



## **Creating Gender Equality Together**

**An Approach to Gender Equality at Technische Universität  
Berlin (2016-2020)**

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*Preamble:*

*By creating this Approach to Gender Equality, Technische Universität Berlin seeks to identify goals and indicators, develop monitoring and evaluation tools, and adopt innovative measures for the promotion of gender equality. The Approach to Gender Equality at Technische Universität Berlin is designed as an open modular document that allows for continuous reflection, improvement, and refinement against the backdrop of the latest policy developments and local regulatory conditions as well as adaptation by means of new measures. For the period of the document's validity and beyond, Technische Universität Berlin aims to ensure that all University members actively pursue the objective of gender equality as a horizontal task, guided by the vision of equality of opportunity at all levels.*

*From the Mission Statement of Technische Universität Berlin:*

*"Our University members actively advocate for equality between women and men and create family friendly study and working conditions. We ensure equality of opportunity and freedom from discrimination at all levels of the University organization. We also explicitly embrace the plurality of world views and ways of life in education and research."*

## **1. University profile**

With 34,000 students and 8,300 staff members, including 276 regular professorships, Technische Universität Berlin is a major research university with a rich tradition and a worldwide reputation.<sup>1</sup> Due to a wide range of disciplines, including engineering and natural sciences, planning and economic sciences as well as the humanities and social sciences, the University is characterized by a multitude of departmental cultures and points of origin. This variety in turn shapes the University's profile and its portfolio of gender equality work.

One of the University's key areas of sustained action is its support of equal opportunities and the reconciliation of study/career and family resp. private life. Linking the activities of organizational development and profile building with strategies to improve equal opportunities aids the University in the international competition to attract the best minds, who in turn contribute to the University's processes of generating innovative ideas and shaping the future. With its strong focus on engineering and natural sciences, Technische Universität Berlin is committed to refining research in science and technology for the benefit of society. In accordance with this objective, the University responds in times of skills shortages by educating and training the specialists needed most for the economy and society. This is considered an essential task at Technische Universität Berlin, which is why equality-based organizational development and individually designed career advancement

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<sup>1</sup> As of the end of 2015

opportunities for female students, researchers and scholars are at the core of its gender equality strategy.

Technische Universität Berlin expresses its commitment to this objective in the Mission Statement (2011), the Institutional Strategy (2013-2020), the Faculty Development Plans and Women's Advancement Plans (2015, 2016), the Structural Plan (2015), the target agreements in the framework of auditing and accreditation procedures (2014, 2015), and the Guidelines for the Promotion of Equal Opportunity for Women (1993).

Gender mainstreaming has a long tradition at Technische Universität Berlin, where it is considered a strategic leadership task lying within the responsibility of the University's Executive Board. In terms of a horizontal control logic, however, gender mainstreaming can only be implemented if viewed as a cross-cutting concern. That is why the process of implementing the objectives and strategies is supported by a variety of actors within the University. Based on its long tradition of gender equality work, the roots of which trace back to the early 1990s and the appointment of secondary and one primary women's affairs representatives, Technische Universität Berlin has achieved much success particularly in recent years in the form of awards and significant third-party funding. These include:

- Secured Rating through the Total E-Quality Award (2008, 2011, 2014),
- Certification through the family-friendly university audit (audit familiengerechte Hochschule) (2008, 2011, 2015),
- Ranking in the highest implementation category in the framework of the *Research-Oriented Standards on Gender Equality* of the German Research Association (Deutsche Forschungsgemeinschaft – DFG) (2011, 2013),
- Grant proposal approvals in the Professorinnenprogramm of the Federal Ministry of Education and Research (BMBF) (2008, 2013), and
- Secured funding in the Berlin Program for Equal Opportunities (BCP) (2001-2015).

With the implementation of the *Research-Oriented Standards on Gender Equality*, the DFG contributed greatly to providing new stimuli for German equality work also at Technische Universität Berlin. By implementing this *Approach to Gender Equality*, Technische Universität Berlin intends to build upon the DFG's final report on the *Research-Oriented Standards on Gender Equality* and drive the process forward on its own by formulating new and ambitious targets.

In order to improve on the established standards in the coming years, Technische Universität Berlin submitted its existing programs and structures to a critical internal evaluation as a step towards formulating this *Approach to Gender Equality*. Within this framework, the previously established objectives were examined in detail, extended and re-defined with priorities for action for the next five years.

With its *Approach to Gender Equality*, Technische Universität Berlin undertakes to implement the DFG's *Research-Oriented Standards on Gender Equality* and to uphold the *General Standards on Gender Equality at Berlin Universities*. Technische Universität Berlin invested massively in equality measures in the past and will continue to enhance this investment in the future.

## **2. Analysis of strengths and weaknesses**

When considering the data on the proportion of women at Technische Universität Berlin across the individual faculties and departmental cultures, it becomes clear that a more in-depth subject-specific

analysis is required in order to derive the differentiated needs required for the equality strategy. While the overall proportions of females across the various status groups ranging from first-year students to doctoral candidates are fairly stable, the development in the individual areas of study varies considerably (cf. table 1).

### *Female first-year students, other undergraduates and graduates*

Closer examination of the German higher education landscape shows that the percentage of female students at TU Berlin is higher (with a few exceptions) for almost all degree programs than the national average. As one might expect, there is a high percentage of female first-year students in the social sciences, planning sciences and humanities. However, the high proportion of females among first-year students in the natural sciences and process sciences is particularly striking. The need for action to increase the percentage of females among this student group is most apparent in engineering, computer science, and electrical engineering. Similarly, the proportion of women studying in their first year in the technology-related fields of economics and management is also still low.

