Members of the Advisory Board are invited to participate in the project with their expertise on a non-funded basis. The role of the Advisory Board is to help in coordinating the project through examining its continuous progression during online video conferences, reviewing and providing feedback to the project reports, as well as participating in certain project events.

Please find description and justification of the project subcontractors in the section [“2.4 Resources to be committed”](#)

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2.4 Resources to be committed

Two EVs who are not affiliated to any institution carrying a PIC will be subcontracted by the University of Muenster. Both are highly valued GEs. Their costs are being calculated with 111.258,30€ in total for Ms. Harinder Lawley from Great Britain (hourly costs: 74,67€; 1490h of work = 186,25 days = 9,31 person months) and 80.877,20€ for Ms. Juliet Webster from Spain (hourly costs: 54,28€; 1490h of work = 186,25 days = 9,31 person months). They will be subcontracted by the Coordinator. See the proposal Annex for details about Ms. Lawley and Ms. Webster. Finally, WWU will subcontract a portal developer, responsible for integrating the different Gender Portals. His or her budget is being calculated on German figures summing up to 5.281,50€ (hourly costs: 35,21€; 150h of work = 18,75 days = 0,94 person months).

Table 3: Summary of the subcontractors' costs

Costs for	Personnel	Travel	Laptop	Total
Subcontracting Juliet Webster	80.877€	42.790€	2.000€	156.048€
Subcontracting Harinder Lawley	111.258€	42.790€	2.000€	125.667€
Subcontracting Portal Developer	5.281€			5.281€
Total	197.216€	85.580€	4.000€	286.996€

Additional major costs, including personnel, travel and subsistence costs will be required:

- WP2: The kick-off will to be held in Muenster, Germany, including all parties involved in the project. Per TRI, two flights and three days are required (LCP and HoD). For others, one flight and three days are required.
- WP3a: GEs will travel to TRIs and stay there for their analysis. All in all, GEs will stay for 75 days and fly to three TRIs.
- WP3b: EVs will travel to TRIs and attend to the respective kick-off. This results in six days of stay and three flights.
- WP3c: GEs and EVs will meet to discuss the results of the analysis. This will be three days of stay and one flight for each EV and GE. ECWT will attend to this meeting for dissemination purposes.
- WP4: All parties will participate in the Consolidation Meeting, defining the tailored GEPs. All TRIs will use two flights (LCP and HoD) to stay for three days. All other participants will use one flight to stay three days.
- WP5a: GEs and their LCPs will meet at one of the TRIs to kick-off the implementation phase. Each GE, EV, and LCP will use one flight to stay for three days.
- WP5b: If necessary, GEs will travel up to three times to their TRIs and stay for two days.
- WP6a: All GEs, EVs, and LCPs will meet at one of their TRIs to introduce how the impact analysis will be performed. Each GE, EV, and LCP will use one flight to stay for three days.
- WP6b: EVs will perform their task at their respective TRIs. For this, they will travel three times and stay all in all for 45 days.
- WP6c: LCPs, GEs, EVs, and ECWT will meet to discuss the findings of the Impact Analysis. They will stay three days each and travel once.
- WP7a: EVs will travel to their respective TRIs up to three times during this phase and stay for two days.
- WP7b: All participants will attend to the final event in Brussels, which will last for three days. TRIs will use two return-flights (LCP and HoD). All other participants will use one flight.
- WP8: For dissemination purposes, ECWT will travel two times per year to conferences and stay there for four times two days (2014, 2017) and four times four days (2015, 2016), resulting in 24 days and eight flights.

Taking an average of 400€ per flight and an average of 230€ for subsistence and accommodation per person and day, this leads to the following calculation for travel expenses (for a detailed list, please see Part A3 of the proposal):

Table 4: Summary of the travel expenses

		WP2	WP3	WP4	WP5	WP6	WP7	WP8
Total	327.060,00 €	42.220,00 €	54.850,00 €	43.310,00 €	40.260,00 €	63.430,00 €	74.270,00 €	8.720,00 €
1 WWU	3.270,00 €	- €	- €	1.090,00 €	- €	1.090,00 €	1.090,00 €	- €
2 ECWT	27.900,00 €	1.090,00 €	1.090,00 €	1.090,00 €	1.090,00 €	13.730,00 €	1.090,00 €	8.720,00 €
3 UPUN	42.790,00 €	1.090,00 €	19.540,00 €	1.090,00 €	1.090,00 €	13.730,00 €	6.250,00 €	- €
4 Portia	36.400,00 €	1.090,00 €	19.540,00 €	1.090,00 €	6.250,00 €	2.180,00 €	6.250,00 €	- €
5 NaTE	20.530,00 €	1.090,00 €	3.670,00 €	1.090,00 €	6.250,00 €	2.180,00 €	6.250,00 €	- €
6 UNIVE	20.530,00 €	1.090,00 €	3.670,00 €	1.090,00 €	6.250,00 €	2.180,00 €	6.250,00 €	- €
7 BCWT	20.530,00 €	1.090,00 €	3.670,00 €	1.090,00 €	6.250,00 €	2.180,00 €	6.250,00 €	- €
8 VHTO	15.370,00 €	1.090,00 €	3.670,00 €	1.090,00 €	1.090,00 €	2.180,00 €	6.250,00 €	- €
9 UIA	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
10 UNILI	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
11 UTU	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
12 KIT	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
13 KTU	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
14 USG	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
15 CWI	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
16 LUISS	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
17 OE	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
18 TUS	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
19 UAH	8.610,00 €	1.780,00 €	- €	1.780,00 €	1.090,00 €	2.180,00 €	1.780,00 €	- €
20 OBC	5.340,00 €	1.780,00 €	- €	1.780,00 €	- €	- €	1.780,00 €	- €
ABM	39.690,00 €	13.230,00 €	- €	13.230,00 €	- €	- €	13.230,00 €	- €

Beside the core participants, the project will invite ABMs to crucial events (kick-off, mid-term, final event). For these travels long-distance travels, we calculate with 1.200€ per return-flight.

ECWT will organize three events in 2014, 2015, and 2017. According to the calculation, ECWT will spend 79.930€ for the organisation of events:

Table 5: Summary of expenses for the organisation of events

GAIN-EU Events	countries	participants	locality	meal	brochure	invited keynotes	total
Drammen dissemination workshop 2014	11	100	500,00 €	1.000,00 €	825,00 €	1.920,00 €	4.245,00 €
Sofia dissemination workshop 2015	15	200	300,00 €	2.000,00 €	1.125,00 €	3.100,00 €	6.525,00 €
Brussels Final Conference 2017	30	300	700,00 €	5.400,00 €	1.800,00 €	5.120,00 €	13.020,00 €
Total costs events			1.500,00 €	8.400,00 €	3.750,00 €	10.140,00 €	23.790,00 €
							79.930,00 €

As the GEs and EVs will have to work remotely, they will be equipped with notebooks (e.g. Dell XPS 13, ~1.300€) and headsets. For this, 16.000€ (8*2.000€) will be calculated, including insurance for the project runtime. Six of the notebooks will be organized by the Coordinator in Muenster, two will be bought by the subcontractor.

Another 24.000€ will be required for translation of important documents to the TRIs' local languages and, vice versa, the current and future crucial documents at TRIs' should be translated to English. The budget will be managed by the project Coordinator.

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3 Impact

3.1 Expected impacts listed in the work programme

The 2013 SiS Work Programme is supposed to prepare the ground for Horizon 2020, which embeds Responsible Research and Innovation (RRI). Modernizing research institutions to promote gender equality (= TG) is an aspect of RRI mentioned as a focus of the Work Programme. Please see Table 6 below showing whether the goals of the Work Programme are addressed within the WP2-WP8, by the GAIN-EU Database and the Networking activities.

The 2013 SiS Work Programme goals (WProGs) relevant for the topic in question include:

- WProG1: To contribute to the achievement of the European Research Area (ERA) by, in particular, capacity building measures in the fields of gender equality
 - The GAIN-EU project will directly support the capacity building measures of the twelve TRIs by
 - establishing their tailored GEPs
 - educating LCPs throughout the whole project (WP2-WP7)
 - involving Heads of Schools to some of the GAIN-EU project activities in order to try to expand the success of TRIs to the *whole schools*.
 - The GAIN-EU Database and networking events together with the dissemination efforts (WP8) will support the project ideas and processes and will affect not only the project participants, but many other parties.
- WProG2: To consider interest for international and global cooperation
 - During the active implementation (WP5) and refinement (WP7) of the GEPs at the TRIs, it is expected that the LCPs establish exchange of experience with international partners. Dissemination (WP8) and Networking activities will also put an emphasis on internationalization. We also hope that the GAIN-EU Database will help international Gender Researchers to actively approach each other and other participants of the platform.
- WProG3: To ensure engagement of relevant stakeholders in the project (e.g., user groups, civil society organisations, policymakers)
 - The Heads of Schools (rector or similar) have already given their commitment to positively follow the GAIN-EU project (please find the Letters of Support from them in the proposal Annex) and expand the project results beyond the department level.
 - The HoDs have already given their commitment to support the LCP in implementing the GEP at their institution. They will also enforce this during WP4.
 - Additionally, the renowned Gender Researchers outside Europe agreed to form the project Advisory Board. Their external input (external in terms that they are not involved directly in the project course) will bring valuable contribution to the project.
 - During the project Implementation and Refinement phases, the user groups (representatives of students, (non-)academic staff) who are in contact with the project will be actively addressed and involved. Furthermore, they will be invited to the core events.
- WProG4: To cultivate a multi-disciplinary approach of the project (including, where relevant, researchers from social sciences and humanities)
 - GEs and EVs stem from the social sciences and humanities. They will work together with the researchers from the TRIs who have ICT backgrounds. Therefore, a multi-disciplinary perspective can be assured during the Analysis (WP4), Implementation (WP5), Impact Analysis (WP6), and Refinement (WP7) phases.
 - The GAIN-EU Database will be opened to researchers from all disciplines, which will give them the opportunity to use the database resources in their respective research.
 - Researchers from different disciplines will also be invited to networking events.
- WProG5: To have a balanced participation of women and men in their research activities within the project
 - Although up to now the majority of project participants are female, the project tries to reach involvement of a balanced amount of women and men throughout the whole project.
- WProG6: To raise awareness on combating gender prejudices and stereotypes (Awareness)
 - Developed during the WP4 GEPs can be considered as a means to raise Awareness at the TRIs. These GEPs will then be implemented (WP5), their impact will be assessed (WP6) and, if required, adjusted (WP7).
 - The GAIN-EU Database will contain and, thereby, spread the best practices on the ways to reach an increase in Awareness.
 - During the Networking events the activities aimed at raising Awareness, as well as distribution of respective hand-outs by ECWT are planned.

Table 6: Relation of the Work Programme objectives to the goals of the GAIN-EU project

	WP2	WP3	WP4	WP5	WP6	WP7	WP8	GAIN-EU Database	Networking
WProG1	✓	✓	✓	✓	✓	✓	✓	✓	✓
WProG2				✓		✓	✓	✓	✓
WProG3			✓	✓		✓	✓		✓
WProG4	✓		✓	✓	✓	✓		✓	✓
WProG5	✓	✓	✓	✓	✓	✓	✓		
WProG6			✓	✓	✓	✓	✓	✓	✓

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3.2 Spreading excellence, exploiting results, disseminating knowledge

Continuous dissemination of project proceedings and results is an integral part of the GAIN-EU Project.

The dissemination strategy of the project aspires to send out project related messages, which are customized to the specific needs of the different target groups (policymakers, businesses, HR managers, decision makers in university and research, university students, the media etc.).

Dissemination will take place on three levels:

- Dissemination measures related to the project activities
- Dissemination through the extensive network of ECWT and its National Point of Contacts, the ERCIS network and the genSET project participants
- Dissemination through the networks of all other project partners

ECWT as a coordinator of WP8 desires to be proactive and in case of approval of this proposal will immediately get in contact with contact people of ongoing and/or completed EU FP7 projects, which have similar portfolios, as well as national projects closely related to the focus of GAIN-EU, such as

- EUGIM (European Education Program for Gender in Medicine)
- genisLAB – structural change within nanotechnologies
- Diversity – structural change within material research
- Structural change within ICT – ECWT & ERCIS
- The trans-Atlantic projects: Gendered Innovations and WIRES (Women's international research Engineering Summits)
- The Athena SWAN Charter, UK
- Gleichstellungsbeauftragte(r) der Universität Köln, Germany
- MINTIFF, Germany
- Girlproject ADA, Norway
- Mentoring networks:
- FemTec, Germany
- EU-MENT, Austria
- Alpha Role Modell Office, Norway

Based on the collected state of the art materials (WP2 and WP3) the peer reviewed articles, special press-releases and PR materials on the latest gender disaggregated country statistics per TRI will be prepared and presented. It is planned that these materials will assist in awareness-raising of gender challenges.

Questions about the project proceedings will be included in the annual TechWomen Europe surveys for 2015 and 2017. For each TRI there will be a special national dissemination plan and a national dissemination report. Dissemination events coverage rate will be regularly monitored. Dissemination will be ubiquitous and carried out through both in print and electronic media (including YouTube, radio programs etc.), through events, conferences, Talent-, HR- and career fairs.

Further information on dissemination goals, tasks, activities, and deliverables can be found in the description of [“WP8 – Dissemination”](#).

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4 Ethics Issues

During the project, especially during WP3 (As-Is Analysis) and WP6 (Impact Analysis), the GEs, as well as the EVs will conduct interviews with staff members at the TRIs. These interviews might be recorded. As the GAIN-EU project aims at introducing structural changes within research institutions, we are aware that the problems, which have not been acknowledged before, might be revealed. E.g. during analysis it might be revealed that there exists sexual harassment at a department, which might be an unpleasant surprise for its head. We understand that in case of leakage of the information given to a GE or an EV, there might be negative consequences to an employee's position within an organisation. Therefore, keeping employees on a safe side is a priority and collected personal data will be anonymous and kept confidential and encrypted.

Despite observation of people and collection of personal data, no other ethics issues apply to the proposal. The research undertaken does not involve any issues related to clinical trials, use of animals and human embryonic stem cells etc.

ETHICS ISSUES TABLE

Research on Human Embryo/ Foetus		YES	Page
	Does the proposed research involve human Embryos?		
	Does the proposed research involve human Foetal Tissues/ Cells?		
	Does the proposed research involve human Embryonic Stem Cells (hESCs)?		
	Does the proposed research on human Embryonic Stem Cells involve cells in culture?		
	Does the proposed research on Human Embryonic Stem Cells involve the derivation of cells from Embryos?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL	X	
Research on Humans		YES	Page
	Does the proposed research involve children?		
	Does the proposed research involve patients?		
	Does the proposed research involve persons not able to give consent?		
	Does the proposed research involve adult healthy volunteers?		
	Does the proposed research involve Human genetic material?		
	Does the proposed research involve Human biological samples?		
	Does the proposed research involve Human data collection?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL	X	
Privacy		YES	Page
	Does the proposed research involve processing of genetic information or personal data (e.g. health, sexual lifestyle, ethnicity, political opinion, religious or	X	WP3, WP6

	philosophical conviction)?		
	Does the proposed research involve tracking the location or observation of people?	X	WP3 , WP6
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL		
Research on Animals		YES	Page
	Does the proposed research involve research on animals?		
	Are those animals transgenic small laboratory animals?		
	Are those animals transgenic farm animals?		
	Are those animals non-human primates?		
	Are those animals cloned farm animals?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL	X	
Research Involving non-EU Countries (ICPC Countries)		YES	Page
	Is the proposed research (or parts of it) going to take place in one or more of the ICPC Countries?		
	Is any material used in the research (e.g. personal data, animal and/or human tissue samples, genetic material, live animals, etc) :		
	a) Collected and processed in any of the ICPC countries?		
	b) Exported to any other country (including ICPC and EU Member States)?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL	X	
Dual Use		YES	Page
	Research having direct military use		
	Research having the potential for terrorist abuse		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL	X	

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Annexes

Annex I: LOI / CV Dissemination

02: Eva Fabry, Irene Kamberidou – ECWT

Annex II: LOIs / CVs Gender Equality Experts

03: Minna Salminen-Karlsson – Uppsala Universitet

04: Elizabeth Pollitzer – Portia

05: Dora Groo - Association of Hungarian Women in Science

06: Maria Sangiuliano – University Ca' Foscari

Annex III: LOIs / CVs Equality Evaluators

07: Sasha Bezuhanova – BCWT

08: Noortje Jansen – VHTO

*1: Juliet Webster – Work and Equality Research

*2: Maria Sangiuliano – University Ca' Foscari

Annex IV: LOIs Target Research Institutions

09: University of Agder	UIA	Norway
10: University of Liechtenstein	UNILI	Liechtenstein
11: University of Turku	UTU	Finland
12: Karlsruhe Institute of Technology	KIT	Germany
13: Kaunas University of Technology	KTU	Lithuania
14: University of St. Gallen	USG	Switzerland
15: Centrum Wiskunde & Informatica	CWI	Netherlands
16: LUISS “Guido Carli” University	LUISS	Italy
17: Óbuda University	OE	Hungary
18: Technical University of Sofia	TUS	Bulgaria
19: University of Alcalá	UAH	Spain
20: ORT Braude College	OBC	Israel

Annex V: LOIs Advisory Board Members

01: Jenine Beekhuyzen – Griffith University

02: Tracy Camp – Colorado School of Mines

03: Joanne McGrath Cohoon – University of Virginia

04: Kelly Mack – Project Kaleidoscope

05: Mary L. Realff – Georgia Institute of Technology

06: Eileen M. Trauth – The Pennsylvania State University

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Annex I

LOIs / CVs

Dissemination

01: Eva Fabry, Irene Kamberidou – ECWT

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Professor Dr. Becker,

I would like to confirm that the European Centre for Women and Technology (ECWT) would gladly collaborate with you in the project '**GAIN-EU: Promoting Gender equAlity at ICT research INstitutions in Europe**' under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

We strongly support the ideas stated in the project proposal and confirm the willingness to participate having the responsibilities for **WP 8 Dissemination** as described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call.

The European Centre for Women and Technology has from its start in 2008 developed to be the leading platform for key public and private actors, academia and NGOs for the women in ICT agenda; with 120 organizations and around two hundred individual members working together in 18 countries to measurably and significantly increase the participation of women in the knowledge-based economy in Europe.

We are proud to have since year 2011 ERCIS – The European Research Center for Information Systems among our members and collaborating partners. We work together with ERCIS also in a COST application at present under resubmission for the COST program.

ECWT has a long reference list of leading and participating in different EU program projects (FP7, Leonardo, Grundtvig), tenders (e.g. responsible for the e-skills Week activities in Portugal in 2010, the e-skills Week activities in Italy in 2012 and safeguarding the gender dimension of the e-skills Week in 2010 and 2012, e-skills: European Guidelines and quality labels for new curricula) and activities (e.g. ICT 2006, 2008, 2010; co-organizing the European Commission and Hungarian EU Presidency Conference 'Women in Science, Innovation and Technology in the Digital Age, 6-7 March 2011, Budapest, organizing the Digital Women workshop at the Digital Agenda Assembly 2011, the Breakout session 1: Bridging Europe's skills gap – unlocking the full potential of women in Europe at the e-skills Week Final Conference 30 March 2012).

Kind regards,


(Eva Fabry)
Director

Europass Curriculum Vitae

Personal information



First name(s) / Surname(s)	Eva Fabry		
Address	58 Grønland, P.O.Box 822, N-3007 Drammen (Norway)		
Telephone(s)	+47 924 77 960	Mobile	+47 924 77 960
E-mail(s)	eva.fabry@womenandtechnology.eu		
Nationality	Swedish		
Date of birth	05/08/1950		
Gender	Female		

Work experience

Dates	17/07/2008 →
Occupation or position held	Director and chief executive
Main activities and responsibilities	Daily management of the ECWT
Name and address of employer	European Centre for Women and Technology (ECWT) 58 Grønland, P.O.Box 822, N-3007 Drammen (Norway)
Type of business or sector	ICT
Dates	01/11/2007 →
Occupation or position held	European Affairs Manager
Main activities and responsibilities	Development and management of European innovation projects
Name and address of employer	Papirbredden Innovasjon AS 58 Grønland, P.O.Box 822, N-3007 Drammen (Norway)
Type of business or sector	Innovation
Dates	01/06/2003 - 31/10/2007
Occupation or position held	European Affairs Manager
Main activities and responsibilities	Development and Management of EU Projects
Name and address of employer	City of Mölndal 11-17 Göteborgsvägen, S-431 82 Mölndal (Sweden)
Type of business or sector	EU consultancy
Dates	01/08/1999 - 31/12/2003
Occupation or position held	European Affairs Manager
Main activities and responsibilities	Development and Management of EU Projects
Name and address of employer	Municipality of Lerum Bagges torg, S-443 80 Lerum Lerum (Sweden)
Type of business or sector	EU Consultancy
Dates	01/07/1989 - 31/07/1999
Occupation or position held	Co-founder and owner
Main activities and responsibilities	Wholesaling and consultancy; EU and former Eastern European countries
Name and address of employer	Handelshuset Paul Fabry AB

Type of business or sector

18 Norra Rydsbergsvägen, 443 32 Lerum (Sweden)

Trading and consultancy

Education and training

Dates 01/09/1968 - 30/06/1970

Title of qualification awarded Fil.cand

Principal subjects / occupational skills covered English and German

Name and type of organisation providing education and training Eötvös Lorand (University)
Budapest (Hungary)

Level in national or international classification ISCED 5

Dates 01/07/1970 - 30/07/1974

Title of qualification awarded Fil.mag.

Principal subjects / occupational skills covered General linguistics, English and German

Name and type of organisation providing education and training Oslo (University)
Blindern, 0313 Oslo (Norway)

Level in national or international classification ISCED 6

Personal skills and competences

Mother tongue(s) Hungarian

Other language(s)

Self-assessment
European level (*)

Swedish

English

German

Norwegian (Bokmål)

Dutch

Russian

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	B2	Independent user	B2	Independent user	B1	Independent user
B2	Independent user	B2	Independent user	A2	Basic User	A2	Basic User	A2	Basic User
B1	Independent user	B1	Independent user	A2	Basic User	A2	Basic User	A2	Basic User

(*) [Common European Framework of Reference \(CEF\) level](#)

Social skills and competences

Good ability to adapt to multicultural environments, gained through work experiences in Hungary, the Netherlands, Sweden, Norway. Professional networking and inter-communicational skills.