With a view to the number of women among first-year students, other undergraduates and graduates, it becomes clear that introducing new interdisciplinary degree programs to attract female students to the natural sciences and the engineering sciences as well as offering female students organizational and other types of support during their studies and with the completion of their degrees programs remain important fields of action for Technische Universität Berlin.

Tab. 1: Percentages of women by level of qualification obtained and professional status at Technische Universität Berlin (2014)<sup>2</sup>

	1 <sup>st</sup> year students	Other undergraduates	Graduates	Teaching and research assistants	PhDs	Tenured professorships
<b>Faculty I - Humanities</b>	64%	65%	77%	56%	52%	39%
<b>Faculty II – Mathematics and Natural Sciences</b>	42%	35%	31%	24%	32%	7%
<b>Faculty III – Process Sciences</b>	44%	41%	36%	39%	40%	17%
<b>Faculty IV – Electrical Engineering and Computer Science</b>	19%	16%	10%	16%	10%	11%
<b>Faculty V – Mechanical Engineering and Transport Systems</b>	17%	16%	13%	17%	15%	6%
<b>Faculty VI – Planning Building Environment</b>	50%	48%	52%	44%	43%	27%
<b>Faculty VII – Economics and Management</b>	34%	30%	30%	38%	28%	13%
<b>Total</b>	36%	32%	33%	28%	30%	16%

### *Female academic staff members*

A comparison of female graduates with female teaching and research assistants shows an increase in some faculties in the transition from one status group to the next. In both the engineering sciences and economics as well as computer science and electrical engineering, the proportion of females among teaching and research assistants is higher than among graduates. While there is a slightly higher percentage of women among PhDs in the process sciences and the engineering sciences, the share decreases in computer science and electrical engineering. A reverse trend is found for the

<sup>2</sup> Beginning students = students in the first semester of their degree program  
Regular professorships refer to professorships as employees as well as W2 and W3 professorships.

planning sciences and the social sciences as well as for mathematics and the natural sciences, where the proportion of women decreases in the transition from graduates to teaching and research assistants.

Overall the percentage of women among PhDs is lower than among graduates, albeit only slightly. Viewed over time (2010-2014), we do see a slight increase in the percentage of women among PhDs (from 29% to 30%). The most significant growth, however, was recorded in the areas of mathematics and the natural sciences (from 26% to 32%) as well as the engineering sciences (with an increase of up to 13 percentage points). The increase in these subject cultures is encouraging and shows how significant it would be to look closer at the situation of female postdocs in order to explore and refine measures for advancing academic careers below the level of tenured professorships. For the female postdocs, it would make sense to analyze the subject cultures in detail, since the design and availability of career paths and positions varies strongly depending on the subject culture. While the fields of computer science and engineering require business and industry experience to obtain professorships, the qualification path in the natural sciences involves heading independent junior research groups.

A comparison between the percentage of females among PhDs and professors reveals that, in relation to their representation among the PhDs, female academics encounter the greatest hurdles along the path to obtaining tenured professorships. With a view to the W2 and W3 professorships, Technische Universität Berlin was able to improve the situation significantly in the last years (2008: 10%, 2014: 15%). However, it is evident that this development has stagnated over the last three years and Technische Universität Berlin has not been able to increase the percentage of women since 2012. This illustrates how important it is to keep the discussion focused on the topic of gender equality and to continue developing appropriate measures for action. Increasing the percentage of women in leading academic positions is, and remains, a central field of action for all areas of Technische Universität Berlin.

#### *Female employees in technical and administrative positions*

In terms of technical and administrative staff, Technische Universität Berlin recorded a female share of 68% among administrative employees and 40% among technical employees. The high proportion of women in administrative employment is also reflected at the executive level (57% of faculty service center managers, 40% of department managers). Further analysis is necessary both to show how the terms of employment and compensation are inadequate and, based on these results, to develop appropriate measures for action. This applies in particular to the central administrative institutions of Technische Universität Berlin (e.g. the University Sports Center, the Modern Language Center, the University Library or the Center for Scientific Continuing Education and Cooperation). Focus will be placed on changing the occupational profile of secretaries, including the value placed on the work they do and the recognition they receive. Although the existing collective agreements system within Technische Universität Berlin places limits on what can be done regarding pay, the University will look to improve the working conditions for staff employed in technical and administrative positions. A further point of focus will be the recruitment of more female staff to technical positions, as these frequently enjoy better remuneration than administrative positions.

#### **Summary**

A very heterogeneous picture emerges concerning the fields of action according to status group, area of work and departmental culture. While in some areas a general increase in the percentage of

women is needed for all status and remuneration groups, in other areas we need to scrutinize certain status transitions and career stages.

Technische Universität Berlin recognizes that the glass ceiling in the career development of women will not become permeable merely by promoting individuals, but rather also requires the impetus of structural and cultural change processes, and therefore is active on three different levels that are marked according to their strengths and potential for development.

### ***Structural measures to promote gender equality***

In recent years, Technische Universität Berlin has introduced a number of measures to remove structural barriers on the path to obtaining professorships, with particular emphasis being placed on the recruitment and selection procedures. The structure and context of these measures to assure the quality of professorial appointment procedures (appointment guidelines), the active recruitment of female academic staff (pilot project), and the development of competencies at the level of managers and professors (management profiles, continuing education programs) will continue to be refined in the future.

By establishing and staffing the Department for Gender Equality Controlling, Technische Universität Berlin effectively institutionalized the strategic structures for organizational change in terms of gender equality. This move supports the implementation of gender equality in the University's planning and steering instruments. New monitoring and control mechanisms have been developed; now, target figures can be determined in dialogue and deriving from more valid data and scientifically based quota models. In order to succeed, Technische Universität will have to strengthen its support of the faculties as they implement their activities.

The approach of integrating gender equality into the existing steering instruments is proving highly effective, since the topic is viewed as a cross-cutting concern in all areas. In the future, teaching gender competence will play a decisive role in the success of this strategy. By building on existing successful approaches (for example, the "GENDER PRO MINT" certificate program), the scope of programs to instruct and strengthen gender competence will be extended.

### ***Individual support measures for women***

The individual support of women is based on a comprehensive, largely stable portfolio of instruments that encompasses all transition points: beginning with the recruitment of female students and continuing on with the offer of qualified supervision during the degree stages as well as the doctoral and post-doctoral phases up to the granting of incentives for appointing women to professorships (for example, performance-related resource allocation). The feedback provided by female academics participating in the programs is used to enhance the existing measures by including innovations related to gender equality and higher education policy.

Increasing the percentage of female students, particularly in subject groups where they are still strongly under-represented, remains an important field of action for Technische Universität Berlin. In the future, the wide distribution of options, especially those arising from collaborative research, will be better interconnected at central level to improve the use of synergies across faculty and institutional boundaries.

Overall, the programs for gifted and talented school students, university students, and doctoral candidates are well established. In the future, monitoring activities will help to adapt and update the programs on offer.

Increasing the percentage of women in leading positions and the selective promotion of young talent (objective 2.4), especially in the postdoc phase, continue to be the most important objectives of the work to achieve gender equality. Technische Universität Berlin has created a number of programs to target promising young talent, including a postdoctoral qualification program, a job program for international female postdoctoral candidates (IPODI) and junior professorships (W1) with a tenure track option for women. Nonetheless, this career phase is very precarious as the pace of specialization and qualification intensifies over time, without there being certainty of attaining a tenured professorship. This phase is also marked by various factors influencing the occupational advancement of female academics and it is not seldom that abandoning an academic life appears a more attractive prospect than pursuing one.<sup>3</sup> Individual funding programs here are not sufficient and consequently Technische Universität Berlin is also looking at changing the general framework (such as linking the term of employment to the duration period of a project) in order to improve the conditions of employment for academic positions and enable various career paths to be pursued. All academics, both male and female, would benefit from this.

A further aspect, from which many members of the University benefit, are the measures to help reconcile career, studying and family or private life, which is always a balancing act both in academia (particularly during the qualification phase) as well as in the area of academic support. Technische Universität aims to create adequate conditions allow for the plurality of lifestyles and family forms of its members and enable arrangements to reconcile work and care. In order to maintain its pursuit of these objectives, Technische Universität Berlin has participated in the auditing process carried out by “berufundfamilie Service GmbH” since 2008 and continues to develop new goals and measures in the various fields of action. Thus, by means of the audit “family-friendly University”, the Family Services Office at TU Berlin continually aims to facilitate the reconciliation of career, studying and family or private life. In addition to these strategic activities, the Family Services Office is also responsible for the management of information regarding matters of reconciliation and a first point of contact for all questions on the topics of family life and care. The importance of this service offer within Technische Universität Berlin is borne out by the huge increase in the number of people seeking advice from the Family Services Office (rising from 229 cases in 2011 to 487 in 2015).

### ***Culture of gender equality***

The promotion of an organizational culture focused on gender equality and the communication of values based on the principles of gender equality are a further central field of action to achieve the equality objectives of Technische Universität Berlin.

The gender equality work at Technische Universität Berlin consists of, on the one hand, full-time, central offers to support the decentralized units and faculties in developing and implementing subject-specific gender equality measures. On the other hand, there are organs such as the Advisory Board of the Main Women’s Representative, the Plenum of Women’s Representatives and the Platform for the Implementation of the Research-Oriented Standards on Gender Equality, through which the decentralized units provide fresh impetus for the further development of existing main initiatives and strategies. The interaction among the various stakeholders engaged in equality work is a significant factor for the success of the gender equality strategy at Technische Universität Berlin. Therefore, the processes of internal communication and networking shall be structured more clearly in the future. The goal of equal opportunity on all organizational levels can only be achieved if the

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<sup>3</sup> These factors include: unattractive working conditions, frequent temporary contracts, high levels of dependence and little autonomy, poorer facilities and payment compared to industry, high mobility demands, difficulties in compatibility of different aspects of work and private life, limited possibilities to plan a career, limited chances of promotion, lack of alternatives to tenured professorship, lack of orientation initiatives or support including job programs, in general a very high level of competition.

University succeeds in using existing synergies both to transmit the meaning and urgency of the initiatives and to support the faculties in taking responsibility for getting involved. For this reason, the above mentioned stakeholders engaged in equality work shall be involved more strongly in the future in the strategic processes and circulation of information so that the experience of the faculties and institutes can have a more focused influence on the gender equality strategy and decentralized developments can be connected better to the central strategy.

Gender research represents another important element within the culture of gender equality at Technische Universität Berlin. The “gendermapping” project conducted at the Center for Interdisciplinary Women’s and Gender Studies (ZIFG) began by identifying gender researchers at the University. The next step will be to provide greater support to bring the gender experts together in order to integrate their expertise in terms of an interdisciplinary approach corresponding to other research disciplines.

The linking of internationalization and gender equality strategies also reveals new fields of action and potential for Technische Universität Berlin. Initial analyses of the diversity of the student body show, for instance, how diverse Technische Universität Berlin already is today. In a student survey for the proScience<sup>4</sup> project, 21.8% of the participants responded that German is not their mother tongue and 16.9% answered that they were not born in Germany. The survey also asked about the participants’ social circumstances and cultural background and it became evident that 34% of the respondents came from families in which neither parent had a university degree and thus these students were the first generation of academics in their family. In addition, 5% of those surveyed have children and 67.7% are in work. Thus this study indicates how diverse even the student body of Technische Universität Berlin is. Detailed analyses of workforce composition have yet to be conducted. In the future, Technische Universität Berlin intends to focus more intensively on its own diversity in order to maximize the benefits of this potential.