International negotiation skills.

Working as simultaneous interpreter in high-level bilateral and multinational events.

Organisational skills and competences

Very experienced in team building and EU project development and management, monitoring and evaluation (LLL, FP5, FP 6, Interreg III B, III C, IVC). Participation in EU and international program projects as project coordinator and expert. Project manager of the Vitalizing City Centres through Integrated Spatial Planning (VISP) Interreg IIIB NSP project (2003-2007, 6,3 M Euro), Best Practice Sweden. Recognized leadership qualities and experienced in working under hard pressure.

A real teamworker.

Responsible for high-level official visits, EU conferences with Commissioners.

	Responsible for developing and running EU project development and management training courses recognized by the national authorities in Sweden and Norway.
Technical skills and competences	Long experience in CMS and SaAS solutions, portal and knowledge sharing tools and e-learning platforms management. Member of the jury for European Employability Award, Anita Borg Institute for Women and Technology.
Computer skills and competences	Sincere interest in computers and engineering from childhood. Computer literacy: MS Windows and MS DOS; Microsoft Word, Excel, Outlook, PowerPoint; MS Project and other business applications, online communication and information ability; other professional specific computer programs. Active and regular use of social media (LinkedIn, Facebook, Twitter)
Artistic skills and competences	Developed presenter skills coming from education and professional experience. Gastronomy - more than just a hobby!
Other skills and competences	Already in secondary school outstanding formal logics, analytic and strategic thinking. Very good intercultural communication and interpersonal relations skills and mediating competences.
Driving licence(s)	B
Additional information	Co-ordinator of e-skills Week 2010 in Portugal, e-skills Week 2012 Italy, e-skills Week 2012 Final conference Copenhagen Workshop 1 Building the workforce of tomorrow - also women. Author of e-skills Manifesto 2012 Chapter 4 Unlocking the full potential of Women. Responsible for European level coordination of the e-skills and gender agenda.



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)	Dr. Irene Kamberidou (MA, BA, PhD)		
Address(es)	Navarinou 9, Neo Irakleio 141 21, Athens Greece		
Telephone(s)	+210-2813887	Mobile:	+6973312067
E-mail	ikamper@phed.uoa.gr		
Nationality	Greek		
Gender	F		

Occupational field **Assistant Professor of Sociology and Gender Issues**

Work experience **National & Kapodistrian University of Athens, Greece (1991-2012)**

Dates 2008-2012

Occupation or position held Assistant Professor of Sociology

Main activities and responsibilities Research and Teaching undergraduate and graduate levels

Name and address of employer National and Kapodistrian University of Athens, Greece (www.uoa.gr)

Type of business or sector	Academia
Occupation or position held	Lecturer of Sociology (2003-2008)
Main activities and responsibilities	Research and Teaching (Sociology)
Name and address of employer	National and Kapodistrian University of Athens (www.uoa.gr)
Type of business or sector	Academia
Occupation or position held	Instructor (1991-2003)
Main activities and responsibilities	Teaching English and French
Name and address of employer	National and Kapodistrian University of Athens (www.uoa.gr)
Type of business or sector	Faculty of Physical Ed. and Sport Science (www.phed.uoa.gr) Academia
Occupation or position held	Journalist (1998-1991)
Main activities and responsibilities	International news
Name and address of employer	Athens News Agency (ANA), Pindarou, Athens Greece
Type of business or sector	State/govt.
Occupation or position held	Journalist, reporter , broadcaster (1986-1988)
Main activities and responsibilities	TV and radio news and events with broadcast to USA, Canada, "The Voice of Greece", SBS Australia, etc.
Name and address of employer	ERT 1- [Greek Television and Radio], Aghia Paraskevi, Greece Division for Overseas Greeks
Type of business or sector	State/national
Occupation or position held	Civil servant (1983-1988)
Main activities and responsibilities	Journalistic work, writing, editing, translating publications into English, interpreting
Name and address of employer	General Secretariat of Press and Information, the Ministry to the Presidency, Zolokosta, Athens Greece 1984-1986: transferred to the Ministry of Foreign Affairs, Information Service, Athens Greece. Journalism, reporting, editing English publications.
Type of business or sector	State/government
Occupation or position held	Journalist (1983)
Main activities and responsibilities	International news
Name and address of employer	Athens News Agency (ANA), Pindarou, Athens Greece
Type of business or sector	State
Occupation or position held	Foreign Language Teacher (1982-1983)
Main activities and responsibilities	Taught English and French as a second language to police officers and police cadets at the police academies, and to the officers of the Fire Department.
Name and address of employer	Ministry of Public Order, Katehaki, Athens Greece
Type of business or sector	State
Education and training	
Dates	1997-2002
Title of qualification awarded	PhD: Doctor of Sociology, Grade: <i>Excellent</i> (27-2-2002).

Principal subjects/occupational skills covered	Sociology, research, qualitative and quantitative methodologies, etc.									
Name and type of organisation providing education and training	Panteios University of Social and Political Sciences, Department of Sociology, Athens Greece (http://www.panteion.gr/)									
Level in national or international classification	PhD									
Dates	1979-1981									
Title of qualification awarded	Master of Arts (MA)									
Name and type of organisation providing education and training	University, Boston College, Chestnut Hill, Massachusetts, USA									
Principal subjects/occupational skills covered	French Literature, Arts and Sciences-Literature and Culture									
Level in national or international classification	Master of Arts (MA)									
Dates	1976-1979									
Title of qualification awarded	Bachelor of Arts (BA)									
Name and type of organisation providing education and training	University Emmanuel College, Boston Massachusetts, USA									
Principal subjects/occupational skills covered	Culture social and literary movements, Major: French literature, Minor: Economics. Courses include Introduction to Sociology, History of Economic Theory, Principles of Economics, Educational Psychology, Problems of Philosophy, Energy and Environment), Directed Study Economics, Directed Study: Social Movements, Literary movements-Sartre, etc., Financial Institutions, Financial Accounting, Curriculum Development and American National Government.									
Level in national or international classification	1978: Junior year abroad (Certificat de presence: Cours de la Civilisation Francaise La Sorbonne, Paris France: Bachelor of Arts (BA)									
Personal skills and competences										
Mother tongue(s)	Greek [and English as I was raised and studied in the USA]									
Other language(s)	English and French									
Self-assessment										
European level (*)										
English										
French										

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B2	Independent user	B2	Independent user	B1	Independent user	B1	Independent user	B2	Independent user

(*) [Common European Framework of Reference for Languages](#)

<p>Social skills and competences, and</p> <p>Organisational skills and competences</p>	<p>Dr. Irene Kamberidou is a member of the Hellenic Sociological Society (HSS), as well as a member of the Executive Group of the ECWT- European Centre for Women and Technology (http://www.womenandtechnology.eu). She is an Honorary member of HePIS (2011) -<i>Hellenic Professionals Informatics Society</i>- (www.HePIS.gr). HePIS is a member of CEPIS: Council of European Professionals Informatics Societies and of IFIP: International Federation for Information Processing. Dr. Kamberidou –with active participation at international and European conferences, including publications– has also contributed as a gender expert and moderator in many of the European Commission’s high-level conferences, meetings, projects and workshops addressing exclusionary practices in the digital age (see public profile in <i>Women for Smart Growth</i>: http://ec.europa.eu/information_society/events/cf/daa11/person.cfm?personid=21537) Dr. Kamberidou represented the ECWT as Conference Moderator at the “Women Choosing ICT careers: Influencing Policy from Practice” held at the Hellenic American Union in Athens Greece, October 26, 2010 and at the workshops “Addressing Gender Stereotypes and gender attitudes in the assessment of women’s work”, 3-4 March 2011, in Athens, in the framework of the genSET project (www.genderinscience.org/). Dr. Kamberidou was also the conference moderator at the high-level ‘Women in Science, Innovation and Technology in the Digital Age’ Conference, 6-8th March 2011 in Budapest which was jointly organized by the European Commission Directorate General for Information Society and Media (DG INFSO) and the Hungarian EU Presidency in collaboration with the Hungarian Academy of Sciences (HAS) and the ECWT.</p> <p>In 2004-2006, as a member of the Gender Expert Action Group (GEAG) of the European Commission’s Directorate-General for Information Society and Media in Brussels, Dr. Kamberidou participated in all “the Consultation Workshops on Gender and Technology” in Brussels; in the “Women in Science seminar”, Brussels; and in the gender mainstreaming Conference ‘Re-searching Women in Science and Technology’ in Vienna, Austria, 15-16 May, 2006, jointly organized by the Austrian Presidency and the European Commission. She also participated in the European Commission “Shadowing” Conference and best practices workshops in Brussels, March 2008 (ITGirls, www.ec.europa.eu/itgirls); and in the European Commission’s “IT Girls Shadowing Conference, ‘Signing of the Code for Best Practices for Women and ICT’,” in Brussels, March 3, 2009. Dr Kamberidou represented the ECWT at the “Global Forum 2009: Shaping the Future-ICTS & the Future of Internet- Opportunities for Stimulating & Reshaping the Economy”, Oct. 19-20, 2009 in Bucharest; at the “Women in ICT-Shadowing 2010” conference 7-9 March 2010 in Nicosia, Cyprus where she presented the ECWT (www.womenandtechnology.eu) and the EUD-the European Directory of Women and ICT (www.ictwomendirectory.eu); at the «ICT 2010, Digitally Driven» Expo in Brussels, Sept.26-29, 2010; and at the “Round Table Discussion on Women Entrepreneurship-SMEs and Entrepreneurship Policy: European Action for Women Entrepreneurs”, European Commission Competitiveness and Innovation Framework Programme 2007-2013, held at the European Parliament Office in Athens Dec. 16, 2010 (info@militos.org).</p> <p>BOOKS/MONOGRAPHS:</p> <p><i>Gender, Social Capital, Multiculturalism and Sport</i>, 2011 by Irene Kamberidou (Ειρήνη Καμπερίδου) (which is also offered to students taking course Gender and Sport, at the Faculty of Phys. Ed. And Sport Science of the University of Athens (www.phed.uoa.gr) [in Greek],</p> <p><i>"Finally Free to Breathe." Testimonies of Harem inmates and women travellers of the 17th, 18th and 19th centuries"</i> by Irene Kamberidou/ Ειρήνη Καμπερίδου [to be published Dec. 2012, in Greek]</p>
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I. SAMPLE OF PUBLICATIONS AND CONFERENCE PRESENTATIONS/PARTICIPATION:

- Kamberidou, Irene (2012). *Social Women Share: Technology as an enabler*. Presentation at the upcoming conference "More Technologies? More Women entrepreneurs!" November 6, 2012, Divani Caravel, Athens Greece: "ladybizIT: Women Entrepreneurship on the verge of ICT" www.gender-it.eu
- Kamberidou, Irene. & Fabry, Eva (2012). "Redefining Professional Success and Concepts of Excellence: Integrating a Gender Perspective". Published in http://generoyciencia.org/wp-content/uploads/2012/03/S1_kamberidou-y-fabry.pdf: Presentation at the INNOVACIONES CIENTÍFICAS Y PERSPECTIVA DE GÉNERO (Scientific Innovations and the Gender Perspective) <http://generoyciencia.org/?lang=en>, 12-13 April, Madrid Spain. Organised by CIREM Foundation: Centre for European Initiatives and Research in the Mediterranean (CIREM). (<http://www.generoyciencia.org/>)
- Kamberidou, Irene (2011). "Gender devaluation and gender fatigue: getting women on the glass escalator." Presentation at the *Digital Agenda Assembly, 'Every European Digital'*, workshop 22, *Women for smart growth*. EUROPEAN COMMISSION, INFSO, Belgium, 16-17 June 2011, Brussels. Published in: <http://ec.europa.eu/digital-agenda/daa> or available at: http://ec.europa.eu/information_society/events/cf/daa11/item-display.cfm?id=6003.
- Kamberidou, Irene (2011). "Women of the Future: Chief-Editor E-NEWS interviewing Eva Wolniewicz-Warska (PL), Päivi Salminen – Kultanen (FI) and Marja-Terttu Tanttinen (FI)". Gender Innovation ECWT Newsletter-November 2011. <http://www.womenandtechnology.eu/digitalcity/projects/w4ict/newsletter/newsLetter.jsp?dom=AAABECDQ&lvl=BAAFLLLE&hiv=BAAFKQWZ&fmn=BAAFLAFS&pri=BAAFLAFR&men=BAAFZCA>
- Kamberidou, Irene (2011). "Gender devaluation and gender fatigue: getting women on the glass escalator." Presentation at the *Digital Agenda Assembly, 'Every European Digital'*, EUROPEAN COMMISSION, INFSO, Belgium, 16-17 June 2011. See participation in workshop 22, *Women for smart growth*. (<http://ec.europa.eu/digital-agenda/daa>.)
- Conference Moderator (2011). Conference Moderator at the "Female talent in ICT, Technology and Innovation in the Digital Age, A Joint High-level Conference of DG INFSO and the Hungarian EU Presidency 2011", Budapest, Hungary, 6-8 March 2011, at the Hungarian Academy of Sciences.
- Kamberidou, Irene (2010). "Strategies for Closing Three Major Gender Gaps: Participation/Engagement Gap, Pay Gap and Advancement/Leadership Gap". Published in Gender IT- Promoting gender equality in IT <http://www.gender-it.eu>. Republished in ECWT www.womenandtechnology.eu και στο EUD http://www.ictwomendirectory.eu/digitalcity/projects/eudir/eudir_news. Translated into five languages and included in E-Newsletter *Fostering Gender Mainstreaming in the ICT Sector*, E-Newsletter, Nov. 19, 2010, pp. 1-5.

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Annex II

LOIs / CVs

Gender Equality Experts

03: Minna Salminen-Karlsson – Uppsala Universitet

04: Elizabeth Pollitzer – Portia

05: Dora Groo – Association of Hungarian Women in Science

06: Maria Sangiuliano – University Ca' Foscari



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Gender Expert (GE) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs) and analyse existing situation in terms of gender equality, develop tailored Gender Equality Plans (GEPs) and provide help in their implementation and improvement.

As you know, I have researched and worked with gender issues in ICT education as well as with gender equality in the academia, in particular in the technical and scientific disciplines, the last twenty years, and thus, I really welcome your initiative and I am very grateful for the possibility you give me to be part of its realisation. I know how much your work is needed, and I hope that my long time experience and my engagement in the field will contribute to its successful completion.

I can also bring with me the experience of Uppsala University in implementing gender equality measures. Uppsala University, ranked as one of the top 100 universities in Times Higher Education world university rankings, works very actively with gender equality issues, having financed such measures with more than 400 000 Euro during the past few years. Presently, I am coordinating a FP7 project in gender and science, FESTA, on behalf of the university. In particular, our ICT department has been a flagship in gender equality work, implementing a number of different measures.

Kind regards,

A handwritten signature in blue ink, reading 'Minna Salminen-Karlsson'.

Minna Salminen-Karlsson

Assistant professor

Centre for Gender Research

and

Gender equality specialist

Equal Opportunities Unit

Uppsala University

Minna Salminen-Karlsson
Centre for Gender Research, Uppsala University

Degrees:

Assistant professor (docent) in Sociology, 2007. Uppsala University
PhD in Education 1999, Thesis “Bringing women into computer engineering.” Linköping University
BA in Education, 1993. Linköping University
University diploma in librarianship 1981. Borås University College

Positions:

Assistant professor, Centre for Gender Research, Uppsala University 2009-
Assistant professor, Department of Sociology Uppsala University, 2007-2009.
Researcher, Department of Sociology, Uppsala University, 2006-2007
Senior Lecturer, Department of Technology and Social Change, Linköping University, 2005-2006
Assistant professor, Department of Technology and Social Change, Linköping University, 2000-2005.

Research and evaluation projects:

Gendered conditions and gender constructions in ICT offshoring. 2011-2013
Recruitment processes at Uppsala university in a gender perspective, 2009-2010.
Technical education for girls and women. Rethorical ambitions and practical measures, 2005-2009.
PROMETEA – Empowering Women Engineers’ Careers in Industrial and Academic Research. 2005-2007.
Gendered aspects in learning to drive a computer. Gender and Equality in the Field of Learning and IT. 2005-2007.
Contexts of creativity and gender in scientific-technological change. Women in high-tech organizations. 2000-2005.
Municipal technology centres for children, 2003-2006
The teachings of the Church and the gender construction of Catholic youth. 2000-2004.

Activity projects:

Coordinator of FESTA, Female Emergence in Science and Technology Academia, a SiS project in FP7, 2012-
Gender equality in the program development process at Chalmers Institute of technology, 2011-2012.
Education package for recruitment groups, Uppsala University, 2011-2012.
Lectures on gender in engineering education in several Swedish universities and universities abroad. 1996-2006

Memberships:

Member of the Expert Committee on Gender of Swedish Research Council, 2007-
Member of the reference group of Swedish Secretariat for Gender Research, 2010-2012.
Member of editorial board of Equal Opportunities International and Asian Women.

Publications the last 10 years

- Salminen-Karlsson, Minna (2012) Secondary school students' reactions to descriptions of engineering and nursing in university catalogues. In: Dahmen, J & Sagebiel, F. (eds): *Motivation – The Gender Perspective of Young People's Images of Science, Engineering and Technology (SET). Proceedings of the Final Conference*. Opladen: Budrich UniPress Ltd.
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- Salminen-Karlsson, Minna & Wallgren, Lillemor (2007) The Interplay of Academic and Industrial Supervisors in PhD education. An Investigation of Industrial Research Schools. *Higher Education*. 56:77-93
- Salminen-Karlsson, Minna (2007) Girls' groups and boys' groups at a municipal technology centre. *International Journal of Science Education*, 29 (8) 1019 – 1033.
- Salminen-Karlsson, Minna (2006) Situating gender in situated learning. *Scandinavian Journal of Management*. 22 (1) 31-48.
- Salminen-Karlsson, Minna (2005) Att tala om genus med ingenjörutbildare. Ett personligt inlägg om disciplinära kulturer och kommunikationsproblem. [Talking about gender with engineering educators.] In. U. Mellström (red.) *Kunskapens vägar och forskningens praktik. En vänbok till Boel Berner*. Lund: Arkiv. 71-86.
- Salminen-Karlsson, Minna (2005) Making Criminals into Victims. Discussions on Abortion in the Catholic Church of Sweden. *European Journal of Women's Studies*, 12 (2) 187-200.
- Salminen-Karlsson, Minna (2005) 'The concept of technology and the gendering of engineering education' In A. Bammé, G. Getzinger och B. Wieser (eds) *Yearbook 2004 of the Institute for Advanced Studies on Science, Technology and Society*. Wien: Profil. 233-250.
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mansdominans. [A hundred year old technology and the male dominance of engineering education] *Kvinnoforskningsnytt*, 2: 7-13.

Salminen-Karlsson Minna. (2002) 'Hur skapas den nya teknikens skapare' [How are the creators of the new technology created?] in Boel Berner (ed.) *Vem tillhör tekniken? Kunskap och kön i teknikens värld*, Arkiv, Lund, 2003.

Salminen-Karlsson Minna. (2002) 'Situating gender in situated learning – experiences from a computer company', in Ewa Gunnarsson m.fl. (eds) *Where Have All the Structures Gone?* Arbetslivsinstitutet. Stockholm.

Salminen-Karlsson Minna. (2002) 'Gender-inclusive Computer Engineering Education: Two Attempts at Curriculum Change', *International Journal of Engineering Education*, 18 (4) 430-437.

Salminen-Karlsson Minna. (2002) 'Glaser mot Strauss – två utvecklingar av grounded theory', [Glaser against Strauss. Two developments of Grounded Theory.] *Socialvetenskaplig tidskrift*, 9 (1) 49-62.

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Mr. Prof. Dr. Jörg Becker
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48149 Münster
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21 December 2012

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Gender Expert (GE) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs) and analyse existing situation in terms of gender equality, develop tailored Gender Equality Plans (GEPs) and provide help in their implementation and improvement.

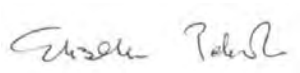
There is a great body of evidence to show that Gender Equality Plans help organizations deliver change, i.e. improvements in research and work cultures and in performance, by establishing the need for action. The Gender Equality Action Plans should follow good practices and best recommendations, such as the genSET recommendations proposed by science leaders, for which there is extensive research evidence showing that inaction impacts negatively on quality of institutions. The key aspects to include when devising GEAPs are:

- a) gender proofing of important policy documents
- b) gender impact assessment of policies and practices
- c) train staff on gender dimension in research and introduce regular staff assessment
- d) mentoring, networking, role models
- e) Code of Conduct for developing early researcher standards
- f) set up gender equality unit (on a high hierarchical level); centre of expertise for women and science
- g) gender balance in committees, and train men to understand the issue; leadership development in implementing gender awareness
- h) work-life balance for both women and men

- i) positive work environment: dignity for all, no harassment or bullying, ombudsman, training on harassment issues
- j) fair and transparent workload balance; ensure women are not allocated all the teaching and administrative work and taking care of students
- k) fair recognition of work; ensure fair signature, giving credit where credit is due
- l) fair mobility and contract funding conditions
- m) at a minimum: data and indicators, carry out gender audits and climate surveys in departments

Having lead and co-ordinated the genSET project, I look forward transferring my knowledge of this, and my other experience, and exploring the institutional landscape at the TRIs and designing effective strategies for change with them.