Already in 1993 with the Guidelines for the Promotion of Women and again in 1999 with the Guidelines and Procedural Principles on Sexual Discrimination, Harassment and Violence, Technische Universität Berlin established future-oriented structures to promote an organizational culture focused on achieving gender equality. Building on this basis, a new Charter for Gender Equality shall be developed to establish new measures that support a gender-sensitive culture of interaction.

### **3. Equality objectives**

On the basis of the strengths and weaknesses analysis and in consideration of the existing gender equality policy goals in the Institutional Strategy of Technische Universität Berlin, in the Report on the Research-Oriented Standards on Gender Equality and in the Approach for Gender Equality, which was developed as part of the program for female professors, it is evident that a large number of the defined qualitative and quantitative objectives are still relevant and timely. An additional set of strategic and operative goals will serve to achieve the strategic objectives. Following up on the Institutional Strategy of Technische Universität Berlin, the following goals shall be established for the years 2016-2020:

#### **1. Structural level**

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<sup>4</sup> The online survey was conducted in German and English from March to July 2015. A total of 1,823 students participated in the survey, 1,417 participants answered all of the survey questions.

On the structural level, Technische Universität Berlin will continue to promote equality-based organizational development to achieve equality of opportunity in all decision-making and appointment processes. This is to be achieved by the following intermediate steps:

- 1.1. Establishing gender equality in steering instruments
- 1.2. Implementing gender research in learning, teaching and research
- 1.3. Fostering gender competence
- 1.4. Supporting collaborative research projects geared towards implementing gender equality

## **2. Individual level**

An analysis of the current situation reveals large variance of the fields of action in each subject area and department at Technische Universität Berlin. Therefore, on the individual level, the focus shall be placed on increasing the percentage of women on various levels. Besides that, improving the individual and structural conditions within the academic system also has an important role to play in achieving gender equality. Hence, the following objectives have been defined:

- 2.1. Pooling the initiatives for female school students
- 2.2. Increasing the percentage of female students in subjects with a clear under-representation of women (no study programs with a female representation under 20%, in study programs with < 40% increase of 5%-points by 2020)
- 2.3. Increasing the percentage of female graduates
- 2.4. Advancing academic careers below the level of tenured professorships
- 2.5. Enabling alternative career paths for junior researchers
- 2.6. Increasing the percentage of women in leading positions [increase of tenured professorships (W2/W3) by 5%-points by 2020]
- 2.7. Increasing the involvement of women in externally-funded research
- 2.8. Improving the working situation for technical and administrative staff

## **3. Cultural level**

The development of the organizational culture forms the third pillar of the gender equality work at Technische Universität Berlin. In addition to establishing a gender-sensitive culture of interaction, intensifying and improving the internal communication and public relations activity will also play a more significant role in the future.

- 3.1. Improving internal communication and public relations activity (including measures to raise awareness for the significance of gender equality work)
- 3.2. Improving the structures to reconcile the various stages of life and family for members of Technische Universität Berlin
- 3.3. Developing diversity policies / Linking diversity and internationalization

The following chapter presents the measures to be implemented by Technische Universität to achieve its objectives in the coming years. The image below represents the linking of objectives and fields of action or measures (see fig. 1).

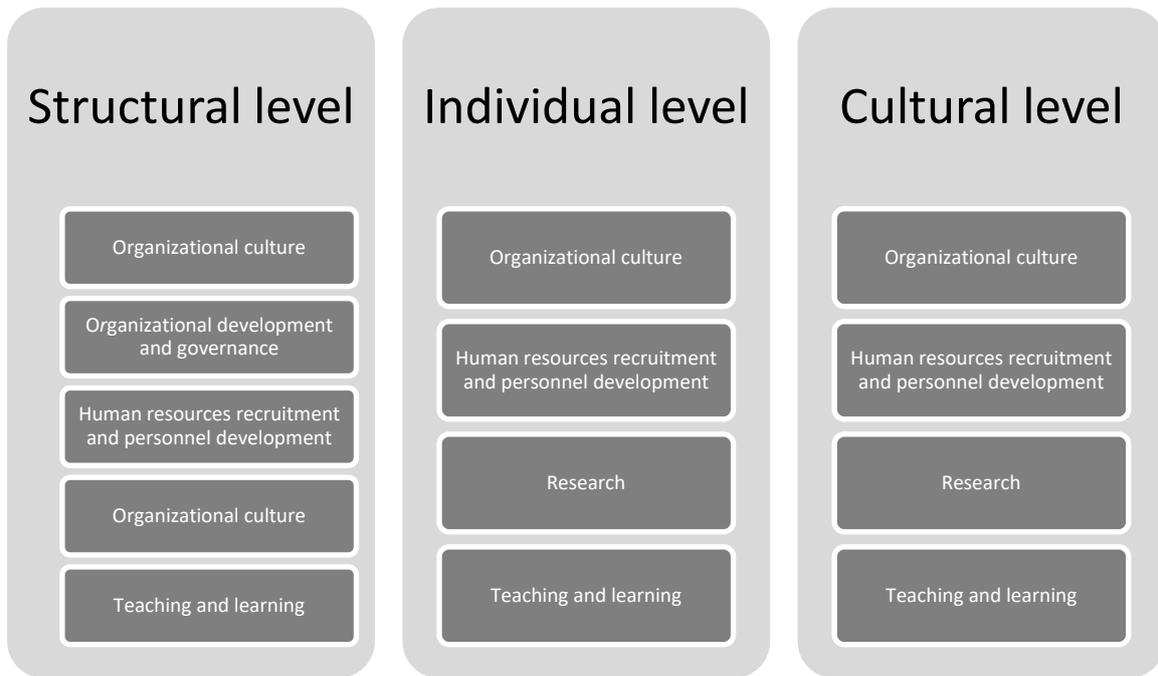


fig.1: Linking of objectives and measures or fields of action at Technische Universität Berlin

## 4. Measures in specific action areas

To achieve its objectives, Technische Universität Berlin has already initiated a number of measures, programs and projects. This activity will be continued and the existing structures will be refined. Technische Universität Berlin also plans to undertake the following additional measures. Details on the timeline and assignment of responsibility for coordinating the implementation of the measures are noted in the annex.

### a) Organizational culture

The creation of modern organizational and management cultures represents one of the central fundamental principles for achieving equality of opportunity. The aim is to inspire as many people as possible within the entire organization to be agents of change. **Management** plays a central role in this process. **Gender and diversity trainings** should consequently be incorporated into the continuing education of management by 2018 with courses regularly on offer. Regular offers of courses in the area of gender and diversity should also be made available to all status groups (objective 1.3). In this framework, an assessment will determine to what extent participating in gender/diversity trainings can best be implemented for the upper management levels (Executive Board, heads of departments, deans) down through to team leaders and level of professors and whether mandatory participation in gender/diversity trainings within the first three years of employment can be incorporated into the appointment promises for new professors.

The “gender mapping” project has shown how new impetus for gender equality measures can be provided by increasing awareness of the issue or by improving public relations activities (objective 3.1). To this end a main gender equality website is to be established by mid-2017, where all projects

and programs as well as contact persons and information regarding gender equality activities (organized according to target group) shall be presented. An important part of the University's information policy starting mid-2017 will be the annual update and publication of data and statistics for the units of Technische Universität Berlin on the main website. To support the decentralized units in their gender equality work, a guideline on gender inclusive language with consistent rules for Technische Universität Berlin will be published.

With the certification as a 'family-friendly university', which was awarded to Technische Universität Berlin for the third time in 2015, a wide range of measures to **improve the structures to reconcile** career/studying and private life will be initiated and implemented in preparation for the next auditing process (objective 3.2). Key fields of action are greater flexibilization of teaching and learning as well as of the working routines of staff at Technische Universität Berlin, increasing awareness among the management staff and professors of the significance of offering structures to reconcile career/studying and private life as well as the development of central support mechanisms to better facilitate this process. The Family Services Office serves as a main guidance and support center for all members of the University and creates family-friendly conditions for study and work by negotiating the target agreements for the audit and overseeing their implementation. Options for flexible child care as well as staff development initiatives for management are particularly good examples of innovations arising from this process. Extending and elaborating the components of a family-friendly policy will be an important measure for junior researchers.

The **participation of women in decision-making processes and on boards and committees** will be a further field of action. Technische Universität Berlin regards the representation of the greatest possible plurality of perspectives and experience on its committees and boards as likely to have a positive and significant impact on innovation, and as such plans to address the issue of gender parity on committees and boards with greater commitment in the future.

In the future, Technische Universität Berlin, having already signed the Diversity Charter in 2013, will devote more attention to the issues of **diversity** in the framework of preparing the gender equality charter. Against the background of its new internationalization strategy, Technische Universität will develop a concept to reflect the increasing heterogeneity of its students and staff and to create equal opportunities for highly diverse groups on all levels of the organization as well as to take advantage of the new potential provided by this diversity among students and staff. A central element for implementing measures relating to the internationalization strategy is the Internationalization of Universities Re-Audit; as part of this strategy, Technische Universität Berlin set itself on course towards concrete actions and intends to deliver a final achievement report by mid-2018. The planned linking of internationalization with diversity will be preceded by a systematic strategic development process involving the analysis of key activities and the preparation of a catalogue of corresponding measures, whereby staff and organizational development (objective 3.3.) will be an area of activity that is crucial for the strategy's success.

## **b) Organizational development and governance**

For the coming years the central sphere of activity for organizational development in terms of gender equality will be the overseeing of the **Campus Management Project** which will introduce a new integrated software in all areas of administration (Students, Personnel, Finances, Construction and Research). The entire process will be monitored systematically from a gender perspective. From this preparation, three priorities emerged. First: drafting transparent, structured and formalized procedures. In this regard, Technische Universität Berlin has already taken a look at some of its processes and will analyze and refine many others in the future. The second area of focus will be to

supply gender equality data. In the framework of the university-wide introduction of a new software, the collection and supply of gender equality data will form a central area of focus in the Campus Management Project. By mapping workflows, a plethora of new possibilities for the collection and analysis of data emerges, particularly regarding the usage and management of resources (key word: gender budgeting). Developing a gender-focused HR policy within the framework of the project will build a third key area. From the perspective of human resources policy development, the project represents a good opportunity for employees of Technische Universität Berlin to acquire new skills and qualifications. Therefore, when deciding on project involvement and defining the future functions and roles (key user, subject administrator), care should be taken to involve women accordingly.