Kind regards,



Dr Elizabeth Pollitzer
Director
Portia Ltd
14 King Street
London
EC2V 8EA
Tel: +44 (207) 367 5348
Email: elizabeth@portiaweb.org.uk

Brief profiles of management/staff who will be undertaking the work:

Dr Elizabeth Pollitzer has 20 years' experience teaching and researching in the Department of Computing at Imperial College, University of London. In this capacity, she coordinated the Joint Research Council Initiative in Cognitive Science and Computer Interaction, coordinating 80 research projects. Dr Pollitzer is co-founder of Portia with 13 years' experience developing and delivering Gender initiatives and is a leading expert in the area of Gender and Science. As well as leading Portia's activities and projects, she is a founding member of the European Centre for Women and Technology (www.womenandtechnology.eu), founder and Director of IT Synergy (an IT solutions company www.itsynergy.co.uk), former member of the Executive Management Board of the Daphne Jackson Trust (<http://www.daphnejackson.org/>) and has acted as expert Rapporteur for the DG Connect on several gender initiatives, and acts as an expert evaluator for various funding bodies, including the Commission. In her capacity as Portia Director, she has held overall responsibility for project development and management, finance, evaluation, stakeholder involvement; and gender knowledge transfer in several EC and non-EC funded projects. In 2011, Dr Pollitzer was a member of the Expert Committee responsible for producing the report "*Structural change in research institutions: enhancing excellence, gender equality and efficiency in research and innovation*" (http://ec.europa.eu/research/science-society/document_library/pdf_06/structural-changes-final-report_en.pdf) and guest Editor of the Interdisciplinary Review Journal special issue on gender (<http://www.ingentaconnect.com/content/maney/isr/2011/00000036/00000002;jsessionid=488kc8ca0phm4.victoria>). She was a Bio-expert in the EU Project on "Meta-Analysis of Gender and Science Research" (<http://www.genderandscience.org/web/index.php>). In 2012 Elizabeth participated in the following events: *Parity as Practice: the Politics of Equality*, Yale Law School, New Haven, USA, 20-31 March 2012, talking on "From Consensus to Action"; *Beyond the Glass Ceiling*, Women Rectors Across Europe, Istanbul, Turkey, 21-23 May 2012, talking on "Manifesto for Action on the Gender Dimension in Science"; *Gender, Work and Organization 2012*, Keele University, Staffordshire, UK, 27-29 June 2012, as stream Convenor of the "Gender in Science Institutions and Knowledge System" stream; *7th European Conference on Gender Equality in Higher Education*, Bergen, Norway, 29-31 August 2012, talking on "From Evidence to Consensus, Recommendations, and Standards: lesson from the genSET project" and "Scenario Building Method as a tool for Supporting career Decisions in Science - Comparing Germany and Israel"; *ICT Competitiveness Week*, Brussels, Belgium, 17-20 September 2012, where she acted as rapporteur; *Third Regional Forum for Women Entrepreneurs*, The UN Economic Commission for Europe (UNECE), Baku, Azerbaijan, 14-15 November 2012, talking on "Smart Specialisation for Women Entrepreneurs: Creating Links, Synergies, Opportunities"; *Gender Balance in Research in the Nordic Countries, Expert seminar*, Oslo, Norway, 22-23 November 2012, talking on "The genSET project – lessons and impact".

Henrietta Dale has 5 years' experience of project delivery with Portia, including project development, administration, finance and management. She was the administrative leader of the genSET project.

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I have been involved in gender equality issues since 2002 when I represented Hungary in the Enwise (ENlarge Women and Science to East) expert group and became co-author of the resulting report (Waste of talents: turning private struggles into a public issue. Women and Science in the Enwise countries, European Commission, 2004). I am committed to work for the equal opportunities of women researchers and for the changes necessary to realize this equality in the research institutions.

I was the coordinator of the gender-related FP projects Enwise Ethics, WS Debate, UNICAFE, GENDERA and participated in several other projects (CEC-WYS, PRAGES, SHEMERA) in this field. I worked also in the EC tender "Meta-Analysis of Gender and Science Research" as invited expert. I was the leader of the national project „Development of Gender Opportunities in Hungary Over the Last 100 Years”.

Short description of the organisation:

The mission of the Association of Hungarian Women in Science is to support efforts and initiatives that help to achieve the equal treatment of men and women in the field of science and education, by improving the situation of women researchers in Hungary.

The main tasks of the Association are:

- scientific evaluation of the background and conditions of gender equality in the area of research and development
- influencing public opinion and attitude
- increasing the role of women in research and in high-level science management

Kind regards,



Dóra Groó, MD, PhD, MBA
President

Association of Hungarian Women in Science



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Dóra Groó	
Address(es)	17 Napraforgó u, 1021 Budapest, Hungary	
Telephone(s)		Mobile: +36-30-9142849
Fax(es)		
E-mail	dora.groo@duplagondol.hu	
Nationality	Hungarian	
Date of birth	June 20, 1954	
Gender	Female	

Desired employment / Occupational field

Work experience

Dates	1978-1990
Occupation or position held	pharmacologist
Main activities and responsibilities	Conducting pharmacological animal experiments
Name and address of employer	Chemical Works of Gedeon Richter Ltd.
Type of business or sector	Large enterprise/pharmaceuticals
Dates	1990-1990
Occupation or position held	Manager of pharmacological research
Main activities and responsibilities	Planning and supervising pharmacological, toxicological tests
Name and address of employer	Béres Export-Import Company Ltd.
Type of business or sector	Medium enterprise/pharmaceuticals
Dates	1991-1994
Occupation or position held	Program manager
Main activities and responsibilities	Administration of proposals, projects in the field of mobility of researchers, monitoring and financial auditing of projects
Name and address of employer	US-Hungarian Science and Technology Joint Fund
Type of business or sector	Government
Dates	1994-2012
Occupation or position held	Director
Main activities and responsibilities	Management of the Foundation's activities, planning, executing and supervising project monitoring and auditing tasks related to bilateral and EU projects, project management, advisory services to FP applicants, etc. Coordinator of the projects HEURORA (FP5), TrainNet Future, Hungary for FP6, WS DEBATE, UNICAFE (FP6), GENDERA (FP7).
Name and address of employer	Hungarian Science and Technology Foundation, 1027 Budapest, Bem József u. 2., Hungary
Type of business or sector	NGO
Type of business or sector	Government
Dates	2008-2012
Occupation or position held	Director

Main activities and responsibilities
 Name and address of employer
 Type of business or sector
 Dates
 Occupation or position held
 Main activities and responsibilities
 Name and address of employer
 Type of business or sector
 Dates

Managing the company's activities
 EUTET Hungary Training and Consultancy Ltd., 1021 Budapest, Napraforgo u 17., Hungary
 consultancy
 2012-present
 President
 Organizing the Association's activities, representing the Association
 Association of Hungarian Women in Science, 1021 Budapest, Napraforgo u 17., Hungary
 NGO
 2009-present

Education and training

Dates
 Title of qualification awarded
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training
 Dates
 Title of qualification awarded
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training
 Level in national or international classification
 Dates
 Title of qualification awarded
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training

1972-1978
 MD
 General medicine
 Semmelweis Medical University, Budapest, Hungary
 1988-1990
 Candidate of science
 Pharmacology/ageing
 Hungarian Academy of Sciences/Scientific Qualification Committee, Budapest, Hungary
 PhD
 2000-2002
 MBA
 Human resource management
 Budapest University of Technology and Economics, Hungary

Personal skills and competences

Mother tongue(s) Hungarian

Other language(s)

Self-assessment

European level (*)

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
B2	Independent user	C1	Proficient user	B2	Independent user	B2	Independent user	C1	Proficient user

(*) Common European Framework of Reference for Languages

Organisational skills and competences

Director of a 15-member organisation 1994-2012
 Organisation of several international and national events
 Coordinating EU projects
 Gender expert

Computer skills and competences

User level (Word, Excel, Access)

Driving licence

Yes, Category B

Additional information

- Member of the ENlarge "Women In Science" to East (ENWISE) STRATA ETAN Expert Group established by the European Commission (2002-2003)
- Project Technical Assistant contract from the European Commission (QLK6-PTA-2002-00005) in the area of Quality of Life/Ageing (2004-2007)
- Expert evaluator for the EC Research DG (2004, 2005, 2007)
- Coordinator of the FP6 projects "TrainNet Future" with 26 partners, "Hungary for FP6" with 9 partners, "WS DEBATE" with 5 partners, UNICAFE with 8 partners, of the FP7 project GENDERA with 9 partners.
- National expert of the FP7 INCO Programme Committee
- Board member of the European Platform of Women Scientists (EPWS)



Università
Ca' Foscari
Venezia

Dipartimento
di Filosofia
e Beni Culturali

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Mr. Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Venice, 14th January 2013

Subject: FP7 SiS GAIN_EU project: letter of Intent



Dear Prof. Dr. Becker,

Many thanks for the offer to participate in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. Ca' Foscari University – CISRE (International Centre for Educational Studies and Research - Advanced Training) would be glad to collaborate with the assigned Target Research Institutions (TRIs) and analyse existing situation in terms of gender equality, develop tailored Gender Equality Plans (GEPs) and provide help in their implementation and improvement.

Ca' Foscari University – CISRE (International Centre for Educational Studies and Research - Advanced Training) has been partner in several EU funded projects within the LLP, ALFA and Europaid, and as other Departments and Centres' its EU Projects operations are technically and administratively supported by a dedicated Unit for International Research. In the last years the Centre has also started up a research stream on **gender mainstreaming** in educational and innovation policies, by collaborating to the EQUAL Project P.O.N.T.I. and its activities targeted at mainstreaming gender in education and training, as well as to the editing of the collective research volume "*Educare con Differenza*", published in 2009. Since the same year the Centre has awarded a grant to Dr. Maria Sangiuliano **for a Phd research on gender training and learning processes in mainstreaming gender in smart communities initiatives** (Phd Course in Cognitive and educational sciences), and it is expanding its networks and collaboration on the issue. Being the National Point of Contact of the European Centre for Women and Technology, Ca' Foscari University – CISRE (International Centre for Educational Studies and Research - Advanced Training) has started up the Agenda on Gender & Smart Cities in Italy and it is coordinating its developments at the EU level, has led the e-skills Week campaign in Italy with dedicated communication and training actions

Palazzo Malcanton Marcorà
Dorsoduro 3484/d
30123 - Venezia

Tel. 041 2347273-2347251
Fax 041 2346210



Università
Ca' Foscari
Venezia

**Dipartimento
di Filosofia
e Beni Culturali**

targeted at fostering girls' studies in ICT and raising the awareness of Universities on gender and ICT matters.

For all these reasons, I am sure we can positively contribute to research activities within GAIN –EU and its qualified partnership, and are willing to confirm our participation to the project, approved by the Council of the Department of Philosophy and Cultural Heritage on 22/11/2012 (Minutes of the Council's meetings n°9/12).

Kind regards,

Prof. Umberto Margiotta



Prof. Umberto Margiotta
Full Professor Ca' Foscari University

Director of CISRE
International Centre for
Educational Studies and Research
Advanced Training

Palazzo Malcanton Marcorà
Dorsoduro 3484/d
30123 - Venezia

Tel. 041 2347273-2347251
Fax 041 2346210

EUROPEAN CURRICULUM VITAE FORMAT



PERSONAL INFORMATION

Name	SANGIULIANO MARIA
Address	GIUDECCA 457/A, 30133 VENICE, ITALY
Telephone	0039 041 5232482 Mobile: 0039 3407997555
E-mail	marisangiuliano@gmail.com
Nationality	Italian
Date of birth	27/02/1970
Certifications:	UNDP Regional Bratislava Centre for Europe and CIS countries: Vetted Roster of Consultants on gender equality

WORK EXPERIENCE

- | | |
|--|---|
| • Dates | from May 2009 - ongoing |
| • Name and address of employer | European Centre for Women and Technology, Drammen Grønland 58, N-3045 Drammen Norway |
| • Type of business or sector | European Ngo- gender equality- innovation policies |
| • Occupation or position held | Project Coordinator_ e-Skills Week 2012 Campaign in Italy; National Point of Contact for Italy; Strategy Working Group Leader; Leading the Smart Communities & Gender Agenda of the ECWT ; former member of the Executive Committee |
| • Main activities and responsibilities | ECWT is the largest European Network (more than 150 members) working to influence policies and developing projects on increasing the number of girls in High Tech Studies and foster women's careers in STEM. I have coordinated the National Point of Contact of the organization in Italy, on behalf of the Venice City Council (2009-2010) and the University Ca' Foscari (2011 ongoing) and served in the Executive Committee from 2009-2010, co- authoring the Position Paper on Mainstreaming Gender in the EU Digital Agenda. From November 2011 to July 2012 I was in charge of coordinating the e-skills Week 2012 campaign in Italy on behalf of the Centre. I am actually leading the Working Group on Strategy (members from Poland, Lithuania and Romania), supporting the Centre's Director in designing the organization's strategy until 2013-2020, expanding the network of stakeholders and donors, improving the dialogue with the EC. Since July 2012 I have started up the Smart Communities & Gender Agenda of the ECWT which I am currently developing and leading and I have set up some pilot actions in Italy in cooperation with Stati Generali Innovazione. |

Key Achievements:

- Provided advisory guidance as member of the Executive Committee and co-authored a Position Paper presented at a EU level conference co-organized with DG INFSO.
- Led a successful e-Skills Week 2012 campaign in Italy involving and liaising with more than 30 national stakeholders (Ministry of Education and Ministry for Economic Development among the others) with an outreach to over 1 million people; coordinated the production of 2 videos

	<ul style="list-style-type: none"> ○ Co- authored the organization's Strategy Document 2013-2020 identifying indicators of impact and building scenarios for organizational development.
<ul style="list-style-type: none"> • Dates • Name and address of employer • Type of business or sector • Occupation or position held • Main activities and responsibilities 	<p>from April 2011 ongoing</p> <p>Yellow Window Management Consultants, Lange Lozanastraat 254 2018 Antwerp_ Belgium</p> <p>International Consultancy contracted by EIGE. Research – gender equality</p> <p>Researcher/associate consultant</p> <p>YW is a EU level consultancy specialized in research, policy evaluation and service design, working with several DGs of the European Commission and a long track record on gender issues. I was contracted as a national researcher in two EU level Studies commissioned by EIGE, on Gender stereotypes (April –May 2011) and Female Genital Mutilation (January- March 2012) respectively and carried out qualitative research and data analysis. I also organized a training session in Venice within the 'Gender in Research' EU Project. I am actually involved as a Trainer within the European Campaign "Science is a Girls' Thing", starting from October 2012.</p> <p><u>Key Achievements:</u></p> <ul style="list-style-type: none"> ○ Delivered high quality research reports in English based on in-depth interviews' qualitative analysis and state of the arts of policy making and literature on covered issues. ○ Organized a successful training session with YW consultants at the University of Venice on "Gender in Research"
<ul style="list-style-type: none"> • Dates • Name and address of employer • Type of business or sector • Occupation or position held • Main activities and responsibilities 	<p>From March 2008 ongoing</p> <p>Winnet Sweden and Winnet Europe, Södra Skeppsbron 6 802 80 Gävle – Sweden</p> <p>National and European Association of Women Resources Centres</p> <p>Member of the board, project designer, researcher</p> <p>WinnetEurope is the European Association of Women Resources Centres promoting research and projects on mainstreaming gender in regional development. I was elected member of the Board since 2008 until now and cooperated in project designing for the organization for the Interreg IV Project Winnet8. From April to July 2011 I collaborated designing a manual on how to start up and run Women's Resources Centres for women's employment and female entrepreneurship: conducted research and took care of writing/editing one of the manual's chapters in English.</p> <p><u>Key Achievements:</u></p> <ul style="list-style-type: none"> ○ Proactively contributed to run the organization as Board's member. ○ Contributed to project design and partnership formation for an approved EU Capitalization Project on gender in Regional Development within the Interreg IVC Programme. ○ Provided expert advice on how to design and develop a European Manual in English and wrote its most policy oriented and frames setting Chapter.
<ul style="list-style-type: none"> • Dates • Name and address of employer • Type of business or sector • Occupation or position held • Main activities and responsibilities 	<p>from September to November 2010</p> <p>European Institute for Gender Equality, Svitrigailos g., 11M Vilnius</p> <p>European Commission Agency on Gender Equality Policies</p> <p>Gender training expert and researcher</p> <p>EIGE is the Agency of the European Commission on Gender Equality issues. In this short term assignment I conducted research and authored a research report on the issue of gender training for gender mainstreaming in the European Union, including a state of the art, review of literature, selection and analysis of good practices and critical analysis for identifying quality indicators.</p> <p><u>Key Achievements:</u></p> <ul style="list-style-type: none"> ○ Delivered a high quality analytical research report (40 pages) in English on Gender

Training within Gender Mainstreaming in Europe.

• Dates	From January 2003 to February 2010
• Name and address of employer	Province of Venice, San Marco 2662, Venice
• Type of business or sector	Public Administration, Gender Equality Policies
• Occupation or position held	Director of the Women Resources' Centre and EU Project Manager
• Main activities and responsibilities	The Province of Venice is a Public Administration of the State governing a territory of 44 Municipalities and 860.000 inhabitants. I took part to setting up the whole Gender Equality Office (Women Resources Centre) and its strategy, coordinated the staff (4 persons + occasional consultants and trainees) on a daily basis and supervised the establishment of a network of 20 Local Women Resources Centers aimed at promoting women's economic empowerment; I lead research, capacity building and raising awareness activities carried out by the Center on the issues of: equality in the labour market, work life balance, gender stereotypes and gender policies in education, women in local formal politics, mainstreaming gender in urban planning. All activities were funded through 3 approved EU projects (within Equal; Leonardo, and Interreg IV C and III C; South East Europe Programs) and 2 Regional Projects. Organized and presented speeches at several transnational workshops, cooperated to the preparation of transnational deliverables.

Key Achievements:

- Directed 2 EU Projects which were selected as National Best Practices by ISFOL and the Ministry for Economic Development.
- Coordinated and implemented counselling and training services for 8.000 unemployed women.
- Organized high level national conferences for specialists and stakeholders with more than 700 participants.
- Training needs' assessment and 200 hours training and supervision (on line and in presence) offered to a network of 20 Women Resources Centres.
- 1 comprehensive portal and 1 knowledge sharing platform for trainers/staff.
- 1 edited book on gender in education with international contributors and 1 multimedia cd rom with videos and interviews targeted at teenagers.
- 1 Feasibility Study on Setting up a Sustainable Regional Network of Services on Gender in Regional Development with indicator, fund raising and management scenarios.

• Dates	From January 2001 to February 2010
• Name and address of employer	Mediaculture Cooperative pscarl, Giudecca 330, Venezia- Italia
Type of business or sector	Ngo promoting migrant's rights and inclusion, contracted by the Venice City Council
• Occupation or position held	Consultant, project manager and trainer on gender and intercultural dialogue
• Main activities and responsibilities	Mediaculture was a small innovative cooperative of young people working with the Public Administration on intercultural integration through a variety of tools and methods. I was in charge of designing, developing and evaluating the Multicultural Women's Centres project (commissioned by the Venice City Council), and projects on migrant integrations of migrants through intercultural mediation for other smaller Town Councils. Coordinated teams of intercultural mediators working in local public service (from Albania, Mexico, Morocco, Nigeria, Romania, Serbia, Ukraine, the Philippines, Bangladesh). Evaluation and monitoring of all services provided.

Key Achievements:

- 100 hours of training activities on intercultural dialogue and migrants' integration for Public Services Staff (teachers, social workers, women's shelter centres, gender equality services).
- Service design and start up of a Multicultural Women's Centre within an existing Women's Library (cultural events with writers and activists from Albania, Mexico, Morocco, Nigeria, Romania, Serbia, Ukraine; multilingual library; Italian Languages courses; ICT courses): approx. 2.500 migrant women per year taking part to activities and services from

	2003 to 2010.
	<ul style="list-style-type: none"> ○ Service design and implementation of 'on call' intercultural mediation services for Primary and Secondary Schools and Social Welfare Units dealing with migrants' needs.
• Dates	from January 2007 to September 2007
• Name and address of employer	Universidad Complutense Madrid, Pozuelo de Alarcon, Campus de Somosaguas, Madrid-Spain
• Type of business or sector	Research on Gender Equality policies
• Occupation or position held	National Gender expert and researcher
• Main activities and responsibilities	The UCM was one of the main partners of the FP6th QUING Project (Quality in Gender Equality Policies). In this framework I worked as a national researcher to conduct research activities on Italian gender equality policies on the specific issues of non employment, gendered violence, intimate citizenship.
	<u>Key Achievements:</u>
	<ul style="list-style-type: none"> ○ Authored 1 State of the Art Research Report on Gender policies in Italy 1985-2007 (in English) ○ Co-authored a Research Report on Policy Debates' History on the above mentioned issues (in English). ○ Co-authored and published on an International Peer Reviewed Journal a paper on gender and employment policies in Italy, presenting it at an European Conference on Policy Research (ECPR). ○ Invited speaker to 2 International Workshops on Gender Training organized in Madrid within the QUING and the USA-EU TARGET projects.
• Dates	From January 2000 to August 2004
• Name and address of employer	Several Ngos
• Type of business or sector	Women's rights, multicultural integration policies
• Occupation or position held	Project manager and trainer
• Main activities and responsibilities	During these years I was mainly active as one of the founders of LIdRA Technopolis, an Ngo working on intercultural dialogue and gender issues. I also worked as a researcher for IFUN (International Feminist University) an international Ngo based in Italy and offering Summer Training Schools for Women Activists and politicians from around the globe.
	<u>Key Achievements:</u>
	<ul style="list-style-type: none"> ○ in 2000 I delivered and published a qualitative research on migrant women for the Venice City Council. ○ In 2002 launched a dialogue and raising awareness process in Italy connected to the Johannesburg UN Summit on Sustainable Development: 200 participants to the international Forum on the Women's Action Agenda for a Sustainable and Healthy Planet organized in Venice, May 2002, with Crinali/Redeh Cemina and WEDO. Organized and took part to a national delegation of women to the Johannesburg Women's Tent. ○ In 2003 I carried out a case study on Norway based on qualitative research on the issue of gender quotas for women in Politics (with field trips and 25 in depth interviews), for IFUN. ○ In 2003 and 2004 worked as a rapporteur for two editions of the International School of Feminist Politics organized by IFUN in Loten and Steigen (Norway) on issues of international development cooperation from a feminist perspective.