The Campus Management Project thus also forms the basis for further analyses and derivatives for new **planning and steering instruments** (objective 1.1.), **incentive schemes** or the revision of existing instruments (e.g. performance-based resource allocation). At the decentralized level, the **Plans for the Promotion of Women** are the main instrument for managing gender equality measures. In the framework of these plans the faculties will define target figures for a period of six years and develop a roadmap, on the progress of which they will report annually to the Department for Gender Equality Controlling. Target figures will be calculated with the help of various computational models. In the future the faculties and institutions of the University will receive data once a year concerning the current percentage of women at all qualification and status levels for each degree program or by faculty or institute in order to examine how effectively targets are being met. The provision of various key data will make it possible to gauge the effect of the measures being pursued as well as future developments regarding the percentages of women at all levels. An **annual monitoring process** commencing in 2016 for all existing programs and projects, also at central level, will support the further development of structural gender equality standards. In order to do that, corresponding key figures and reporting duties will be defined to enable the various projects to identify early on what action needs to be taken and when it is necessary to intervene. To strengthen the efforts within the faculties, a workshop will be given to explore new ways to solve structural problems and obstacles, particularly with regard to financing.

Technische Universität Berlin will pass a Charter of Gender Equality in 2016 and review the **Guidelines for the Promotion of Women** from 1993, revising them as required. The objective is to develop a new future-oriented basis, placing a stronger focus on areas such as diversity.

With the **Office of the Main Women's Representative** and **Department for Gender Equality Controlling**, Technische Universität Berlin possesses two organizational units working full-time for the implementation of gender equality on all levels. The Main Women's Representative, whose office derives from the legal mandate of the Berlin State Higher Education Act, is the elected representative for women of all status groups, for whose interests she campaigns by acquiring funds for and conducting numerous projects for the individual and structural promotion of women and strategic gender equality. By establishing and staffing the Department for Gender Equality Controlling, TU Berlin effectively institutionalized a gender approach in the strategic planning of the University. Moreover, the **part-time women's representatives in the faculties and the decentralized institutions** represent, in their role as elected representatives with a legal mandate regarding gender equality, one of the main pillars for gender equality work at Technische Universität Berlin. Like the Main Women's Representative, they also operate free from directives and play an important role in achieving equality on all levels, particularly through their participation in personnel selection procedures as well as by providing advice on the drafting of the Guidelines for the Promotion of Women and the Plans for the Promotion of Women and accompanying their implementation in the decentralized units. As part of their duties, they are responsible for information and public relations

activities and give significant momentum to the equality work, not least through their experience in committees and interdisciplinary working groups.

It is also becoming clear that the diversity of opportunities and the establishment of new structures and areas of responsibility has led to an increase in the number of University members actively engaged in gender equality in recent years. Technische Universität Berlin would therefore like to supplement the existing formats by establishing new forms of exchange (both within the University and beyond) for gender equality protagonists. The measure to **strengthen the networking** is also designed bring the decentralized units more effectively on board and improve internal communication. Here, the equality protagonists with an explicit equality directive for the faculties as well as the project and program coordinators will play an important role. In the future, they shall receive more structured information and be involved in strategic considerations in order to ensure continuous development of existing initiatives. This will be achieved through internal networking events as well as the continuation of meetings of the Platform for the Implementation of Research-Oriented Standards on Gender Equality (PUG) and by establishing a newsletter devoted to internal gender equality work, which will be augmented with information concerning job advertisements, funding programs and (science policy) developments relating to gender equality. Existing structures, such as the Plenum of the Women's Representatives Office, the Advisory Board of the Women's Representatives Office and the PUG will explore the possibilities of new forms of public relations activities through the deployment of new media and networking options. The professionalization and up-skilling of the equality protagonists is another important area of activity.

### **c) Human resources recruitment and personnel development**

In the steady competition to attract the brightest women in the science system, there is growing recognition that the issues of recruiting and HR development need to be considered from a long-term perspective. We can only talk of a sustainable long-term strategy for the recruitment and development of personnel, once the University succeeds mid- to long-term in increasing the percentage of women in specific subject areas and attracting female students to pursue academic careers and then providing them with suitable conditions to facilitate their decision for an academic career and removing the structural barriers to create equal opportunities for them.

That Technische Universität Berlin has committed to a long-term recruitment strategy is evident in view of the activities on offer for the first status level, even before a student has taken up a place of study. With its programs to sensitize school girls on the verge of entering university to choose technology and natural science subjects (Girls Day or projects such as LabGirls (Faculty. II), Get-IT (Faculty IV) or Roberta (Faculty V)), Technische Universität Berlin already embraces an important approach to gain female students. Techno-Club, for example, introduces senior high school girls to subject areas that might not otherwise fall into their purview. It also gives them the chance both to reflect on the typical gendered behavior when choosing careers and to become capable of taking the initiative to make a conscientious decision for their course of studies. In a second step, Technische Universität counts on measures that support female students during the completion of their degree programs (objective 2.3). To facilitate the combining of workshops with measures to attract female students to research activities and thereby evening out the road into academia, there are projects such as proScience and cooperative faculty initiatives, for example, in the framework of the Women's Career Week (Faculty VII and proScience), or programming courses for female students (Faculty IV), and the Clara von Simson Prize for the best degree theses in MINT subject areas. Especially proScience demonstrates how important support initiatives are for increasing the

percentage of female graduates (objective 2.3) and how great a role personal contacts play in attracting female students. The demand for the programs on offer tripled between 2011 and 2015 (2011: 508 to 2015: 1,478 registrations/year).

In the area of HR development and career advancement support for **female doctoral candidates**, Technische Universität Berlin will continue its proMotion program. Applications for third-party funding were submitted in 2015 to extend the corresponding English-language program proMotion International and will be repeated sometime later, if necessary. The **scholarship program for doctoral candidates**, which is designed to provide funding for the concluding phase of a doctorate in subjects where women are under-represented at this qualification level, will also be continued. Until now, the scholarships were funded by the Berlin Equal Opportunities Program (Chancengleichheitsprogramm); starting in 2016, they will be financed with budgetary funds.