MAIN PUBLICATIONS

Chapter in an edited book	• Date	2012 (FORTHCOMING)
	Book's editor	Ivana Padoan
	Publisher	Franco Angeli (Milano)
Article's Title	Date	2012
	Article's Title	Differenze per cambiare le organizzazioni. Riflessioni su apprendimento organizzativo e formazione nei processi di mainstreaming di genere attraverso il concetto di intersezionalità (Differences for changing organizations: Reflections on organizational learning and training in gender mainstreaming processes through the concept of intersectionality)
	Journal	Formazione e Insegnamento. European Journal of Research on Education and Teaching, vol. 10, issue 2, pagg.179-199.
Book's Review	Date	2012 (Forthcoming)
	Book's Review	Neurofeminism. Issues at the intersection of feminist theory and cognitive science. Edited by robin Bluhm, Anne Jaap Jacobson, and Heidi Lene Maibom.
	Journal	Gender and Education ISSN 0954-0253
• Article's Title • Published on	Date	2011
	• Article's Title	Lining up for a Gender Action-Plan for the European Digital Agenda ECWT Position Paper.
	• Published on	www.womenandtechnology.eu ; www.ictwomendirectory.eu
• Institutions involved Authors	• Institutions involved	ECWT
	Authors	Eva Fabry, Petra Puechner and Maria Sangiuliano
• Article's Title	Date	2009
	• Article's Title	<i>Gender and employment in the Italian policy debates: the construction of non employed gendered subjects.</i>
	• PublisherJournal	<i>Women Studies International Forum</i> , Elsevier, vol. 32, Issue 6, pagg. 445-452.
• Institutions involved Authors	• Institutions involved	Universidad Complutense Madrid
	Authors	Emanuela Lombardo and Maria Sangiuliano
• Book, title	Date	2008
	• Book, title	<i>Educare con differenza. Modelli e pratiche formative (Educating with difference. Models and training practices).</i> Edited book and a CdRom containing videos, interviews and multimedia contents on gendered stereotypes, in collaboration with Mediaculture coop.
	• Publisher	Rosenberg & Sellier Editori, Torino

- Institutions involved
Authors
Province of Venice, Ca' Foscari University, Venice
Ivana Padoan and Maria Sangiuliano (editors)
- Date
2008
- Book's chapter, title
Generi e politiche educative. Spunti sul contesto italiano a partire dagli ambiti internazionali (Genders and educational policies. Reflections on the national and international context), in *Educare con differenza. Modelli educativi e pratiche formative*, Padoan, I., and Sangiuliano, M. (editors), pagg. 65-108.
- Publisher
Rosenberg & Sellier Editori,. Torino
- Institutions involved
Province of Venice, Ca' Foscari University, Venice
- Author
Maria Sangiuliano
- Date
2008
- Title
Pari generi? L'esperienza della Provincia di Venezia con l'educazione tra pari nelle scuole superiori (Equal genders? The experience by the Province of Venice with peer education in Upper Secondary Schools)
- Publisher
Rosenberg & Sellier Editori,. Torino
- Institutions involved
Province of Venice, Ca' Foscari University, Venice
- Authors
Franca Pullia and Maria Sangiuliano
- Date
2008
- Title
Xènero e emprego nos debates políticos italianos 1995-2007: a construción de suxeitos de xénero 'non empregados', in *Administración & Cidadanía*, vol. 3, n°2, pagg. 103-121.
- Publisher
Escola Galega de Administración Pública
- Institutions involved
Universidad Complutense de Madrid
- Authors
Emanuela Lombardo and Maria Sangiuliano
- Date
2002
- Title
Le "altre". Storie e percorsi di donne migranti a Venezia (The 'others: histories and lives of migrant women in Venice)'
- Publisher
Cetid, Venezia
- Institutions involved
Comune di Venezia, Osservatorio Donna
- Author
Maria Sangiuliano
- Date
2002
- Title
Azioni Positive per la rappresentanza delle donne in politica: il caso della Norvegia, (Positive Actions for women's representation in istitutional politics. The case of Norway), in *Associazione Orlando, Istituto per le Strategie di Genere: progetto di fattibilità*, pag. 1-45.
- Publisher
Associazione Orlando, Bologna
- Institutions involved
Regione Emilia Romagna, WWIFUN International Feminist University
- Authors
Maria Sangiuliano and Paola Melchiori

EDUCATION AND TRAINING

- Dates
2010-2013 (expected)
- Name and type of organization
University of Venice
- providing education and training
Phd in Cognitive Sciences, Education and Training. Entitled of a 3 years Phd Grant.
- Title of the Research Project
Learning processes in gender mainstreaming . Implications and transformativity in integrating a gender+ approach in Smart Cities Projects.

<ul style="list-style-type: none"> • Dates 	2003-2004
<ul style="list-style-type: none"> • Name and type of organization providing education and training 	University of Venice
<ul style="list-style-type: none"> • Title of the Master Dissertation 	Master in Training Policies and Methodologies
<ul style="list-style-type: none"> • Title of qualification awarded 	<i>Gender and Training: Approaches and problems from theory to intervention</i> Master Course Certificate of Attendance
<ul style="list-style-type: none"> • Dates 	2000- 2001
<ul style="list-style-type: none"> • Name and type of organisation providing education and training 	University of Venice
<ul style="list-style-type: none"> • Title of the Master Dissertation 	Master in Migrations and Integration Policies
<ul style="list-style-type: none"> • Title of qualification awarded 	<i>Migrant Women's in Venice. An action research for intercultural integration</i> Master Course Certificate
<ul style="list-style-type: none"> • Dates 	January- June 2000
<ul style="list-style-type: none"> • Name and type of organisation providing education and training 	University of Padua
<ul style="list-style-type: none"> • Title of qualification awarded 	Post Graduate Course in Social and Cultural Anthropology Post Graduate Diploma
<ul style="list-style-type: none"> • Dates 	1994-1999
<ul style="list-style-type: none"> • Name and type of organisation providing education and training 	Università Ca' Foscari of Venice, Faculty of Philosophy (from 1989 enrolled at the University of Trento, Faculty of Sociology, changed course of study in 1994 and got formal approval of all exams)
Dissertation's title	Third World's women representations in the Italian feminist press ('70s and '80s)
Title awarded	Graduate Degree (Laurea Magistrale)

Main presentations at Conferences

- **June 2012**
Università Ca' Foscari/ECWT, Venezia
Title of the presentation
E-Skills Week 2012 Italy Final Conference: Inclusione:e-skills, formazione e lavoro
Gender, Diversity e e-Skills. Per un'Agenda Digitale Inclusiva e Smart.
- **September 2011**
Ergani Centre/Thessaloniki Greece
Winnet 8 Interreg 4c Project -Final European conference
Women and technology as a key dimension for mainstreaming gender in regional development
- **February 2011**
Universidad Complutense, Madrid
Title of the Paper presented
International QUING/Opera Conference on Gender Training
Gender training, intersectionality and diversity management discourses.
- **July 2010**
Central European University, Budapest
Title of the Paper presented
Summer School on Feminist policies and intersectionality discourses.
Gender training, intersectionality and diversity management discourses.
- **February 2009**
Universidad Complutense, Madrid
Title of the presentation
European Project (6th Framework Programme) Quing Project Opera/Gender Trainers' Workshop
Discussant at the Round table on curriculum development in Gender Training

• **September 2007**
ECPR (European Consortium for
Political Research)

- Title of the presented paper

Biannual ECPR Conference, Gender Network Session

Gender and employment in the Italian policy debates: the construction of non employed gendered subjects (co-authored with Emanuela Lombardo)

• **June 2007**
Provincia di Venezia/Progetto Equal
P.O.N.T.I.

- Presentation title

Convegno Parità Differenti. Nuovi strumenti e linguaggi per le politiche di genere.

Introductory presentation to the workshop "Intersecting gender policies with policies against racism and homophobia" and co-conducting of the same workshop together with Valentina Cardinali from ISFOL.

• **July 2006**
University of Lodz/Athena Network

6th Feminist Research Conference
Gender and Citizenship in a Multicultural Context

January 2005
Comune di Venezia, Venice City
Council
2 Presentations' titles

EU Project Sister Cities Going Gender- School of Politics for Women

- *Differences? Stereotypes and obstacles towards intercultural dialogue between women. Reflections starting with some concrete experiences.*
- *Quotas and other strategies to increase female representation: the case of Norway and the subject of the "difference" of women in politics*

November 2005
Winnet Project, Brussels
Title of the presentation

Interreg III C Winnet Project, Closing European Conference
Presentation of a position paper on Gender in ICT and regional development

September 2002
Un Civil Society Forum on
Sustainable Development,
Johannesburg

The Women's Tent
The Women's Agenda 21 in Venice: starting up of a participatory process for integrating women's perspective for a sustainable local development

MOTHER TONGUE

Italian

OTHER LANGUAGES

- Reading skills
- Writing skills
- Verbal skills

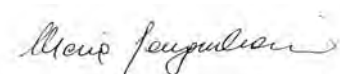
English
Professional Fluency
Professional Fluency
Professional Fluency

• Reading skills	French Good
• Writing skills	Elementary
• Verbal skills	Elementary

SKILLS AND COMPETENCES

• IT Skills	Competent with Microsoft Office softwares and familiar with Social Media tools; experience in portal and knowledge sharing tools and e-learning platforms management. Familiar with softwares for qualitative research: NVivo; Max QDA, AtlasT.
• Organizational Skills	Sound ability in project designing, management and monitoring/evaluation, including organizing teams to carry out their implementation; project's budget management; team leading competence; able to motivate people and to support their professional development; used to work under pressure and to meet tight deadlines.
• Communication and personal skills	Good communication and presentation skills. Very good interpersonal relations skills and mediating competences: used to work through collaborative partnership with ngos and social parts' representatives, academics, politicians and bureaucrats; familiarity with working with multicultural teams.
• Other relevant competences	Training design, coordination, delivery and evaluation. Qualitative research methods and tools (softwares for qualitative research: NVivo; Max QDA, AtlasT); writing and editing skills; analytic and strategic thinking; competent as a trainer on gender and intercultural issues.

I hereby authorize the treatment of personal information and data according to Italian D. Lgs 196/2003 art.23



Annex III

LOIs / CVs

Gender Equality Evaluators

07: Sasha Bezuhanova – BCWT

08: Noortje Jansen – VHTO

*1: Juliet Webster – Work and Equality Research

*2: Harinder Lawley – Diversity Works



БЪЛГАРСКИ ЦЕНТЪР НА ЖЕНИТЕ В ТЕХНОЛОГИИТЕ

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Gender Equality Evaluator in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organization of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs), evaluate the implementation of tailored Gender Equality Plans (GEPs) and provide help in their improvement.

The Bulgarian center for women in technology brings together stakeholders from business, government, academia and non-governmental organizations, giving them the opportunity to support the increase of professional women's participation in the ICT sector, as well as the development of technologies and engineering products. The center cooperates in the implementation of regional innovation projects and stimulates research collaboration, exchange of best practices and the creation of new resources in ICT. BCWT is National Point of Contact of European Centre for Women and Technology.

We see the synergy of the project aims with BCWT mission. One of the main goals of BCWT is to increase the number of women in technology and stimulate their professional development in ICT. We are working closely with Universities and research institutions to improve gender equality, women integration and advancement in their careers and we are looking forward to cooperate with you on the above mentioned project.

Kind regards,

Sasha Bezuhanova-Yordanova
Chairperson
BCWT



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)	Sasha Bezuhanova
Address(es)	Kv.Manastirski livadi, ul Rodopski izvor 100, 1618 Sofia, Bulgaria
Telephone(s)	+359 888 57 61 57
E-mail	sasha.bezuhanova@hp.com
Nationality	Bulgarian
Date of birth	27 th of September, 1962

Work experience

March 2012– Present	Director Public Sector Growth Markets Hewlett Packard Responsible for the Public sector business in HP's emerging markets. Defining Public Sector go-to-market strategy and its implementation - development and execution of multi-year business plans including business development, market positioning and alliance initiatives, managing key stakeholders relationships (EU, WB, UN), programs to develop public sector professionals pan HP, executive sponsorship for strategic projects, senior governmental relationships management.
January 2009– February 2012	Director Public Sector Central Eastern Europe Hewlett Packard Managing Public Sector business in Central Eastern Europe across 27 countries including Russia, new Europe, Western Balkans and Central Asia with responsibility for top and bottom line performance. Defining and running a holistic program for identifying priorities, developing and managing HP enterprise business with governmental institutions – multi-year business plans definition, HP positioning program definition and implementation, building and managing PS Competency center (Public Finance, e-government, public safety, e-Health, PS Infrastructure), managing countries' PS sales and PS services industry management, executive sponsorship for strategic projects, building structured partnerships with Washington (WB , USAID, MCC , ITA) and Brussels (EU, EC , EIB) based institutions, defining and implementing comprehensive business supporting set of tools and processes.
January 1998 – December 2008	General Manager Hewlett Packard Bulgaria Founding General manager of the Bulgarian operation of HP – managing overall HP business including market positioning strategy and cross BU business management. HP market leadership role achieved and maintained in all business segments (2001-2008). Positioning of Bulgaria for strategic investment of HP and managing the foundation and the operation of HP Global Delivery Center (2006 – 2008) today counting with more than 4500 people.
April 1994 – December 1997	General Manager S&T Bulgaria (part of S&T group, Austria) Managing the company business in field of Computer systems, Test and Measurement, Medical Equipment of S&T Bulgaria, Exclusive Distributor of Hewlett Packard in Bulgaria.

September 1990 – March 1994	General Manager Hellimed (distributor of Hellige and Aloka) Managing the Bulgarian country operation of the German company Hellige and the Japanize Aloka - leading producers of medical equipment for abdominal, cardiovascular and intensive care.																																																		
September 1995 – August 1990	Research Associate Central Institute for Information technologies Software development and hardware systems design for Personal Computers and Local Area Networks.																																																		
Education and training																																																			
1985	Technical University Sofia – M Sc Electronics																																																		
2003	INSEAD – Executive Education (2003)																																																		
Personal skills and competences																																																			
Mother tongue(s)	Bulgarian																																																		
Other language(s)																																																			
Self-assessment																																																			
European level (*)																																																			
English																																																			
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Understanding				Speaking				Writing																																											
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	B2		B2		B2		B2		B2																																										
	(*) Common European Framework of Reference for Languages																																																		
Additional information																																																			
Organizations	Chairperson of the board of Junior Achievement Bulgaria (1999-at present) JA Bulgaria is part of the JA-YE Europe and JA WW and focusses on development of entrepreneurial skills among the youngsters (5-25 year old). Member of the JA-YE task force for defining the European strategy of the organisation Former Chair of Bulgarian Industrial Business Association (2002-2006) BIBA was the association of foreign companies in Bulgaria promoting best business practices and economic development recommendations to the government. Yearly White books for Economic development of Bulgaria, initiator and coordinator of Strategy for competitiveness of Bulgaria on the world IT markets. Upon the model of BIBA was created similar organisations in the Balkan countries Chair and Vice Chair of the Confederation of Employers and Industrialists in Bulgaria (2007-2010) CEIBG is the biggest employer's association in Bulgaria representing the large business operating in the country, produces policy recommendation, participate in the 3-party dialog, organises trade missions. Initiator for establishing by-literal relationships with Confindustria, Medef, AmCham, BDI. Member and regular speaker of the Board of Bulgarian School of Politics (2006-at present) School of Politics educates young politicians from all parliamentary represented parties in democratic governing practices, culture of political dialog, strategic economic thinking. Chair of the Trustee board of Technical University in Sofia (2009- at present) TU Sofia is the biggest technical university in Bulgaria. Strategic development, positioning, business academic dialog on curriculum and research agenda																																																		

Organizations

Member of the board of European Council of Women in Technology (2008-at present)

ECWT provides a European level meeting place for leading public-private actors, academia and NGOs collaborating for measurably and significantly increasing the number of girls and women in technology in general and ICT in specific. Participation in defining the strategy of the organisation

Chair of Bulgarian Center of Women in Technologies (2012 – at present)

BCWT brings together leading professionals in ICT from business, academia and science, government and non-governmental organizations and works for stimulating more young women to choose ICT and science for their professional path, to progress in their careers and to take leadership roles, science and research.

Member of consultative forums to the government for Innovation agenda and Educational of Bulgaria

Recognitions

“Order of the Star of Italian Solidarity” for exclusive contribution to the development of bilateral economic relations between Bulgaria and Italy in 2009

International award for women “LeaderShe” in 2010

JA-YE Europe “Leadership Award” for 2009

HP WW Winners club (2006)

Business Face of Bulgaria Award for 2006

The Highest Reputation and Achievement in the Area of Corporate Management in Bulgaria of year 2003

IDG award IT Manager of the year (1996; 2001, 2002)

Business Lady of the Decade (1991 – 1999)

HP European Achievers Club (1999)

Best Young Manager in Bulgaria (1997)

Best Sales Manager for East Central Europe (1993 HELIGE)



Sasha Bezuhanova

Chairperson Bulgarian Center for Women in Technologies

Director Public Sector Growth Markets in HP

Sasha Bezuhanova is the Public Sector Director for the Growth Markets in Hewlett-Packard.

Prior to accepting this position she has been managing for 3 years the HP's Public Sector business in Central and Eastern Europe bringing important strategic dimension and holistic approach to that significant market segment.

She started her career in HP as General Manager for Hewlett-Packard Bulgaria in 1998 achieving its position as most successful company in the ICT sector in Bulgaria.

Sasha drives important investment of HP in Bulgaria where in 2006 started the operation Global Delivery Centre. She manages its foundation and operation for 2 years. Today it employs more than 4500 high profile professionals who deliver services in Europe, Middle East and Africa. This investment positioned Bulgaria on the world IT investment map.

Prior HP Sasha manages the Bulgarian operations of Austrian headquartered computer integrator S&T and the German medical concern HELLIGE for Bulgaria.

Sasha has important social development engagements in Bulgaria and Europe. Her leadership was key to the development of the National ICT Competitiveness Strategy. As Chairperson of the board of Junior Achievement Bulgaria (1999-at present) she works for development of the Entrepreneurial and leadership skills of the Youngsters. She is former Chair of Bulgarian Industrial Business Association (2002-2006), Chair and Vice Chair of the Confederation of Industrialists and Employers in Bulgaria (2007-2010), Member of the Board of Bulgarian School of Politics (2006-at present), Chair of the Trustee board of Technical University in Sofia (2009- at present), Founding member of the European Council of Women in Technology (2008-at present), Chairperson of Bulgarian Center of Women in technologies (2012 – at present)

For her professional and social development activities she has important recognitions and awards - "Order of the Star of Italian Solidarity" for exclusive contribution to the development of bilateral economic relations between Bulgaria and Italy in 2009; International award for women "LeaderShe" in 2010; JA-YE Europe "Leadership Award" for 2009; HP WW Winners club (2006); Business Face of Bulgaria Award for 2006; The Highest Reputation and Achievement in the Area of Corporate Management in Bulgaria of year 2003; IDG award IT Manager of the year (1996; 2001, 2002); Business Lady of the Decade (1991 – 1999); HP European Achievers Club (1999); Best Young Manager in Bulgaria (1997); Best Sales Manager for East Central Europe (1993 HELLIGE);

In May 2011 she has been named one of the Top 5 most influential women in Bulgaria.

Sasha Bezuhanova holds a Master's Degree in Electronics from the Technical University of Sofia and Executive qualification from INSEAD.

Sasha is married with one daughter.

Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)

Yana Georgieva

Address(es)

29, Evlogi and Hristo Georgievi Blvd, 1142 Sofia, Bulgaria

Telephone(s)

+359 898 40 50 87

E-mail

yana@spassov.net

Nationality

Bulgarian

Date of birth

6th of January, 1976

Work experience

2012

**Compensation & Benefits and HR Administration Services Manager
Coca-Cola Hellenic Bulgaria**

- ✓ Managing the C&B and HR Administration Services teams
- ✓ Responsible for the design and administration of fair and equitable compensation and benefit strategy that serve to attract, motivate, retain employees at all levels of the organization
- ✓ Creation and management of total rewards system and related policies
- ✓ People cost budget management, annual business planning process and budgeting

2011

**HR Manager
Quintiles Bulgaria**

- ✓ HR Business partner to the Country Managers and Management Teams of Quintiles Bulgaria and Romania, providing HR support to appr. 200 employees
- ✓ Responsible for the implementation at country level of company HR processes and policies aligned with the Global HR Strategy
- ✓ Responsible for employee engagement and retention management.
- ✓ Resource planning, staffing and onboarding
- ✓ Performance, talent management and succession planning

Nov 2007-Dec 2010

**HR Generalist
Hewlett Packard Bulgaria**

- ✓ HR Business partner for HP Global Solution Center Sofia), responsible for the identification, diagnosis, and resolution of HR customer issues
- ✓ Business partner to management and participation in the development and implementation of workforce plans to support business objectives

Jul 2007-Nov 2007

**HR Program Data Analysis & Controlling Specialist for HP Central Eastern Europe
Hewlett Packard Bulgaria**

- ✓ Responsible for providing qualitative management information for effectively managing HR priorities and support for the overall HR controlling
- ✓ Responsible for managing new positions approval process for HP Enterprise business for CEE

Jan 2005-Jul 2007 **Resource planning & Training Coordination for HP EMEA Global Delivery Center in Sofia Hewlett Packard Bulgaria**

- ✓ Responsible for the identification of business needs ensuring resource availability to deliver the services
- ✓ Responsible for hiring and onboarding of new employees

1999 - 2004 **Sales Department Operations
Hewlett Packard Bulgaria**

1999 - 2004 **Sales Assistant
Kendy Ltd**

Education and training

2003 –2005 New Bulgarian University – Sofia
M.Sc. in Human Resources
Career and development management, Training management, Strategic HR management, International HR aspects, HR Consultancy, Ranking and compensation, IT in HR, Recruitment processes, Project management, Change management, Diversity management

1993 - 1997 University of National and World Economy – Sofia, Sofia
M.Sc. in Economics
Microeconomics, Macroeconomics, International economics relations, Finance, Marketing, Management, HR, Accounting, etc.

Personal skills and competences

Mother tongue(s) **Bulgarian, Russian**

Other language(s)

Self-assessment

European level ()*

English

Russian

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
	C2		C2		C1		C1		C1
	C2		C2		C2		C3		C1

(*) [Common European Framework of Reference for Languages](#)



Yana Georgieva

Co-Founder Bulgarian Center for Women in Technologies

Yana Georgieva started her career in Hewlett-Packard Bulgaria in 1998. For the last 7 years she has developed strong expertise in different areas of Human Resources management, holding various positions in the company such as Resource planning & Training Coordination for HP EMEA Global Delivery Center in Sofia, HR Program Data Analysis & Controlling Specialist for HP Central Eastern Europe and HR Generalist for Hewlett-Packard Bulgaria.

She continued her career as HR Manager for Quintiles, being responsible for Bulgaria and Romania teams.

In 2012 she further developed her expertise as Compensation & Benefits and HR Administration Services Manager for Coca-Cola Hellenic Bulgaria.

Yana Georgieva holds a Master's Degrees in Human Resources Management and Economics.

Yana is married with two daughters.

Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)	Milena Mihailova		
Address(es)	81, Bulgaria Blvd., Office III- 6, 1404 Sofia, Bulgaria		
Telephone(s)	+359 2 958 60 73	Mobile:	+359 888 219 707
Fax(es)	+359 2 958 60 73		
E-mail	m.mihailova@ardencyconsulting.com		
Nationality	Bulgarian		
Date of birth	22.06.1971		
Gender	Female		

Work experience

Dates	July 2009 - present		
Occupation or position held	Managing Partner of Ardency Consulting Agency		
Main activities and responsibilities	PR and Marketing Communications Activities		
Name and address of employer	81, Bulgaria Blvd., Office III-6, 1404 Sofia, Bulgaria		
Type of business or sector	Public relations and Marketing		
Dates	January 2009 – July 2009		
Occupation or position held	Director of PR and Corporate Communications Department of Vivacom		
Main activities and responsibilities	Management of PR and Corporate Communications activities of Vivacom company		
Name and address of employer	115, Tzarigradsko shosse Blvd., 1784 Sofia, Bulgaria		
Type of business or sector	Telecommunications		
Dates	December 2006 – January 2009		
Occupation or position held	Corporate Communications and Marketing Manager Technology Solutions Group – Hewlett-Packard Bulgaria		
Main activities and responsibilities	Managing Corporate Communications activities of Hewlett-Packard and marketing activities for enterprise customers of the company		
Name and address of employer	258, Okolovrasten Pat Blvd., Kampanite Business Centre , 1766 Sofia, Bulgaria		
Type of business or sector	Information technologies		

Dates	June 2005 – December 2006
Occupation or position held	Head of Corporate Communications of Siemens in Bulgaria
Main activities and responsibilities	Managing Corporate Communications activities
Name and address of employer	2, Kukush Str., 1309 Sofia, Bulgaria
Type of business or sector	Technology
Dates	May 1999 – June 2005
Occupation or position held	Marketing Communications Specialist, Hewlett-Packard Bulgaria
Main activities and responsibilities	Responsible for marketing and communications activities
Name and address of employer	258, Okolovrasten Pat Blvd., Kampanite Business Centre , 1766 Sofia, Bulgaria
Type of business or sector	Information technologies
Dates	August 1994 – May 1999
Occupation or position held	Top reporter of daily economic program “Business Day” and weekly program “Business Week” – Channel 1, Editor-in-Chief the daily magazine program “Business Breakfast; Reporter of the economic program “Plus-Minus”; Editor of the news program “Dnes” – Efir 2, responsible for the international news Bulgarian National TV
Main activities and responsibilities	Reporting on economic and business topics of the day; covering local and international news.
Name and address of employer	29, San Stefano Str., 1000 Sofia Bulgaria
Type of business or sector	Media - TV
Dates	1993 – August 1994
Occupation or position held	Freelance journalist for “Bulgarian journalist” Magazine

Education and training

Dates	1990 - 1995
Title of qualification awarded	B.A. in TV Journalism
Name and type of organisation providing education and training	Sofia University “St. Kliment Ohridski”
Dates	1989 - 1990
Title of qualification awarded	Secondary Education
Name and type of organisation providing education and training	English Language School, Pravetz

Personal skills and competences

Mother tongue(s) **Bulgarian**

Other language(s)

Self-assessment

European level ()*

English

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
C2	C2	C2	C2	C2	

Computer skills and competences Proficiency with MS Windows and MS Office – Standard edition, Internet

Other skills and competences

Awards	<i>HP Worldwide HR Excellence Award Achiever</i> for organization of HP Europe Middle East and Africa Women's Summit, January 2008
Trainings	Breakaway Selling for Managers and Sales Executives, April 2007 Winning on Main Street – Marketing of IT high end products, February 2007, Amsterdam Siemens Communication Excellence Program – Communication Strategy, July 2006 The Key to Managing Corporate Communications and PR – Marcus Evans, May 2003, London Regular Marketing and PR trainings in Hewlett-Packard Company Presentation and Negotiations Skills, October 2000, Snelling PR Training, March 2000, Paris HP Internal Marketing and Communication Policies and Practices, September 1999, Vienna
Driving licence	Clear driving license (1990 – present)

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Gender Equality Evaluator in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs), evaluate the implementation of tailored Gender Equality Plans (GEPs) and provide help in their improvement.

Since the early 1980s, VHTO has been building up knowledge and experience of the participation of girls and women in the world of science, technology, engineering and mathematics (STEM) and deploying this expertise in areas such as education. In more recent years, VHTO has intensified its activities within higher STEM education. Over the period 2005-2011 VHTO carried out gender activities focusing on STEM study programs, gender awareness and gender mainstreaming at universities of applied sciences and research universities. The current state of affairs with regard to gender and STEM and what is still needed in the future to improve the gender balance in STEM was examined and published in the trend analysis: gender in higher STEM education.

In 2009, together with Helen Watt (Monash University, Australia) VHTO set up the international Gender & STEM Network. The network's aim is to interrelate relevant research results in order to gain a more coherent view concerning gender and STEM from childhood to labor market. Pooling this knowledge is useful in the further development of (new) strategies and in the evaluation of these strategies in the pursuit of gender equality.

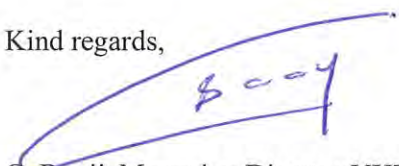
Our participation in this 7th framework project will enhance the knowledge base on gender and STEM and give us the opportunity to evaluate the success of certain strategies. This will help us to optimize and further develop strategies to enhance gender equality in research institutes / universities.

Short description of the organisation:

VHTO, (Dutch) National expert organization on girls/women and science/technology, is committed to increase the participation of girls and women in science, engineering and ICT and to maintain and increase women's participation in these industries.

VHTO focuses on education, labor market and policy makers and is active in the chain from primary education to the labor market.

Kind regards,

A handwritten signature in blue ink, appearing to read 'Booi', is written over a horizontal line.

C. Booi, Managing Director VHTO



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Eleonora Josepha Maria Jansen**

Address Dirk Vreekenstraat 3
1019DP Amsterdam (Nederland)

Telephone(s) 0204220888

E-mail(s) jansen@vhto.nl

Nationality Dutch

Date of birth 18/04/1971

Gender Female

Desired employment / Occupational field

Education & Emancipation

Work experience

Dates 01/04/2009 →

Occupation or position held Project manager higher education

Main activities and responsibilities VHTO makes an effort in many different ways to increase the involvement of women and girls in science and technology education, the technological employment market and government policy. My main activities involve: quality improvement and expanding the allure of technology education in higher education (general and technical universities).
To Improve the connection between technology and science in higher education and the knowledge and interests of girls in secondary education.

Name and address of employer VHTO, national expert organisation girls/women and science/technology
Science Park 400, 1019DP Amsterdam (Netherlands)

Type of business or sector Education/Advise

Dates 2005 - 01/04/2009

Occupation or position held Researcher at ENT department

Main activities and responsibilities Research in the field of hearing damage due to noise with young adults, musicians, people in the building industry.

Name and address of employer Academic Medical Center
Meibergdreef, Amsterdam (Netherlands)

Type of business or sector Health and research

Dates 2000 - 2005

Occupation or position held Projectleader/Project assistant

Main activities and responsibilities Research in the field of situation assessment and decision making

Name and address of employer TNO
Kampweg, Soesterberg (Netherlands)

Type of business or sector Research/consultancy

Education and training

Dates 1990 - 1996

Title of qualification awarded | MSc Psychology

Principal subjects / occupational skills covered | Cognition, Perception, Behavioral Research, etc.

Name and type of organisation providing education and training | Leiden University (University) (Netherlands)

Personal skills and competences

Mother tongue(s) | **Dutch**

Other language(s)

Self-assessment
European level (*)

English
French
Japanese

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	B2	Independent user	B1	Independent user	C1	Proficient user
B1	Independent user	B2	Independent user	A2	Basic User	A2	Basic User	A2	Basic User
B1	Independent user	A1	Basic User	B1	Independent user	B1	Independent user	A1	Basic User

(*) [Common European Framework of Reference \(CEF\) level](#)



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Cornelia Booij
Address	Zeeburgerdijk 631, 1095 LJ Amsterdam (Netherlands)
Telephone(s)	+31208884220
E-mail(s)	booy@vhto.nl
Nationality	Dutch
Date of birth	15/01/1959
Gender	Female

Desired employment / Occupational field

Education & Emancipation

Work experience

Dates	1993 →
Occupation or position held	Managing director
Main activities and responsibilities	Cornelia Booij is managing director of VHTO, a non profit organization, that makes an effort – in many different ways – to increase the involvement of women and girls in technology, engineering and ICT. Over the years mrs. Booij has been a member of various governmental and EU expertgroups, advisory panels and committee's on the subject of girls and women in science, engineering and technology (SET). She has given many speeches on this subject for different audiences, nationally and internationally.
Name and address of employer	VHTO, national expert organisation girls/women and science/technology Science Park 400, 1098 XH Amsterdam (Netherlands)
Type of business or sector	Education/Advise
Dates	1989 - 1994
Occupation or position held	Coordinator equal opportunity unit
Name and address of employer	CINOP (national centre for innovation of vocational education in trade and industry) (Netherlands)
Dates	1985 - 1989
Occupation or position held	coordinator of a special (training) project for girls and woman in the metal- and electrical industry
Name and address of employer	O&O Metaal-&Elektrotechnische Industrie (Research & Development Institute ME Industry) (Netherlands)

Education and training

Dates	1977 - 01/1986
Title of qualification awarded	'Doctoraal' degree in Ethics
Principal subjects / occupational skills covered	specialization in Gender Studies
Name and type of organisation providing education and training	VU University Amsterdam (Netherlands)

Personal skills and competences

Mother tongue(s)

Dutch

Other language(s)

Self-assessment

European level ()*

English

French

German

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	B2	Independent user	B2	Independent user	C1	Proficient user
B1	Independent user	B1	Independent user	A2	Basic User	A2	Basic User	A2	Basic User
C1	Proficient user	C1	Proficient user	B1	Independent user	B1	Independent user	B1	Independent user

(*) [Common European Framework of Reference \(CEF\) level](http://europa.eu/cefr/)

Work & Equality Research

22 Northchurch Terrace • London N1 4EG

Tel: +44 7710 504201 (mobile) • +44 20 7249 2504 (landline)

Email: equality.research@debeauvoir.co.uk

10 January 2013

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

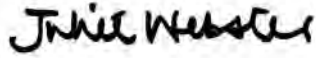
Many thanks for the offer to participate as a Gender Equality Evaluator in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm my willingness to participate having the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs), to evaluate the implementation of tailored Gender Equality Plans (GEPs) and to provide help in their improvement.

This project falls centrally within my field of expertise and interest and also that of the Gender and ICT Programme, of which I am the Director, in the Internet Interdisciplinary Institute at the Open University of Catalonia. My work focuses on the gender issues and challenges in science, technology and innovation, with particular emphasis on women's under-representation in all these fields. I have been involved in several European, as well as national-level, research projects in this field. For example, and most relevant to this proposal, I am the co-ordinator of the FP7 SiS Programme project *genPORT: an Internet Portal for sharing knowledge and inspiring collaborative action on gender and science*, which will run from 2013 to 2017. I was involved in the FP7 project, *Meta-analysis of Gender and Science Research*, and have served as expert advisers to DG Research and DG Employment on gender issues in information technology. I have recently completed a 3-year project for the Spanish Instituto de la

Mujer (Department for Women's Affairs) analysing measures for the achievement of gender equality in ICT in the UK and Spain.

Yours sincerely

A handwritten signature in black ink that reads "Juliet Webster". The signature is written in a cursive, flowing style.

Juliet Webster
Director, Work and Equality Research

Dr Juliet Webster

Internet Interdisciplinary Institute (IN3) Barcelona

Tel: +44 7710 504201 (mobile) • +93 450 5259 (landline)

Email: equality.research@debeauvoir.co.uk; jwebster@uoc.edu

Career History

2012-	Director, Gender and ICT Programme Internet Interdisciplinary Institute (IN3), Open University of Catalonia, Barcelona
2009-2011	Visiting Professor Gender and ICT Programme, IN3, Open University of Catalunya, Barcelona
2008-2009	Director European Social Policy Division, Ecotec Research and Consulting, London
2005-2007	Business Development Director Involvement & Participation Association, London
1997-2005	Director Work & Equality Research, London
1996-1997	Auxiliary Agent European Commission DG Employment and Social Affairs, Brussels
1992-1996	Senior Lecturer

Department of Innovation Studies,
University of East London

1987-1992

Senior Research Fellow
Programme on Information and
Communication Technologies (PICT),
Research Centre for Social Sciences,
University of Edinburgh

Education and Qualifications

BSc (Hons) in Social Sciences, University of Bradford. Class 2(i)

PhD in Industrial Technology and Management, University of Bradford.

Selected Publications

Books

The Information Society in Europe: Work and Life in an Age of Globalisation, (edited with K. Ducatel and W. Herrmann), Lanham, Maryland, Rowman and Littlefield, 2000.

Shaping Women's Work: Gender, Employment and Information Technology, London, Longman, 1996.

Office Automation: the Labour Process and Women's Work in Britain, Hemel Hempstead, Harvester, 1990.

Journal articles

'Changing the Landscape of Women in Science, Engineering and Technology: the Experience of the UK', *Brussels Economic Review*, 54, 2/3 Summer/Autumn 2011: 341-359.

'Special Issue Editorial', *International Journal of Gender, Science and Technology, Special Issue on Women and ICT: international research from a life-course perspective*, 2011, 3, 2: 358-363 (with C. Castaño and R. Palmén).

'Understanding Women's Presence in ICT: the Life Course Perspective', *International Journal of Gender, Science and Technology*, 2011, 3, 2: 364-386 (with C. Castaño).

'Doing Research, Doing Politics: ICT Research as a Form of Activism', *tripleC* 2011, 9, 1: 1-10.

'Taking a Lifecycle Approach: Redefining Women Returners to Science, Engineering and Technology', *International Journal of Gender, Science and Technology*, 2010, 2, 2 (with C. Herman).

'Editorial Comment', Special Issue: Gender and ICT (with C. Herman), *Information, Communication and Society*, 2007, 10, 3: 279-286.

'Women in Traditional and Newly Emerging Jobs in the European Service Economy: Working Conditions, Technology and Corporate Strategies', *Labour and Industry*, 2006, 16, 3: 59-72.

- 'Digitising Inequality: the Cul-de-Sac of Women's Work in European Services', *New Technology, Work and Employment*, 2004, 19, 3: 160-176.
- 'Technological Work and Women's Prospects in the Knowledge Economy: an Agenda for Research', *Information, Communication and Society*, 1999, 2, 2: 201-221.
- 'Review Article: The Difficult Relationship Between Technology and Society', *Work, Employment and Society*, 1995, 9, 4: 797-810.
- 'Networks of Collaboration or Conflict? Electronic Data Interchange and Power in the Supply Chain', *Journal of Strategic Information Systems*, 1995, 4, 1: 31-42.
- 'What do we know about gender and information technology at work? A discussion of selected feminist research', *European Journal of Women's Studies*, Invited Contribution to Special Issue on Technology, 1995, 2, 3: 315-334.
- 'Établissement de standards EDI: processus, intervention politique et pouvoir (EDI Standard Setters: Processes, Politics and Power)', *Technologies de l'information et Société*, Invited Contribution to Special Issue on Standardisation, 1994, 6, 2: 125-145.
- 'Chicken or Egg? The Interaction between Manufacturing Technologies and Paradigms of Work Organisation', Invited Contribution to Special Issue of *International Journal of Human Factors in Manufacturing*, "Systems, Networks and Configurations: Inside the Implementation Process", 1993, 3, 1: 53-67.
- 'Women's Work in the Information Economy – the case of telephone call centres', *Information, Communication and Society*, 2000, 3, 3: 366-385 (with V. Belt and R. Richardson).
- 'The Dynamics of EDI Standards Development', *Technology Analysis and Strategic Management*, 1995, 7, 1: 3-20 (with I Graham, G Spinardi and R Williams).
- 'The Dynamics of IT Implementation: a reassessment of paradigms and trajectories of development', *Futures*, 1990, 22, 6: 618-640 (with J Fleck and R Williams).

Book chapters

- ‘Computer Science: Cross-National Snapshots of Entry Degrees and IT Workforce in Selected Countries’, in National Research Council (ed) *Blueprint for the Future: Framing the Issues of Women in Science in a Global Context*, Washington DC, The National Academies Press, 2012 (with Cohoon, J. M., Simard, C., Webster, J., Castano, C., Salles, J., Prey, J. & Wainer, J.).
- ‘Clerks, Cashiers, Customer Carers: Women’s Work in European Services’ in Howcroft, D. and Richardson, H. (eds) *Work and life in the global economy: a gendered analysis of service work*, London, Palgrave Macmillan, 2010.
- ‘What do we know about gender and information technology at work? A discussion of selected feminist research’ in Mansell, R. (ed) *Theories of the Information Society, Volume IV: Everyday Life*, London and New York, Routledge, 2009.
- ‘Comments on employment, gender equality and knowledge-based society policies in Europe’ in Mósesdóttir, L., Pascual, A. S. and Remery, C. (eds) *Moving Europe towards the knowledge-based society and gender equality: policies and performances*, Brussels, European Trade Union Institute, 2006.
- ‘IT Work in European Organisations’, in E. Trauth (ed) *Encyclopaedia of Gender and Information Technology*, Pennsylvania, Idea Group, 2006.
- ‘Why are Women Still so Few in IT: Understanding the Persistent Under-Representation of Women in ICT Professions’, in Archibald, J., Emms, J., Grundy, F., Payne, J., and Turner, E. (eds) *The Gender Politics of ICT*, Middlesex University Press, 2005.
- ‘The Value of Women and Men: Gendering Knowledge and Skills in the Information Society’, in G. Bechmann, B. Krings and M. Rader (eds) *Across the Divide: Work, Organization and Social Exclusion in the European Information Society*, Berlin, Sigma, 2003.
- ‘“e-work or social contract?” Opportunities for Sustainable Models of Work’, in G. Banse, A. Grunwald and M. Rader (eds) *Innovations for an e-Society: Challenges for Technology Assessment*, Berlin, Sigma, 2002.
- ‘New Ways of Working for Women: The Gender Dimensions of Direct Participation’, in R. Markey, P. Gollan, A. Hodgkinson, A. Chouraqui, and U.

Veersma (eds) *Models of Employee Participation in a Changing Global Environment – Diversity and Interaction*, Aldershot, Ashgate, 2001.

'Today's Second Sex and Tomorrow's First? Women and Work in the European Information Society', in K. Ducatel, J. Webster and W. Herrmann (eds), *The Information Society in Europe: Work and Life in an Age of Globalization*, Lanham Maryland, Rowman and Littlefield, 2000, pp.119-140.

'New Organisational Forms in the Information Society', in K. Ducatel, J. Webster and W. Herrmann (eds), *The Information Society in Europe: Work and Life in an Age of Globalization*, Lanham, Maryland, Rowman and Littlefield, 2000, pp. 99-117, Gerhard Bosch, Juliet Webster and Hans-Jürgen Weissbach.

'The Talents of Women in the Knowledge Economy: Technological Work and Women's Prospects', in Goldmann, M. (ed) *Rationalisation, Organisation and Gender*, Dortmund, SFS-Publication, 2000.

'Women's Access to ICT-Related Work' in W. Dutton (ed), *Society on the Line: Information Politics in the Digital Age*, Oxford, Oxford University Press, 1999, pp. 167-169, Juliet Webster.

'Revolution in the Office? The Role of ICT in Women's Paid Work', in W. Dutton (ed) *Information and Communication Technologies - Visions and Realities*, Oxford University Press, 1996.

'Networks of Collaboration or Conflict? The Development of EDI' in R. Williams (ed) *The Social Shaping of Interorganizational IT Systems and Electronic Data Interchange*, Bruxelles, European Commission, 1995.

'Gender and Technology: an Appraisal of the Labour Process Debate', in W. Littek and T. Charles (eds) *Emerging Forms of Work Organisation in International Perspective*, Walter de Gruyter, 1995.

'Gender and Technology at Work: 15 Years On', in A. Adam, J. Emms, E. Green and J. Owen (eds) *Women, Work and Computerisation: Breaking Old Boundaries, Building New Forms*, Amsterdam, North-Holland, 1994.

'The Shaping of Software Systems in Manufacturing: Work Organisation Issues in the Generation and Implementation of Network Technologies in British

- Industries', in Kogut, B. (ed) *Country Competitiveness: Technology and the Organizing of Work*, Oxford University Press, 1993.
- 'From the Word Processor to the Micro: Gender Issues in the Development of Information Technology in the Office', in E. Green et al (eds) *Gender, Information Technology and the Design of Office Systems*, Taylor and Francis, London, 1993.
- 'Women's Skills and Word Processors: Gender Issues in the Development of the Automated Office' in Probert, B. and Wilson, B. (eds) *Pink Collar Blues: Work, Gender and Technology*, Melbourne University Press, 1993.
- 'Mismatch and Tension: Standard packages and non-standard users', in Quintas, P. (ed) *Social Dimensions of Systems Engineering: People, processes, policies and software development*, London, Ellis Horwood, 1993. (With R. Williams.)
- 'Advanced Manufacturing Technologies: Work Organisation and Social Relations Crystallised', in Law, J. (ed) *A Sociology of Monsters: Essays on Power, Technology and Domination*, London, Routledge, 1991.
- 'The Social Office: Secretaries, Bosses and New Technology', in I. Eriksson et al (eds) *Women, Work and Computerization: Understanding and Overcoming Bias in Work and Education*, Amsterdam, North-Holland, 1991.
- 'The nature of office work after the word processor', in Berlinguet, L. and Bettelette, D. (eds), *Work with Display Units*, Amsterdam, North-Holland, 1990.
- 'The technical and the social: their interaction in the development and implementation of office automation systems' in Smith, M. J. and Salvendy, G. (eds) *Work with Computers: Organization, Management, Stress and Health Aspects*, Boston, Mass., 1989.
- 'New Technology and Office Work', in Charles, T. (ed) *New Technology and Work in the Future*, New Delhi, Gian, 1989.
- 'Influencing the content of women's work in automated offices' in K. Tijdens, M. Jennings, I. Wagner and M. Weggelaar (eds) *Women, Work and Computerisation: Forming New Alliances*, Amsterdam, North-Holland, 1988.
- 'Word processing and the secretarial labour process', in K. Purcell et al (eds) *The Changing Experience of Employment: Restructuring and Recession*, London, Macmillan 1986.