As the above analyses show, Technische Universität Berlin recorded a sharp decrease in the representation of women after the doctoral phase (leaky pipeline). The career advancement support for junior researchers between the doctorate and tenured professorship is therefore a key action area. With a view to introducing new target measures, Technische Universität Berlin would like to begin by analyzing which paths junior researchers pursue after receiving their doctorate and then on that basis conduct a destination survey.

The act of defining strategies to recruit and promote junior researchers conflicts with the strong competition of the non-university job market for qualified personnel and the uncertainties of a scientific career, which goes hand in hand with the problem that junior researchers, despite their excellent performance, have only limited prospects for remaining in the academy and advancing their academic careers. Studies show that this lack of certainty represents a considerable obstacle especially for the next generation of females to embark upon a career in science in the awareness of these conditions.<sup>5</sup> Moreover, especially for the area of engineering, business and industry experience is required to pursue an academic career. That means, the task of orienting **outstanding female junior researchers**, forming a bond with them and winning them back represents a major challenge for HR development, which the Technische Universität Berlin wishes to address in the coming years on the basis of its concept to advance the careers of junior doctorate academics. Among other measures, junior academics will receive stronger support and encouragement regarding their individual career paths as of 2016 through the event series "Career Paths and Alternative Careers outside of Academia" (Karrierewege in und Alternativen neben der Wissenschaft). The series intends both to foster reflection on career paths in academia and their parameters and to clarify the alternatives, i.e. attractive professional positions in business, academic management or other areas (objective 2.5).

It will also be important in the future to go beyond offering orientation help by providing the University's own junior academics with real support in skills development to qualify for careers in academic management (the importance of which is also becoming evident for research) and careers as an alternative to academia. In this context, cooperation with other organizations, e.g. non-university research or the industry, will also play a greater role in the future. Technische Universität Berlin thus wishes both to contribute to a greater **transparency** and **flexibilization of career paths** and to support its own junior academics to recognize their leadership potential and acquire the corresponding qualification skills.

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<sup>5</sup> Cf. studies on careers in academia: e.g., Heike Kahlert (2011): Promoviert - Und was nun? Karriereorientierung, -pläne und -beratung des wissenschaftlichen Nachwuchses. Carmen Leicht-Scholten & Martina Schraudner (2013-2015): Neue Wissenschaftskarrieren. Frauen in Forschungsorganisationen und Technischen Universitäten.

A second initiative focusing on strengthening the permeability of and mobility between various career paths is the newly established “**Joint Programmes for Female Scientists and Professionals**” (2015-2018). The aim of this project is to create possibilities for junior female scientists to advance via alternative career paths and intersectoral career phases (objective 2.5) by means of a transfer of talent, with female researchers transferring into the business and industry sector and female business professionals transferring into Technische Universität Berlin. The project has an added value for both the participating junior researchers, in that they acquire new skills through their placements at companies and thus improve their career chances, as well as for the participating organizations who thereby promote a transfer of knowledge.

In addition to these new approaches, Technische Universität Berlin will continue to support women in the pursuit of a classical academic career path through its program **Wissenschaftlerinnen an die Spitze** (female academics in leading positions), which was implemented in 2013 to create positions for female academics at postdoc level and to increase the percentage of women in tenured professorships. The program is being re-worked so that a supplement with new funding formats can be implemented in 2016. The aim is to strengthen the mid to long term commitment of outstanding female junior researchers and to support the transposition of junior researchers into tenured professorships, in order to increase the proportion of women occupying leading positions over the long term (objective 2.6). Aside from the internal support program, funding for positions leading to the qualification of female junior researchers will also be acquired from state, federal and EU programs (for example, the Berlin Equal Opportunities Program – Berliner Chancengleichheitsprogramm). To name an example, a renewal proposal has been submitted to the EU for the continuation and development of the highly successful postdoc program IPODI.

The **Berliner Chancengleichheitsprogramm** (Berlin Equal Opportunities Program) is primarily intended to attract qualified female academics for early reappointments of professorships, fixed-term W2-scale professorships, junior professorships as well as postdoc positions. Technische Universität Berlin sees this as a way to address the critical point between the postdoc phase and professorships and to increase the number of female academics in areas where they are strongly under-represented. This opens up medium- to long-term perspectives for female junior researchers while at the same time allowing Technische Universität Berlin to increase the visibility of female researchers. By creating new funding formats for 2016 through the program “Wissenschaftlerinnen an die Spitze”, new opportunities also arise to retain the female researchers who have been successfully recruited.

A third cornerstone in the support of junior researchers on the postdoctoral level has been available since 2004 through the inter-university program “ProFiL. Professionalization of Women in Research and Teaching: Mentoring – Training – Networking”, which invites female academics from all three Berlin universities (Technische Universität Berlin, Humboldt-Universität zu Berlin und Freie Universität Berlin) to apply and which, with 425 participants and 196 professorial appointments for these applicants in the first 10 years of operation, has achieved a positive interim result. Technische Universität Berlin continues to encourage female academics to participate in the ProFiL program.

In addition to improving the situation of junior researchers on an individual level, a second area of focus in the area of recruitment and HR development will involve structural measures, including **tendering and selection procedures** with particular emphasis being placed on **professorial appointment procedures**. Accordingly, the Guidelines for the Appointment of Professors at Technische Universität Berlin are currently being revised by a working group with members drawn from all across the University. The objective here is to develop **Guidelines for the Appointment of Professors** that reflect not only strategic considerations, such as the stronger focus on didactic and

interdisciplinary skills, but also aspects of gender equality and related research results. In this context, greater attention will be given to quality assurance within the professorial appointment procedure (documentation, key figures). The new Guidelines for the Appointment of Professors will also include guidelines for the **active recruitment** of female professors. Technische Universität Berlin has already had good experience in a pilot project and would now like to use this instrument more extensively. Aside from commissioning the services of external recruitment agencies, this process will also draw upon internal expertise in active recruitment, since experience shows that personal approaches are an effective way to recruit female academics. (External) financing options should be explored for both commissioning external personnel agencies and developing internal know-how.