'Women and office technology: changes in roles, skills and authority' in J. Turney (ed), *Sci-Tech Report*, London, Pluto Press 1984.

Project reports

Working for Equality: Activities and priorities in the workplace and Unite the union, Report for Unite the Union, Unite, London, 2010.

Gender Equality and Gender Mainstreaming in EMF Affiliates, Report for the European Metalworkers' Federation, Brussels, 2009.

Changing European Gender Relations: gender equality policy concerning employment and the labour market, European Commission Policy Review Series No 6, Brussels, 2007.

Diversity Management in the ICT Industry: Challenges and Issues for Social Dialogue, Report for Union Network International, 2007.

Report of an Evaluation of the UK Resource Centre for Women in Science, Engineering and Technology (with M. Scott and D. Shepherd), London, IPA, 2007.

Report of an Evaluation of Joining Policy, Joining Practice (JIVE) ESF Project Actions 2 and 3 (with M. Scott and D. Shepherd), London, IPA, 2007.

Using soft people skills to improve worker involvement in health and safety, (Co-written with B. Poxon, W. Coupar, J. Findlay, D. Luckhurst, and R. Stevens), Report to Health and Safety Executive, London, HSE, 2007.

Widening of Employment Opportunities in ITEC – Professional Advancement through ITEC Skills, Report for Equalitec and the DTI, London, Equalitec/IPA/DTI, 2006.

Widening Women's Work in Information and Communication Technology: Synthesis Report of European Project, (Co-written with G. Valenduc, P. Vendramin, C. Guffens, I. Wagner, A. Birbaumer, M. Tolar, L. d'Ouille, I. Collet, A. Ponzellini and A. Lebano), FTU-Namur, 2005.

Infowork: Social cohesion, the organisation of work and Information and Communication Technologies: Drawing out the lessons of the TSER research programme and the Key Action on socio-economic research, (Co-written with J. Wickham and G. Collins), Final report of project INFOWORK to European Commission, Trinity College Dublin, Employment Research Centre, 2005.

Working and Living in the European Knowledge Society: The policy implications of developments in working life and their effects on social relations, INFOWORK Policy Report, Trinity College, Dublin, Employment Research Centre, 2004.

Work in the New Economy: The View from the Employee, Nottingham, UK Work Organisation Network, 2004.

The Repercussions of Work: Striving for Social Sustainability in and beyond the Workplace, INFOWORK Report, Trinity College, Dublin, Employment Research Centre, 2002.

Innovations in Information Society Sectors – Implications for Women’s Work, Expertise and Opportunities in European Workplaces, Report of project SERVEMPLOI, Brussels, EC, 2001.

The Challenges of Achieving Equal Pay in the Finance Sector, Report for Union Network International, 2001.

Reconciling Adaptability and Equal Opportunities in European Workplaces, DG-Employment, European Commission, 2001.

Achieving Equal Pay for Work of Equal Value – an investigation into job evaluation and pay in the UK public sector, Report for DG-Employment, European Commission, 2001.

Promoting Gender Equality at the Workplace – UK National Report, Report for the European Foundation for the Improvement of Living and Working Conditions, Dublin, 2000.

Positive Action in Private Enterprises – the UK Situation, Report for DG-Employment, European Commission, 2000.

Good for Competitiveness, Good for Women? The Equal Opportunities Dimensions of Organisational Change (with A. Pollert), Report for the European Foundation for the Improvement of Living and Working Conditions, Dublin, 2000.

Participating on Equal Terms? The Gender Dimensions of Direct Participation in Organisational Change (with A. Schnabel), Dublin, European Foundation, 1999.

EDI in Healthcare, report to the Commission of the European Communities TEDIS programme, June 1996 (with S. Klein and H. Schade), 1996.

Information Technology, Women and their Work: Research Findings and Policy Issues, PICT Policy Research Paper No 30, 1995.

The Success and Failure of Computer-Aided Production Management: the implications for corporate and public policy, Edinburgh PICT Research Report No 2, 1993. (With R. Williams)

EDI Standards, report to the European Commission TEDIS programme, 1993.

Revolution in the Office? Information Technology and Work Organisation, Programme on Information and Communication Technologies (PICT) Policy Research Paper 13, PICT, Oxford, 1991.

Editorial Board memberships

- Editorial Board member, *New Technology, Work and Employment*
 - Editorial Board member, *Information, Communication and Society*
 - Editorial Board member, *International Journal of Gender, Science and Technology*
-

Project track record

Year	Funding body	Project Title	Project topic	Role
2009-2012	Instituto de la Mujer, Spain	The professional trajectories of women in the ICT sector: employment dynamics and public policy responses	Project examines the patterns of engagement of women with ICTs over the lifecourse in Spain and the UK. It studies selected public policy responses and measures in the two countries and reviews their effectiveness.	Researcher
2007	Union Network International	Diversity Management in the ICT Sector: Implications for Social Dialogue	Project examined diversity in the ICT sector, particularly in relation to gender, age and the use of migrant labour, and made recommendations for the social dialogue process.	Project director
2006-2007	UK Resource Centre for Women in Science, Engineering and Technology	Evaluation of UK Resource Centre for Women in Science, Engineering and Technology	An evaluation of the work of the UKRC for Women in SET. This centre was jointly funded by the UK Department for Innovation, Universities and Skills, and the EU EQUAL Programme.	Project director
2006	UK Dept of	Widening of	Project concerned with identifying newly-	Project

	Trade and Industry	Employment Opportunities in Information Technology, Electronics and Communications (ITEC)	emerging employment opportunities in information technology and related professional areas, which might attract women to enter these professions. The study included case studies of women who have established careers in these areas, and considered the main skills requirements for these types of work, as well as the obstacles to entry. The study led to the publication of a report entitled 'Widening of Employment Opportunities in ITEC: Professional Advancement through ITEC Skills'. The report is available at www.equalitec.org.uk/equalitec_main/research.cfm	director and researcher
2003-2004	EC DG-Research	Gender Policy Review	Series of policy reviews, including this, were commissioned by DG Research to evaluate and present the policy implications of the scientific work supported by the Commission. This review examined the equality implications of research with respect to labour market and employment policy. The policy directions report was published on the Cordis website.	Project director
2002-2004	EC DG-Infso FP5	WWW-ICT (Widening Women's Work in Information and Communication Technologies)	Project concerned with identifying issues and obstacles surrounding the improved participation of women in ICT professions in seven EU member states. I carried out UK research and co-ordinated a cross-national work package on case study organisations. The project also examined best practice initiatives and interventions, and made recommendations for the advancement of gender equality in ICT work. Project website www.ftu-namur.org/www-ict	Project partner
2001-2001	European Foundation	Promoting Gender Equality in the Workplace	Project examining organisational strategies and practices to promote gender equality across EU member states. I researched and wrote the UK report.	Project partner
2001-2002	EC DG Research	Infowork: Social cohesion, the organisation of work and ICTs: Drawing out the lessons of the TSER research programme and the Key Action on socio-economic	Accompanying Measure designed to bring together existing research projects into a 'cluster' in order to develop and disseminate their findings. The projects were all concerned with the relationship between the organisation of work, the labour market and information technologies; they were all funded from the Targeted Socio-Economic Research Programme (TSER) or the Improving Human Potential Key Action (IHP). In	Project partner

		research	particular, Infowork focused on the implications of the research findings for the viability of the European social model which combines economic growth and social cohesion.	
2000-2001	EC DG Emploi	Reconciling the Two Pillars: the equality dimensions of the European Employment Strategy	Report to the European Commission, on reconciling the pillars of adaptability and equal opportunities in the European Employment Strategy, and promoting equality objectives in periods of organisational change.	Project director
2000-2001	EC DG Emploi	Developing and Implementing Gender-neutral Job Evaluation Schemes	A discrimination-free job evaluation scheme for local authority white-collar staff in three member states in the EU. The UK work was carried out with the UK local authority union, UNISON.	Project partner
1999-2001	EC DG Research FP5	Innovations in Information Society Sectors: Implications for Women's Work, Expertise and Opportunities in European Workplaces	Project examining technological and organisational developments in the retail and financial sectors in eight European countries, together with their implications for women's work and potential for employee development.	Coordinator
2000	Union Network International	IT and Employability in the Banking Sector	Scoping paper for further research to identify skills needs for banking employees in the Information Society.	Project director
1998-1999	EC DG Info FP5	Work Opportunities for Women in the Information Society: Call Centre Teleworking	Examination of women's call centre employment in three EU countries and three sectors (financial services, IT and outsourced third party call centres), and their opportunities for employee development and progression.	Project partner
1998	European Foundation for the Improvement of Living and Working Conditions	Participating on Equal Terms? The Gender Dimensions of Direct Participation in Organisational Change	Examination of the gender and equal opportunities issues raised by employee participation in organisational change. The project drew on survey data of 5800 workplaces across Europe, and generated a book published by the European Foundation in 1999	Project director

Languages

English Mother tongue

French Reading, writing, verbal skills: all good

Spanish Reading and writing skills: good. Verbal skills: elementary

German	Reading, writing, verbal skills: all elementary
Catalan	Reading skills only: good

Dr Juliet Webster is the Director of Work and Equality Research in London, and in this capacity directs the Gender and ICT Programme at the Internet Interdisciplinary Institute of the Open University of Catalonia in Spain. Her research expertise is in gender equality in the labour market, specifically in technological and computing work. She is the co-ordinator of the FP7 project, genPORT: an Internet Portal for sharing knowledge and inspiring collaborative action on gender and science (2013-2017). She coordinated the TSER project SERVEMPLOI: Innovations in Information Society Sectors: Implications for Women's Work, Expertise and Opportunities in European Workplaces, was a partner in the FP5 project WWW-ICT: Widening Women's Work in Information & Communication Technologies, and a partner in the FP5 project Infowork: Social cohesion, the organisation of work and information and communication technologies. She has also served as an expert for the European Commission, for which she has written a Gender Policy Review for DG-Research, a report for DG Employment on the equal opportunities dimensions of the European Employment Strategy, and served as an auxiliary agent in DG-Employment with responsibility for mainstreaming gender equality into information society policies from 1996 to 1997. She was also the author of the UK report for the European Foundation for the Improvement of Living and Working Conditions study Promoting Gender Equality in the Workplace. Her other relevant publications include Shaping Women's Work: Gender, Employment and Information Technology, and The Information Society in Europe: Work and Life in an Age of Globalisation.

Diversity Works

Academic and educational consultants

Elena Gorbacheva
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University of Münster
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January 7th 2013

Letter of Intent

Dear Prof Becker,

Many thanks for the offer to participate as a Gender Equality Evaluator in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm my willingness to participate taking on the responsibilities described in the proposal and under the conditions of the SiS.2013.2.1.1-1 call. I would be glad to collaborate with the assigned Target Research Institutions (TRIs), evaluate the implementation of tailored Gender Equality Plans (GEPs) and provide help in their improvement.

To support this project I can offer you the following experience:

I am the founding Director of Diversity Works, a small consultancy service offering specialist academic and educational expertise in change management and also a practitioner and researcher with extensive experience in higher education. I have had a lifetime interest in supporting the diversity, equality and progression agenda in higher education and this project offers me an opportunity to use my experience and expertise to investigate and support how best to achieve major and ground-breaking shifts in gender equality and specifically the strategic roles and position of women in ICT research institutions.

I have contributed to national policy development on equalities and diversity perspectives in England through executive membership of groups such as the HEFCE Equal Opportunities Access and Lifelong Learning Committee, the Linking London Lifelong Learning Network and the Universities Association of Lifelong Learning. I have also led major national government funded staff development initiatives and conducted several consultancies across the UK and internationally in Holland, Russia, Poland Portugal and France. I am currently an External Evaluator for two EACEA

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Diversity Works

Academic and educational consultants

funded projects, Implement (Implementing ULLL through training and development - Call DG/41/09 Multilateral Projects - KA4) and, Gender, Participation and Social Class (Project Number: 517853-LLP-1-UK-ERASMUS-ESIN). I have also advised the CONNECT project, the current SIS Catalyst: Children as Change Agents project based at Liverpool University and am a consultant to a TEMPUS UMEI project working with Maghreb universities in North Africa.

I was honoured with an OBE for Services to Higher Education (with particular reference to equality, diversity and Access), am a Fellow of the Royal Society of Arts, hold a Research Fellowship at Liverpool University, and have also been awarded the *Videsh Samman* by the Indian High Commission.

My consultancy, Diversity Works, was established in 2009 and is a dynamic small business enterprise led by me with the support of a team of Associates who are well established professional academic and management practitioners. Collectively we offer extensive experience in leading and managing institutional change that supports creative leadership and integrates and embeds equality and diversity as mainstream features of organisational cultures. Diversity Works has significant national, European and international experience to draw on, enabling us to guarantee a custom built development portfolio to meet all requirements. Existing clients include UK universities, European networks and French institutions.

With specific first hand knowledge and expertise of universities and higher education institutions, I offer a values driven social enterprise that has real capacity to design and deliver relevant, practical and tailored continuing professional development, project management and evaluation activities as set out in the proposal. I hope we have the opportunity to work together to support the development of a new future for the next generation of women academics and researchers.

Yours sincerely,



Harinder Lawley

Director

Diversity Works

Harinder Lawley MA OBE FRSA

Director

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Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Harinder Kaur Lawley**
 Telephone(s) 0208 8408424/07964187028(m)
 Date of birth 31/10/1954
 Nationality UK
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Profile

I am a dynamic, practice based higher education professional with high level strategic leadership, development, networking, public relations and research skills. I am passionate about promoting diversity and equality in education and have over 30 years experience in widening participation to higher education and lifelong learning in partnership with schools, colleges, communities and universities. My work has included consultancy activities for UK, European and international universities and staff development and partnership based projects both nationally and internationally. Educated to Master's level, I was awarded the Order of the British Empire for Services to Higher Education in 2003, a research fellowship at Liverpool University in 2009 and became a Fellow of the Royal Society of Arts in 2012.

Work experience

Dates	2009 → currently
Occupation or position held	(Managing) Director, Diversity Works, Academic and Educational Consultants
Main activities and responsibilities	Consultant and evaluator: European and national projects(TEMPUS,EACEA LLP, SIS), CPD Trainer in FE and HE sectors, Visiting Lecturer on Diversity, Equality and Inclusion issues, Special Advisor on targeted outreach programmes for young people, Volunteer supporter and bid writer for third sector youth counselling groups.
Dates	2006 - 2009
Occupation or position held	Head of Widening Participation and Community Learning (and Head of Access Development)
Main activities and responsibilities	Senior Manager in a Dept of Education and Faculty of Humanities, Arts Languages and Education. Director of various European and regional projects Responsible for managing collaborative relationships with schools and further education colleges, development and delivery of Upward Bound, Aimhigher and Summer University initiatives for young people (9-19), tailor made outreach PG and MA programmes for practising teachers, university representation at strategic regional planning groups for secondary and tertiary education. I also managed the pan -London Student Associates Scheme on behalf of 16 universities providing mentoring and positive role models to young learners across the city.
Name and address of employer	London Metropolitan University,
Dates	2000 →
Occupation or position held	Specialist Consultant
Main activities and responsibilities	Widening Participation and Social Inclusion Issues/Institutional Change Management I conducted several consultancies in Oxford, Aberdeen, Edinburgh, N. Ireland focusing mainly on how to address equitable participation from all sectors of society through admissions policy and practice, curriculum design and delivery, flexible learning, modes of and distributed learning centres, cultural shifts in institutional approaches and CPD for staff to enable, facilitate and support alternative and more inclusive models.

Name and address of employer	Access Advisory Partnership (Universities UK)
Dates	2000 → 2006
Occupation or position held	Acting Director Centre for Higher Education and Access Development and Head of Access Dev and pre-Degree Programmes
Main activities and responsibilities	Centre management responsibilities including staffing (50+ staff), budgets and strategic coordination of academic links and partnership activities with external agencies
Name and address of employer	University of North London
Dates	1997 → 2000
Occupation or position held	Deputy Director of the Centre for Higher Education and Access Development and Head of Access Development and Pre-Degree programmes
Main activities and responsibilities	Centre management responsibilities. Line management of all centrally coordinated Language and Learning Support, International Foundation Programmes, the Dyslexia Support Service, Women's Development Unit ,Refugee Assessment and Guidance Unit and three targeted equalities HEFCE Projects
Name and address of employer	University of North London
Dates	1994 → 2000
Occupation or position held	Head of Access, Learning and Professional Development
Main activities and responsibilities	Lead Officer on Access policy and strategy, Coordinator of Learning Development Workshops and the In-house Professional Development Programme (Academic) Designing and delivering education and training programmes for targeted academic staff to support career development and improved progression to management positions.
Name and address of employer	University of North London
Dates	1991 → 1994
Occupation or position held	Access Development Officer
Main activities and responsibilities	Lead officer on Access and equality policy and strategy. Manager of Access Consultancy Services
Name and address of employer	University of North London
Dates	1989 → 1991
Occupation or position held	Project Leader for DES Staff Development for Access Courses
Main activities and responsibilities	Led national initiative on staff development for fairer access and wider participation. created a best practice based consultancy service, resources collection, open learning materials and worked with national government policy officers and practitioners
Name and address of employer	South Bank Polytechnic Borough Road, London
Dates	1986 → 1989
Occupation or position held	Access Coordinator
Main activities and responsibilities	Set up and delivered Access to HE programmes in Health Studies, Teacher Ed., Hums and Social Sciences
Name and address of employer	Hounslow Borough College
Dates	1983 → 1986
Occupation or position held	Employer Links Development and YTS Team Leader
Main activities and responsibilities	Managed employer liaison and developed outreach training schemes. Coordinator of the pilot Youth Training Scheme programmes for school-leavers.
Name and address of employer	Hounslow Borough College
Dates	1979 → 1983
Occupation or position held	English Lecturer and Secondment to LES

Main activities and responsibilities	Taught English then seconded for 2 years to the LEA's Language Unit to work on literacy and language support to Vietnamese Boat People and minority ethnic pupils in local schools
Name and address of employer	Hounslow Borough College
Dates	1978 → 1979
Occupation or position held	English, Communications and Numeracy Lecturer
Main activities and responsibilities	Taught GCE O and A level English programmes and basic education courses
Name and address of employer	Acton College London W3
Education and training	
Dates	1983
Name and type of organisation providing education and training	Institute of Education, University of London B.Education Hons
Dates	1995
Name and type of organisation providing education and training	Open University, MA Education in Organisational change and management development
Personal skills and competences	
Mother tongue(s)	English and Punjabi
Additional information	
Awards	
Order of the British Empire for Services to Higher Education (Equality, diversity and Access) Her Majesty Queen Elizabeth II, 2003	
Videsh Samman, for contributing to the enhancement of human welfare and Indo-British understanding (High Commissioner of India, 2003)	
University of Liverpool, Honorary Fellowship (2009)	
Fellow of the Royal Society of Arts (2012)	
Membership of Professional Committees/ Groups:	
Capital L: Routes into Languages Project (Co-Chair 2007-09)	
Linking London Learning Steering Group (2006-09)	
National Black and Minority Ethnic Strategy Group (2005 ongoing)	
Governor, Hackney Community College (2006 -2009)	
Editorial Board Journal of Further and Higher Education (UCU 2005 and continuing)	
Equal Opportunities, Access and Lifelong Learning Committee (HEFCE 1998- 2003)	
HE Forum (CRE,1995-2001)	
EUCEN institutional representative (2001-2009)	
Post 16 Committee (UCET, 2000-2006).	
Post 16 Qualifications and Awards Steering Group (EDEXCEL, 2002-04)	
European Access Network (founding member 1990-ongoing)	
Executive Committee (UALL, 2002-09)	
UALL Social Inclusion and Widening Participation Network (Chair, 2002-09)	
Central London Aimhigher Area Steering Group (Chair 2004-07)London East Thames Gateway Area and London North Aimhigher Area Steering Groups (2002-09)	
London Regional Forum (HEFCE, 2004-07)	
Access Courses Recognition Group Consultative Committee (CNAA/CVCP, 1990-92)	
Equal Opportunities Forum (FEU, 1990-95)	
Multicultural Advisory Group (FEU,1990-95)	

Annexes | Publications and other informations

1. Policy Development

Higher Education Funding Council for England: EQUAL Committee

Key achievements include the introduction of mainstream funding methodology for Widening Participation (inc demographics and Part time studies) and a universal requirement for WP strategies across all HE institutions; the creation of the Equality Challenge Unit to promote and support the diversification of senior staff in universities; identifying funding and the requirement for HR led diversity strategies and initiatives across the HE sector; initiating Partnerships for Progression (latterly known as Aimhigher), and establishing Foundation Degree Forward.

Diversity and Equality Champion (also see section above)

- Founding member of the BME Advisory Group: report into Black and Minority Ethnic achievement in HE (2006)
- Contributing to regional and international planning for strategic level change management in the HE sector (Europe and Russia).
- Governor of Hackney Community College, an inner city further education institution with an excellent rating for its work on diversity and inclusion

European Continuing Education Network (EUCEN)

- External Evaluator Implement Project, Connect Project
- Expert Peer Reviewer on the Benchmarking European lifelong Learning Projects
- Contributed to draft recommendations for European Charter of Lifelong Learning and Leuven Ministers Meeting 2009
- Keynote speaker at National CE Network conferences in France, Portugal, Netherlands

American Council for Opportunity in Education

- Hosted, organised and led national staff exchange on Equalities initiatives and programmes for academics and policymakers from and to the USA

Consultancy experience

- Access Advisory Partnership (funded by UUK),
- Consultancies in 6x Russell Group, 3x Post '92 and 3x mixed economy institutions in England, Scotland, Northern Ireland; 2x Russia, 1x Poland, 3x USA and 2x Netherlands.

2. Leadership and Management

Staff and departmental responsibilities

- Cross institutional responsibilities for Widening Participation and Community Learning
- Extensive experience of leading and managing education, widening participation and continuing professional development teams ranging from 5-50+ staff
- HR training in recruitment, selection, appraisal, performance management, mentoring

Financial management and (quality) reporting

- Preparing, managing and accounting for an annual budget of £3.6 m
- Outcomes related monitoring, evaluation and reporting to internal and external funders

Curriculum innovation

- Developing new and diverse programmes and projects including outreach and work based learning across all discipline areas.

Income generation

- Over £750k pa over last 10 years

3. Developing Partnerships

- Setting up an Associate FEC partners framework and joint degree initiatives
- Pan Regional collaborations on strategic and vulnerable subjects initiatives, Lifelong Learning Networks and Aimhigher
- Joint management exchange projects with HEIs in the USA, Netherlands and Finland

Publications

Lawley, H. (2004) Action on Participation: The Refugee Assessment and Guidance Unit, in, Alpine Manual of Good Practice, Socrates Grundvig Project

Lawley, H. (2004) Action on Participation: An overview of the Certificate in Professional Development for graduate refugees at London Metropolitan University, in, Alpine Manual of Good Practice, Socrates Grundvig Project

Lawley, H. (2002) Making Links with Schools and Colleges, in, Access, Participation and Higher Education, Eds Hayton, A. & Paczuska, A. Kogan Page, London

Lawley, H. (2002) Widening Participation and Social Inclusion Issues, in Lifelong Learning and Higher Education; the Next Phase, UACE Occasional Paper No 26, Cambridge
Lawley, H., Lee, M., Sims, L., Woodrow, M. (1995) HE Perceptions of GNVQ Applicants: The Findings of a National Survey, London, UNL
Lawley, H. 1991) Staff Development: A Different Approach, Journal of Access Studies 6(1),84-87

Referees:

Professor Sir Roderick Floud (formerly President London Metropolitan University and President of EUA)
Provost Gresham College
Duck Bottom,
15 Flint Street,
Haddenham,
Bucks HP17 8AL, UK
Tel (H) +44 (0)1844 291086

Professor Richard Taylor
University of Cambridge
Institute of Lifelong Learning
Madingley Hall
Madingley
Cambridge CB3 8AQ
Tel(H) 01954267679

Harinder Lawley is the founding Director of Diversity Works, a consultancy service offering specialist academic and educational expertise in change management. She is an academic practitioner and researcher with extensive experience of working in further and higher education and a particular interest in supporting the diversity, equality and social inclusion agenda. Harinder was previously Head of Widening Participation, Community Learning and Access Development at London Metropolitan University with strategic level responsibilities for academic innovation and collaborative partnerships, widening participation, continuing professional development and lifelong learning.

Harinder will be working as one of four Evaluators in the project and will work closely with a designated Gender Expert (GE) to support and measure the efficacy of the tailor made Gender Equality Plan for one TRI.

Her role will be to assist and advise with initial design processes, suggest appropriate key outputs/milestones and identify/develop appropriate tools and instruments to assess the impact of specific actions within the plan at a specified summative point. Progress will be monitored from a distance throughout the project and any points arising may be discussed with the GE during the formative stages. Results will be analysed and fed into the final reports on the project.

Harinder's experience includes contributing to national policy development and evaluation through membership of groups such as the HEFCE Equal Opportunities Access and Lifelong Learning Committee, the Board of the Linking London Lifelong Learning Network and the Executive of the Universities Association of Lifelong Learning. She has led major national government funded staff development initiatives and conducted several consultancies across the UK, Holland, Russia, Portugal and France. She is a recognised expert peer reviewer for the BeFlex Plus project looking at European universities progress towards the Bologna Accord and has led a number of externally funded initiatives that include joint European projects (TEMPUS, GRUNDTVIG, ESF, LEONARDO). These have included projects involving refugees and asylum seekers, disabled and remote learners and work based learning. Harinder is currently an External Evaluator for two EACEA funded projects, Implement (Implementing ULLL through training and development - Call DG/41/09. Multilateral Projects - KA4) and, Gender, Participation and Social Class (Project Number: 517853-LLP-1-UK-ERASMUS-ESIN). She has also advised the CONNECT project, the current SIS Catalyst: Children as Change Agents project based at Liverpool University and is a consultant to a TEMPUS UMEI project coordinated from EhB in Brussels and working in Maghreb universities in North Africa.

As a former Head of Department she also has significant and successful experience of managing change in a complex organisation so is familiar with the challenges that new approaches often bring. Her publications record includes papers on access issues, professional development, partnership working, accrediting prior (experiential) learning and comparative international studies

Annex IV

LOIs

Target Research Institutions

09: University of Agder	UIA	Norway
10: University of Liechtenstein	UNILI	Liechtenstein
11: University of Turku	UTU	Finland
12: Karlsruhe Institute of Technology	KIT	Germany
13: Kaunas University of Technology	KTU	Lithuania
14: University of St. Gallen	USG	Switzerland
15: Centrum Wiskunde & Informatica	CWI	Netherlands
16: LUISS “Guido Carli” University	LUISS	Italy
17: Óbuda University	OE	Hungary
18: Technical University of Sofia	TUS	Bulgaria
19: University of Alcalá	UAH	Spain
20: ORT Braude College	OBC	Israel

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Department of Information Systems at UiA, Norway as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Department of IS by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission!

Kind regards,



Professor Torunn Lauvdal, Rector

Email: torunn.lauvdal@uia.no
University Management
University of Agder
Kristiansand, Norway

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person – Dr. Eli Hustad, Associate Professor) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

The University of Agder, Norway was officially established in 2007, but has a history dating back to 1839, and was formerly known as Agder University College. The university's central administration and five faculties, Faculty of Engineering and Science, Faculty of Economics and Social Sciences, Faculty of Humanities and Education, Faculty of Health and Sport Sciences and Faculty of Fine arts, is located on two main campuses; one in Kristiansand and one in Grimstad.

The university is recognized for its modern teaching and research facilities, innovative use of technology and communication media, and close ties to regional businesses and the public sector. UiA also has a strong international connection. 200 international agreements secure an active academic exchange of students and staff with partner institutions worldwide.

The Department of Information Systems (IS) at UiA contributes to both national and international research and education within the field of IS. The research includes analysis, design, development and implementation of Information Systems, giving particular attention to the interaction between technology and organization. The department offers a PhD programme in information systems, focusing on research areas such as e-Government (including e-Democracy and e-Participation), Enterprise systems, Global information systems, ICT and development, Knowledge management systems, Business process modeling, IS evaluation and benefits management. The department of IS at UiA is a member of the ERCIS network.

In the department, there is a gender unbalance and women are in the minority. See overview of academic staff:

http://www.uia.no/en/portals/about_the_university/economics_and_social_sciences/information_systems/faculty_iis

Strategically, there is an interest for improving the gender balance and for integrating gender aspects into research topics and curricula at the department. We think a project like this will increase the awareness and motivation among the researchers at the IS department to support activities that focus the value of gender equality in research and education.

In addition, the aim of this project would be in line with the strategy of the University that aims to obtain better gender balance across the faculties and equal salaries for same positions among women and men. The aim is also to get a gender balance among students across different study programs. Moreover, the Center of Gender and Equality is located at UiA. This Center has a focus on the development of research and competence on gender and equality in the Agder region in Norway, to strengthen education and dissemination about gender and equality, and for being a driving force for increased equality in the region. Through this project, the department of IS would get a chance to support central strategies and policies by implementing concrete gender equality actions as a pilot in one department of UiA.

Kind regards,



Dr. Bjørn Furuholt, Head of Department

Email: Bjorn.Furuholt@uia.no

Department of Information Systems, UiA

Kristiansand, Norway



UNIVERSITÄT
LIECHTENSTEIN

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Vaduz, 5 December 2012

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Institute of Information Systems as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Institute of Information Systems by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission!

Kind regards

University of Liechtenstein

Klaus Näscher
Rector



UNIVERSITÄT
LIECHTENSTEIN

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Handwritten: Prof. Dr. Becker 2011

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

Founded in the early 1990s, the Institute of Information Systems consists of a young and motivated research group that has been continuously growing since then. The institute offers an innovative Master's program in IT and Business Process Management. Additionally, the institute represents the Association for Information Systems (AIS) in Liechtenstein through the Liechtenstein Chapter of the AIS (LCAIS).

Gender Equality plays an important role at our department. Having a balanced team and bringing in different perspectives both culture- and genderwise improves the quality of our research and teaching activities. Especially in the field of information systems in which we aim on bridging the gap between technology and business operations diversity is even more important.

Kind regards,

Prof. Dr. Jan vom Brocke



Turun yliopisto
University of Turku

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Department of Management/Institute for Information Systems as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Department of Management/Institute for Information Systems by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission!

Kind regards,

Markus Granlund
Dean
Turku School of Economics



Turun kauppakorkeakoulu • Turku School of Economics

FI-20014 Turun yliopisto, Finland
Telephone +358 2 333 51
Fax +358 2 333 8900
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Turku School of Economics
Department of Management

COMMITMENT

8.1.2013

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent TRI FP7 CfP SiS.2013.2.1.1-1

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

University of Turku, as an employer of 3500 academics and professionals and educating next to two thousand students at various levels annually has a gender equality plan rather successfully implemented. In Turku School of Economics, the Business School Unit of University of Turku, female students are over 50% of the total student population and the gender distribution among staff and salaries are rather equal in equivalent positions.

However, in the vital areas of business co-operation, research leadership and academic management, women are still somewhat under-represented. As a special concern we would like to know more of the means changing towards higher gender equality in hi-tech areas of our graduates, currently dominated by male.

Kind regards,

Professor Jukka Heikkilä
Head
Department of Management

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Executive Board
Prof. Dr. Volker Saile
Chief Science Officer (CSO)

Hermann-von-Helmholtz-Platz 1
76344 Eggenstein-Leopoldshafen

Phone: +49 721 608-28220
Fax: +49 721 608-28219
Email: volker.saile@kit.edu

Web: www.kit.edu/eps/cso-2

Official in charge: Dr. Nathalie Matter-Koenig
Email: Nathalie.Matter-Koenig@kit.edu
Date: 10.01.2013

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Institute for Information Management in Engineering (IMI) at Karlsruhe Institute of Technology (KIT) as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Institute for Information Management in Engineering (IMI) at Karlsruhe Institute of Technology (KIT) by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission

Kind regards,



Prof. Dr. Volker Saile
KIT Chief Science Officer, Executive Board

KIT-Campus South | P.O.Box 6980 | 76049 Karlsruhe, Germany

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Prof. Dr. Dr.-Ing. Dr. h. c. Jivka Ovtcharova

Zirkel 2, Building 20.20, Room 267
76131 Karlsruhe, Germany

Phone: +49 721 608-4-2129
Fax: +49 721 608-4-3984
Email: jivka.ovtcharova@kit.edu
Web: www.imi.kit.edu

Date: 2013-01-10

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

As a woman in the area of engineering and technology I have been working for several years in large research organisations and in the industry in the adjacent fields of engineering technology and computer science. In particular, I am active in the field of Virtual Product Creation, challenged by a growing complexity of requirements towards creativity, interdisciplinarity and efficiency. Since 2003 I am strongly involved in gender equality issues as a professor at the Karlsruhe Institute of Technology (KIT), in particular as a Gender Equality Officer of the former University of Karlsruhe from 2005 to 2008. The equality of rights between men and women, particularly the institutionalization of women's and gender studies, has always been one of the main content of my work.

Moreover, as a founder of the Lifecycle Engineering Solutions Center (LESC), as an innovation and knowledge transfer facility in engineering at the KIT in 2008, I focus my efforts on the mission of organisations for Women in Science and Engineering today to create attractive academic and social environments, that encourage the success of women in science and engineering. The specific objectives are to build an advanced collaborative and learner-centred environment for women including Educational Programs, Tutoring, Professional Mentoring, Peer Mentoring, Advising and International Exchange using the power of Virtual Reality techniques. Since many years I am also successfully coordinating the German – Bulgarian project "FDIBA – Faculty of German Engineering Education and Industrial Management" in cooperation with Technical University of Sofia. Within this project the Bulgarian students, among which the percentage of women is over 50%, have the chance to get their Bachelor and Master Degree in Engineering or Informatics at both institutions TU Sofia and Karlsruhe Institute of Technology.

Furthermore, I am member of the high-level advisory committee of the European Center for Women and Technology (ECWT) since 2010 and of the Bulgarian Center of Women in Technology (BCWT) since 2012.

Short description of the organization:

Karlsruhe Institute of Technology (KIT) stands for the triad of research, teaching, and innovation and offers with its excellent infrastructure and service units an extraordinary place of academic life, life-long learning, comprehensive advanced training, and unlimited exchange of knowledge as well as a place of sustainable innovation culture. With over 300 Professors offers KIT an excellent training and education for more than 500 trainees and 22,000 students and its international attractiveness is to be mentioned by more than 700 foreign scientists. The scientific teams of the KIT joint many international projects with a budget of more than 300 Million EURO only of third-party funds.

Kind regards,



Prof. Dr. Dr.-Ing. Dr. h. c. Jivka Ovtcharova



KAUNO TECHNOLOGIJOS UNIVERSITETAS
KAUNAS UNIVERSITY OF TECHNOLOGY

Public Institution, K. Donelaičio St. 73, LT-44029 Kaunas, Lithuania.

Tel. + 370 37 32 41 40 / 30 00 00, fax + 370 37 32 41 44, <http://www.ktu.lt>, e-mail ktu@ktu.lt

Data are collected and stored in the Register of Legal Entities, Code 111950581, VAT payer code LT119505811

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

2013-12-18 No. DV10-93-1298

LETTER OF SUPPORT

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Department of Information Systems of the Faculty of Informatics as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality), if the project proposal gains approval and financing.

The promotion of gender equality at the Department of Information Systems by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I also feel that after the project completion it could be beneficial to evaluate its results and possibly implement them, where necessary, at other university departments and faculties.

Rector



Prof. Petras Baršauskas

Contact person: prof. Rimantas Butleris, tel. +370 37 45 34 45, fax +370 37 30 03 52, e-mail rimantas.butleris@ktu.lt



KAUNO TECHNOLOGIJOS UNIVERSITETAS
KAUNAS UNIVERSITY OF TECHNOLOGY
FACULTY OF INFORMATICS

Public Institution, K. Donelaičio St. 73, LT-44029 Kaunas, Lithuania.
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Data are collected and stored in the Register of Legal Entities, Code 111950581, VAT payer code LT119505811

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

18/12/2012 No. DV21-K-1406-21

LETTER OF INTENT

Dear Prof. Dr. Becker,

Thank you for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

The Department of Information Systems was founded in 1993 as a result of more than 20 years of research into the field of information systems (IS). Since then, it has grown to become one of the largest departments in the KTU Faculty of Informatics. Being among the leading IS research centers in Lithuania, the Department has built good relationships with the local IT companies and accumulated valuable research experience with Lithuanian and international partners. At the same time we are responsible for two study programmes - "Information Systems" (graduate studies) and "Information Systems Engineering" (postgraduate). At the time of writing this letter, the permanent

staff of the department included 4 professors, 6 associated professors, 6 lecturers and 3 members of operating personnel. There were also 9 PhD students.

Promotion of equality principles is one of the many goals of every educational institution, and my department is no exception. Although I would not say there are internal problems in our department or university in this regard, the public opinion on Informatics is somewhat influenced by gender related stereotypes. Therefore, I think that by perfecting our gender equality management strategies within the aforementioned project we could improve the way we communicate the message to the students, and have a greater influence on the public opinion in general.

Kind regards,

Head of the Department of
Information Systems



Rita Butkienė,



University of St.Gallen

Prof. Dr. Walter Brenner
Dean
School of Management
Guisanstrasse 1a
CH-9010 St. Gallen

Telefon +41 71 224 2516
Telefax +41 71 224 2863
Walter.Brenner@unisg.ch
www.unisg.ch

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
DE-48149 Münster

6. Dezember 2012

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Institute of Information Management (IWI-HSG) as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at IWI-HSG by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience.

I wish you all the best luck in the proposal submission!

Kind regards,

A handwritten signature in black ink, appearing to read 'Walter Brenner', written over a light blue horizontal line.

Prof. Dr. Walter Brenner
Dean School of Management



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
DE-48149 Münster

6. Dezember 2012

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at the Institute of Information Management of the University of St. Gallen (IWI-HSG). I understand that it might imply structural transformation of the institute and confirm my involvement in the discussion of the actions required with further support of their implementation.

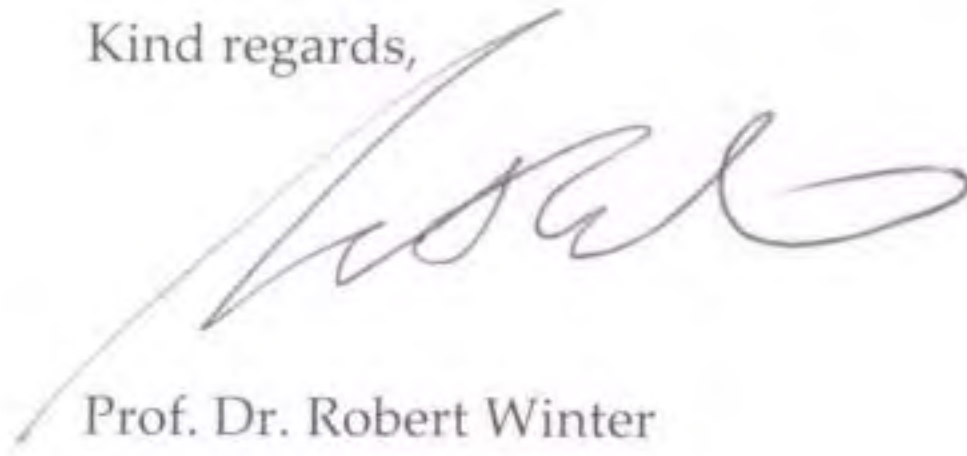
Moreover, one of the institute's experienced researchers will serve as Local Contact Person, i.e. work on the project and have the responsibilities described in the text of the project proposal.

Established in 1898, the University of St. Gallen (HSG) has Switzerland's largest faculty for business research, and is considered by Financial Times one of the leading and most prestigious management schools in Europe (2012: rank 7). HSG is ranked no. 1 in business research among all universities in the German-speaking countries (Handelsblatt-Ranking 2012). HSG is accredited by AACSB and equis.

For more than 20 years, the Institute of Information Management (IWI-HSG) is dedicated to applied and design oriented research at the interface between business and IT. In addition to its research programme 'Business Engineering', IWI-HSG provides the core faculty for HSG's M.A. programme in Business Innovation, HSG's Ph.D. programme in Business Innovation, HSG's Executive Master of Business Engineering (EMBA) programme, HSG's Diploma programme in IT Business Management (MAS) and other degree and non-degree education programmes. IWI-HSG currently employs 53 FTE researchers / lecturers as well as some 40 student research / teaching assistants.

In contrast to other research institutes at HSG and beyond, IWI-HSG still lacks gender equality. We consider it to be important to close the gap to related top-tier research institutions in this regard, and therefore are very motivated to participate in this project.

Kind regards,

A handwritten signature in black ink, appearing to be 'R. Winter', written in a cursive style.

Prof. Dr. Robert Winter
Director



Centrum Wiskunde & Informatica

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
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www.cwi.nl

Our reference: LH/mag/0401
Direct-dialling number: +31 (0)20 592 4058
E-mail: Lynda.Hardman@cwi.nl
Date: 04/01/2013

Subject: Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at our institute. I understand that it might lead to a structural transformation of the institute and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, I will coordinate with the personnel department to work on the project, having the responsibilities as described in the text of the project proposal.

CWI is the Dutch national research institute for Mathematics and Computer Science and is a private, non-profit organisation. Founded in 1946 (as Mathematisch Centrum), CWI aims at fostering mathematics and computer science research in The Netherlands. CWI is one of the Netherlands Organization for Scientific Research, NWO, institutes. NWO takes the issue of gender equality very seriously and requires that its institutes report explicitly on this. CWI strives for excellence in its fields and is able to attract top researchers. This policy for excellence is at the core of the institute's mission, but this has led to the side-effect that no female researcher has been awarded a permanent contract since 1998. This is a problem that we in the management team acknowledge, but as yet have no solution for.

In addition to my internal responsibilities in the management team at CWI, I am a board member of Informatics Europe, the association of computer science departments and research laboratories in Europe and neighbouring areas. One of my roles in the board is to encourage the increase of participation of women in informatics education and research and to ensure the continued participation of women in the organisation at commensurate rates with their male colleagues.

Kind regards,
Centrum Wiskunde & Informatica

Prof. dr. Lynda Hardman
Member of CWI management team



Centrum Wiskunde & Informatica

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Science Park 123, P.O. Box 94079, 1090 GB Amsterdam
The Netherlands
T +31 (0)20 592 9333
www.cwi.nl

Our reference: LH/mag/0401-2

Direct-dialling number: +31 (0)20 592 4058

E-mail: Lynda.Hardman@cwi.nl

Date: 04/01/2013

Subject: Letter of Support

Dear Prof. Dr. Becker,

I wish to express my support for the participation of Centrum Wiskunde & Informatica (CWI) as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at CWI by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to improving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and encourage the implementation, where appropriate, of the adapted GEPs at other NWO institutes.

I wish you every success with the proposal submission!

Kind regards,
Centrum Wiskunde & Informatica

Prof. dr. Jos Baeten, General Director CWI

The Rector

Rome, December 13th 2013

Prof. Jörg Becker

Letter of Support

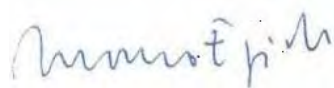
Dear Prof. Dr. Becker,

I would like to state that I support the participation of the LUISS Business School as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the LUISS Business School by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and schools.

I wish you all the best luck in the proposal submission.

Kind regards,
Massimo Egidi





Il Direttore

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my school. I understand that it might lead to structural transformation of the school and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the school will be assigned to work on the project having the responsibilities described in the text of the project proposal.

LUISS Guido Carli (www.luiss.edu) is a private Italian university, committed to promoting and organizing research activities, educating both culturally and professionally, and contributing with the transfer of innovation. Recognized for academic excellence, LUISS is a dynamic university with international recognition. As a department of LUISS, the LUISS Business School (LBS) encompasses a wide range of post-graduate and extracurricular master and training courses and research activities. Within LBS the Research Center on Information Systems (CeRSI "A. D'Atri", www.cersi.it) is the unit in charge of both base and applied research in the areas of information systems, and information and communication technologies, and organization studies.

As the Head of LUISS Business School and as the Director of CeRSI I feel that this project can contribute to the continuous modernisation process of these institutions by improving the working conditions of women and men, as well as the integration of gender in curricula and research content.

Kind regards,

Prof. Franco Fontana



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Issue: Letter of Support - Supporting changes in the
organisation of research institutions to promote
Gender Equality
Reg.nr.: OE-NIK 1726/2012
Date: 6 December 2012

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the John von Neumann Faculty of Informatics as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the John von Neumann Faculty of Informatics by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission!

Kind regards,



Prof. Dr. Rudas Imre
rector



Address: Bécsi út 96/b, H-1034 Budapest Web: www.uni-obuda.hu

Tel.: (06-1) 666-5601 Fax.: (06-1) 666-5620 E-mail: rektor@uni-obuda.hu



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CERT
ISO 9001



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Issue: Letter of Intent - Supporting changes in the
organisation of research institutions to promote
Gender Equality
Reg.nr.: 0E-WIK-1776/2012
Date: 6 December 2012

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

Óbuda University the youngest university in Hungary with 130 years of technical historical traditions. The university, as part of the European Higher Education region, is actively participating in and is fully committed to the establishment of a knowledge-based society and economy. Within the frame work of life-long learning the university is committed to providing BSc, MSc, PhD program and Adult Education programs satisfying the demands of the human resource market and training qualified experts with up-to-date knowledge an international outlook, as well as foreign language- and informatics skills for employers. The mission of the university is to serve the economy through development and highlevel transmission of knowledge, skills and innovation. Óbuda University is committed to being an institution offering qualitative and competitive service as an active and recognized participant in the global higher education market, whilst being humanistic, providing life-long commitment and learning, developing its national and international competitiveness through the application of the modernest means and methods in harmony with the social and economic environment.



Address: Bécsi út 96/b, H-1034 Budapest Web: www.uni-obuda.hu

Tel.: (06-1) 666-5601 Fax.: (06-1) 666-5620 E-mail: rektor@uni-obuda.hu





Today it has become a common view that gender equality in the field of technology is a requirement of modern education. The change of the existing gender relations, i.e. the very low proportion of female students at our faculty, is a crucial task from the aspects of equity and expediency. The employers have also recognized that the employment of a larger number of women is profitable for the companies. Diversity and gender balance in groups have been shown to produce collective intelligence benefits. Women's rising participation in the labour market is a lasting trend through the world. Our department is convinced that joining this process is a must to rise the quality of education. The improvement of gender balance also necessitates changes in the teaching staff such as increase in their competence and awareness, and decrease in their stereotypes concerning gender. We think that the cooperation in your consortium will give a proper framework and a unique opportunity to reach our aims.

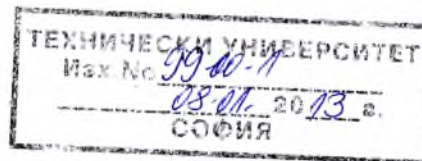
Kind regards,

Prof. Dr. Rudas Imre
rector





Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany



Letter of Support

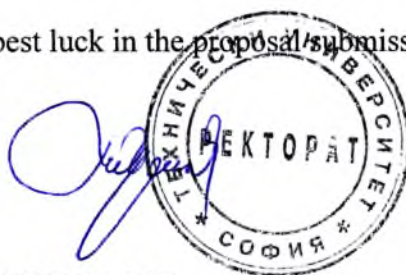
Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Faculty of Telecommunications at the Technical University of Sofia as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Faculty of Telecommunications by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best luck in the proposal submission!

Kind regards,



PROF. MARIN HRISTOV, PhD
Rector of the Technical University of Sofia





73/08.01.2013

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at the Faculty of Telecommunications. I understand that it might lead to structural transformation of the Faculty and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the university will be assigned to work on the project having the responsibilities described in the text of the project proposal.

The Technical University – Sofia (TUS), established in 1945, is the leading Bulgarian engineering university with, at present, more than 800 researchers and lecturers. TUS proved that it is very competitive in the engineering research and training both at national and EU level. University research teams have participated in more than 1200 international projects, and many national projects funded by the industry. The Technical University of Sofia has strong international recognition and maintains intensive contacts with major European and US universities. TUS is the founder of the Association for Business Cooperation linking International Relations departments of Higher Technical Schools from Central and Eastern Europe and a member of CRE (Conference of the European Universities' Rectors). TUS staff has participated in many international scientific organizations, CMEA and UNIDO projects, joint projects under the TEMPUS, COPERNICUS, CEEPUS, COST, FP5, FP6, FP7 and ERASMUS programmes with foreign partners from 76

universities in 16 countries. Centers of excellence or interdisciplinary research and training labs were created at TU Within several projects – national or international.

The Faculty of Telecommunications (FTC) at the TUS is a leading research organization in Bulgaria in the field of Information and Communications Technologies. Currently at the FTC are studying more than a total of 1200 BSc, MSc and PhD students and a total of 70 members of the academic and administrative staff. The Faculty has three departments – Radio and Video Technologies, Communication Networks and Technology and Management of Communication Systems. In the structure of the faculty are several R&D laboratories, among which the “Visual Information Systems Lab”, “Ecological Monitoring Lab”, “Electromagnetic Compatibility of Communication Systems Lab”, “Innovation Telecommunication Lab. Among the partners of FTC are the Bulgarian mobile operators Mobiltel, Globul and Vivacom, as well as leading communication companies such as Hewlett Packard, Ericsson Telecommunications-Bulgaria, Siemens Enterprise, etc. FTC participates in a number of national, bilateral and joint European and NATO research projects such as "Research on Cross Layer Optimization of Telecommunication Resource Allocation", "Electronic Health Records for Medical Decision Support in Romanian and Bulgarian", “Multimodal biometric analysis: methods and algorithms”, “Forensic Image and Video Examination Support (FIVES)”, “Fast and Reliable 3D Face Recognition” “New Tools for Information Security Based on Efficient Coding, Analysis and Hiding of Multimodal Biometric Information”, "Cooperative Radio Communications for Green Environment" etc., as well as a range of COST Actions.

The Technical University of Sofia as part of this project will support the development of research capacity of Bulgarian technical universities and increase the participation and career advancement of researchers, integrating of gender in curricula and research content at Target Research Institutions into the European Research Area (ERA) and Higher Education Area. Supporting the already existing centres of excellence and innovation opportunities in the country is one of the best ways to stop further decline and brain-drain, and foster the development towards a knowledge-based economy. This will have an impact not only on economic development in Bulgaria, but on the region as a whole, as this will also foster development towards meeting Europe 2020 strategy goals for higher competitiveness, growth and sustainable development.

Kind regards,

V. Pulkov

08.01.2013

PROF. VLADIMIR PULKOV, PhD

Head of the Faculty of Telecommunications



Alcalá de Henares, 18th December 2012

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Support

Dear Prof. Dr. Becker,

I would like to state my support to the participation of the **Department of Computer Sciences** (Departamento de Ciencias de la Computación) of the University of Alcalá (UAH) as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I consider that the promotion of gender equality at the Department of Computer Sciences through the development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience, and implement, where necessary, the adapted GEPs at other university departments and faculties.

I wish you all the best for this proposal.

Kind regards,



Fernando Galván

Rector



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Alcalá de Henares, 18th November 2012

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

The department of Computer Sciences (Departamento de Ciencias de la Computación) of the University of Alcalá (UAH) is one of the largest departments of the university with a long tradition on research and teaching in the context of higher education. Apart from regular teaching in IT degrees, it holds the management of several master level programmes and a PhD recognized by the Spanish Ministry of Education with a mention of excellence. It has been the first and unique department organizing Erasmus intensive programs.

The department of Computer Sciences of UAH is interested in exploring actions in the field of gender equality as UAH itself is committed in gender equality plans with the creation of a committee on gender equality (standing orders approved in the last governance committee of UAH in November 2012) and we want to reach a pioneering position in this organizational trend in our institution.

Kind regards,

Prof. Dr. Teresa Diez
Head of the Department of Computer Science
University of Alcalá

1st January 2013

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Support

Dear Prof. Dr. Becker,

I would like to state that I support the participation of the Software Engineering Department as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

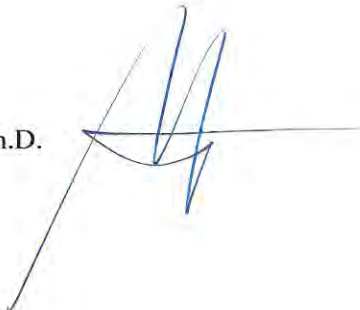
I consider that the promotion of gender equality at the Software Engineering Department by development and implementation of a tailored Gender Equality Plan (GEP) would contribute to achieving its excellence and efficiency. I feel that after the project completion it would be very important to utilize the gained expertise and experience and implement, where necessary, the adapted GEPs at other university departments and faculties.

I am pleased that Dr Judith Abrahami, my advisor on women's status, is to act as Local contact Person for the advancement of this project at ORT Braude College.

I wish you all the best luck in the proposal submission!

Kind regards,

Prof. Arie Maharshak, Ph.D.
President





December 30, 2012

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a Target Research Institution (TRI) in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality).

I strongly support the ideas stated in your project proposal and confirm the willingness to implement a tailored Gender Equality Plan (GEP) at my department. I understand that it might lead to structural transformation of the department and guarantee my involvement in the discussion of the actions required with further support of their implementation. Moreover, an authorized person (Local Contact Person) from the department will be assigned to work on the project having the responsibilities described in the text of the project proposal.

ORT Braude College (OBC) is an institute concentrating in Educating Engineers. The College focuses on personal and friendly relations with the students, high academic standards and good relations with the Industry. About 2750 students study in OBC in 8 programs (Electrical Engineering, Mechanical Engineering, Industrial Engineering and Management, Biotechnology Engineering, Software Engineering, Information Systems Engineering, Applied Mathematics and Optical Engineering. OBC also has four graduate programs: Systems Engineering, Biotechnology Engineering, Software Engineering and Industrial Engineering and Management. The College is also involved in Teacher Training, Continuing Education, Pre-Academic Program and Youth Enrichment Programs.

The department of Software Engineering has about 540 Students in the undergraduate Software Engineering Program, 203 Students in the undergraduate Information Systems Engineering and 28 Students in the Graduate (M.Sc.) Software Engineering Program. Only 14% of our Students are females. We think that the low percentage of female Students is unacceptable and we would like to dramatically increase it.

Kind regards,

Prof. Zeev Barzily
Head of the Software Engineering Department

Annex V

LOIs / CVs

Advisory Board

Members

01: Jenine Beekhuyzen – Griffith University

02: Tracy Camp – Colorado School of Mines

03: Joanne McGrath Cohoon – University of Virginia

04: Kelly Mack – Project Kaleidoscope

05: Mary L. Realff – Georgia Institute of Technology

06: Eileen M. Trauth – The Pennsylvania State University

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Mr. Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Letter of Intent

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a member of Advisory Board in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality). I strongly support the ideas stated in your project proposal and would gladly take the opportunity to work voluntarily, i.e. without funding, with you and other consortium members.

Whenever I have a chance, I am willing to help you in coordinating the project through discussing its continuous progress during the main project meetings and online video conferences, as well as reviewing and providing feedback to the project reports.

Griffith University, my institution, has been named an Employer of Choice for Women for the twelfth year running in 2012 by the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA).

As part of the WinIT (Women in Technology) project that is based at Griffith University, we have studied gender equality in IT education and work for more than 15 years. We have examined the perceptions of industry women, university students, and secondary school and primary school girls. We have developed a number of initiatives aimed at challenging the gender imbalance in IT such as the book Tech girls are chic! (www.techgirlsarechic.org), mentoring programs for secondary school girls, and information days for school girls of all ages (Technology Takes You Anywhere (Queensland) and Go Girl (Victoria)). We have an extensive list of publications in information systems on gender and technology and have strong networks with researchers in the area. We are keen to participate in this project to widen the scope of our interventions and research by collaborating with researchers at ERCIS.

Kind regards,



Dr Jenine Beekhuyzen
Adjunct Research Fellow
Institute for Integrated and Intelligent Systems
Griffith University
Brisbane, Australia



COLORADO SCHOOL OF MINES
engineering the way

Tracy Camp, Professor of Computer Science
Telephone: (303) 384-2184
Email: tcamp@mines.edu
<http://www.mines.edu/~tcamp/>

Department of Electrical Engineering
and Computer Science
Golden, CO 80401-1887
Fax: (303) 273-3875

December 28, 2012

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Dr. Becker:

I strongly support your proposed project (tentatively titled "GAIN-EU: Promoting Gender equality at ICT research INstitutions in EUrope"), which is being submitted under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality). I hope the European Union will fund your proposal and, if funded, I would be honored to serve as a member of your Advisory Board. As a member of the GAIN-EU Advisory Board, I will work as a volunteer (i.e., without pay) with you, other members of the Board, and other members of the GAIN-EU Consortium. As schedules allow, I am willing to (1) discuss the progress of your project with you, (2) review and provide feedback on your project reports, and (3) participate in video conference calls.

I strongly support your proposed project, as I am passionate about increasing the participation of women in computing. For example, currently I am Co-Chair of the Computing Research Association's Committee on the Status of Women in Computing Research (CRA-W). CRA-W is an action oriented organization dedicated to increasing the number of women participating in computing research and education at all levels. As CRA-W Co-Chair, my primary responsibility is fundraising through proposal writing (because CRA-Ws many outreach activities are funded through National Science Foundation grants and industry and foundation donations). In 2012, I led the development of a successful \$5.6 million grant to support CRA-W.

Previously I co-lead ACM's Committee on Women in Computing, which is an organization that supports, celebrates, and advocates internationally for the full engagement of women in all aspects of the computing field. I also have several publications that concern women in computing (e.g., "Computing, We Have a Problem", ACM Inroads, December 2012). Lastly, my research into the plight of women in the sciences has appeared in over 15 newspaper and magazine articles, including the N.Y. Times, the Chicago Tribune, USA Today, and Scientific American.

In short, I have experience, knowledge, and interest in increasing the participation of women in computing that should be useful for your proposed project. If funded, I agree to participate on the GAIN-EU Advisory Board.

Best regards,

Tracy Camp, Ph.D.
Professor of Computer Science
Department of Electrical Engineering and Computer Science
tcamp@mines.edu



Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Mr. Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Dear Prof. Dr. Becker,

It will be my great pleasure to join the Advisory Board for the FP7-Science-In-Society-2013-1, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality). I have had extensive experience implementing ideas similar to those stated in your proposal and will gladly work without funding to assist you and your consortium members apply those ideas.

For more than ten years, I have researched and promoted women's full participation in computing using perspectives and methods from sociology. With funding from the National Science Foundation (NSF), I conduct nationwide studies of recruitment and retention in computing at the undergraduate and graduate levels. My results are reported in scholarly journals and an award-winning book, *Women and Information Technology: Research on Underrepresentation* (MIT Press). Even more applicable to this proposed project, I serve as co-Principal Investigator for the National Center for Women & Information Technology's (NCWIT) Extension Services and Expanding the Pool projects. In this capacity, I train and direct twenty professional consultants who create measurable improvements in women's participation at sixty undergraduate computing departments. Most recently, I am co-Principal Investigator on an NSF ADVANCE grant for institutional transformation. These and numerous other experiences in my work on educational and organizational reform should serve me well as an Advisory Board member to this proposed project.

As an Advisory Board member, I will help coordinate the proposed project and discuss its progress at main project meetings and online videoconferences. I will also review and provide feedback on project reports. These tasks will be performed as my schedule allows, but I have a strong interest and motivation for contributing to the success of this project. It is obvious that computing is an exciting and influential field with excellent occupational opportunities; equity, economics, and quality of life require that women as well as men take part in these important occupations.

Sincerely,

A handwritten signature in blue ink that reads "J. McGrath Cohoon". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

J. McGrath Cohoon
Associate Professor
University of Virginia
and
Senior Research Scientist
NCWIT



PROJECT KALEIDOSCOPE
Advancing What Works in STEM Education

1818 R Street, NW
Washington, DC 20009
202.882.7439
pkal@aacu.org
www.aacu.org/pkal

December 13, 2012

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Mr. Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Dear Professor Becker:

I am delighted to offer my support for your proposed project, GAIN-EU, which focuses on achieving gender equity at target research institutions across Europe. As such, I accept your invitation to serve as a member of the GAIN-EU Advisory Board.

As you are aware, I am the former program officer for the US National Science Foundation ADVANCE Program, which seeks to achieve gender equity in the science, technology, engineering and mathematics disciplines. ADVANCE, now in its eleventh year of existence, is arguably the world's premiere federally funded program that addresses the unique needs and experiences of women STEM faculty in the academy, and effectively utilizes social science and organizational change theory in its approaches to achieving gender equity.

As a member of the Advisory Board, I am eager to not only contribute insight from my prior experiences as the ADVANCE program officer, but I am also committed to assist with coordination of project priorities, engage in continuous discourse via online video conferences and provide formative feedback on project milestones and outcomes.

I look forward to working with you and wish you every success for a positive proposal outcome.

Best regards,

Kelly Mack, Ph.D.
Executive Director, Project Kaleidoscope
Association of American Colleges and Universities





School of Materials Science and Engineering
Atlanta, GA 30332-0295
TEL: 404.894.2490
FAX: 404.894.8780

Westfälische Wilhelms-Universität Münster
European Research Center for Information Systems
Mr. Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

Dear Prof. Dr. Becker,

Many thanks for the offer to participate as a member of Advisory Board in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality). I strongly support the ideas stated in your project proposal and would gladly take the opportunity to work voluntarily, i.e. without funding, with you and other consortium members. Whenever I have a chance, I am willing to help you in coordinating the project through discussing its continuous progress during the main project meetings and online video conferences, as well as reviewing and providing feedback to the project reports.

I am an Associate Professor in the School of Materials Science and Engineering at the Georgia Institute of Technology (Georgia Tech) in Atlanta, GA. Georgia Tech is one of the United States' top research universities, distinguished by its commitment to improving the human condition through advanced science and technology. Georgia Tech is consistently ranked in US News and World Report's top ten public universities in the United States. The School of Materials Science and Engineering is ranked 5th for its undergraduate program and 7th for its graduate program. I also serve as one of three co-directors of the Center for the Study of Women, Science and Technology, which is sponsored by the office of the Vice President for Institute Diversity at Georgia Tech. I was the director of the Georgia Tech - National Science Foundation ADVANCE Institutional Transformation Grant that was aimed towards increasing the participation of women in the scientific and engineering workforce through the increased representation and advancement of women in academic scientific and engineering careers. Internationally, I have developed the Women's International Research Engineering Summit (WIRES) Network through partnerships with US universities, the US National Science Foundations, and the European Centre for Women and Technology (ECWT). Through the WIRES Network, we have been able to increase the level of involvement of women in international research collaborations.

I feel that my experience as the Co-PI and Director of the ADVANCE Institutional Transformation Program at Georgia Tech will allow me to positively contribute to the GAIN-EU program. One of the reasons that we were able to make such a positive impact at Georgia Tech with our program is that we implemented activities and changed policies that resulted in helping all faculty (male and female) succeed in their careers. Our decisions and program development work was driven by the needs identified in our research. The GAIN-EU program is using some of these same ideas and I am very interested in being part of this program.

Sincerely,

A handwritten signature in black ink that reads "Mary L. Realff".

Mary L. Realff, Ph.D.
Associate Professor and
Co-Director, Center for the Study of Women, Science and Technology



Eileen M. Trauth, Ph.D.
Professor of Information Sciences & Technology
Women's Studies; International Affairs
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European Research Center for Information Systems
Prof. Dr. Jörg Becker
Leonardo-Campus 3
48149 Münster
Germany

January 10, 2013

Dear Prof. Becker,

Thank you for the invitation to participate as a member of Advisory Board in the project under the FP7-Science-In-Society-2013-1 call for proposals, Topic SiS.2013.2.1.1-1 (Supporting changes in the organisation of research institutions to promote Gender Equality). I strongly support the ideas stated in your project proposal and would gladly take the opportunity to work voluntarily, i.e. without funding, with you and other consortium members.

Whenever I have a chance, and without obligations, I am willing to help you in supporting the project through discussing its continuous progress during the main project meetings and online video conferences, as well as reviewing and providing feedback to the project reports.

The Penn State College of Information Sciences and Technology is an interdisciplinary program that integrates computer science, information technology, and system users at the individual, group, organizational, and societal levels. Degrees are offered at the associate, baccalaureate, masters, and Ph.D. levels.

My research interests are at the intersection of sociocultural and organizational influences on information technology and the IT profession with a special focus on social inclusion. Since 2000 I have focused almost exclusively on the topic of gender equality in the information technology field. With approximately \$1.5M in grant funding from the National Science Foundation, my particular focus has been theory development and testing about within-gender variation in factors influencing participation in the information technology field. Part of my research interest is the role that cultural plays in explaining differences in

gender participation in the IT field. I have already conducted research in Australia, New Zealand, South Africa, Ireland, Austria and the UK. I would be interested in the opportunity to share my insights and learn from German colleagues on this topic.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eileen M. Trauth', with a long horizontal flourish extending to the right.

Eileen M. Trauth, Ph.D.
Professor, Information Sciences & Technology
The Pennsylvania State University