A further important aspect in the recruitment of outstanding international academics, both male and female, is the support provided by **Dual Career Services**. It is not uncommon in appointment procedures for the acceptance of an appointment to be influenced by personal or family issues or the professional prospects of the potential appointee's partner. Dual Career Services helps with information concerning child care, the school system and finding accommodation and arranges contacts with potential employers to help the new appointee's partner with their professional reorientation. Technische Universität Berlin established this service as it is convinced that it provides an important competitive advantage in the recruitment of the best minds.

As a further quality control of the appointments procedure, the ongoing revision of the Guidelines for the Appointment of Professors will also examine how best to equip staff involved in the **selection of personnel** with the necessary **expertise** for their role. Possible solutions could include the creation of standardized sets of questions for the selection procedure or providing training for staff involved in the selection procedure. As a first step in this direction, an event will be conducted in 2016 viewing the selection procedure from a gender perspective.

An initial step towards formalizing selection procedures was to create **profiles for management staff** in non-academic areas of Technische Universität Berlin. Similar profiles will now be created for academic positions. Profiling matters in personal selection, but it is also a valuable tool that helps those profiled to understand their own roles. Studies have confirmed the importance of university professors for the careers of junior researchers. They function as "gate-keepers" for an academic career and have the main responsibility for supervising junior researchers and managing (academic) staff development. Therefore, acquiring gender competence must be embedded firmly in the profile of this target group.

Aside from the academic area, **improving the work situation of female technical and administrative staff** is an additional goal to be achieved by 2020 (objective 2.8). The emphasis here is on HR development. In the service area Human Resources and Continuing Education (IIPE-WB), a staff development concept for clerical workers in the individual academic fields was prepared. The concept is expected to include a modular series of continuing education options as well as a framework program and networking activities. In order to customize the needs of continuing education, the implementation of the training program will be preceded by a staff survey among the clerical workers in the secretariats.

#### **d) Research**

Concerning research, Technische Universität Berlin has three central fields of action: increasing the representation of women scientists in externally funded research, supporting collaborative research

projects in their implementation of gender equality measures, and integrating the insights gained from gender research in teaching, in other research contents, and in gender equality work.

Increasing the representation and the involvement of **women in externally funded research** as well as the visibility of women in research is to be promoted in the future by taking active measures to attract female researchers to the University (objective 2.7). The necessity to act here was demonstrated by an analysis of female involvement in research at Technische Universität Berlin within the 7<sup>th</sup> EU Framework Program for Research: of 207 coordinators, only ca. 5% were women. What an increase in the number of proposals by female researchers for externally financed research might look like, will first be analyzed in detail; on that basis, the corresponding measures will be devised. The active support of networking activity to connect female researchers will also be continued (objective 2.4).

There will be more support at Technische Universität Berlin for the implementation of DFG **collaborative research projects**, for which funds have been explicitly designated to improve the equality of opportunity for researchers (objective 1.4). As a first step, Technische Universität Berlin has drawn up a set of guidelines and established a gender consulting program for the collaborative research projects to maintain the emphasis on increasing the participation of female researchers. In addition to providing advice during the application phase, new measures also include the regular evaluation of the resource allocation in order to identify possible avenues for a more effective use. A concept for the pooling of funding is also being developed.

By establishing the **Center for Interdisciplinary Women's and Gender Studies (ZIFG)**, Technische Universität Berlin effectively institutionalized gender research. Through the "GENDER PRO MINT" certification program, the ZIFG has provided an important impetus in the teaching of students in the areas of mathematics, information technology, the science of technology and planning sciences; by participating in the structured program and with the support of its gender and diversity studies courses, they learn how to engage with the societal aspects of their main study programs. This stimulus is now being used to enhance the program and take it to the next level, as the first wave of graduates is now in the process of transitioning into professional life or commencing a doctoral studies program. Technische Universität Berlin would like to intensify this impact in the hopes of releasing a powerful multiplier effect for research in the subject areas (objective 1.2). The success of this endeavor will require, however, that the University establish a campus culture that appreciates and incorporates the knowledge derived from gender research. Gender researchers must be involved in the proposal procedures of collaborative research projects (e.g. a possible new excellence initiative).

### **e) Teaching and learning**

With a number of courses having less than 30% female students, attracting and retaining female students remains a central priority for Technische Universität Berlin. Public relations work and the range of consulting services for degree programs have an important role to play here. Technische Universität Berlin wishes to take action regarding those courses with lower percentages of female students (IT, electrical engineering, and engineering) by revising its public image in terms of gender equality.

An analysis of Technische Universität Berlin's work with female school pupils reveals an extensive range of programs. These activities contribute significantly to increasing the percentage of female students, particularly in the MINT subjects. However, while this is a desirable development benefitting society as whole, Technische Universität Berlin is currently only able to profit partially from it. In order to create more synergies, to consolidate the sustainability of the options available

and to pool resources, the existing activities will need to be organized and coordinated on the basis of overriding strategic objectives (objective 2.1). The aim is to attract female school pupils to Technische Universität Berlin by encouraging them to take advantage of the various offers available (a process that was successfully implemented in the Techno-Club project). Another area to be explored is whether and how to best include female students from the “MINTgrün” orientation program as role models.

The “MINTgrün” orientation program also plays a meaningful role in **attracting female students to technical programs and degrees in natural sciences** (objective 2.2). This orientation program was started in 2012 with 77 students, 21% of whom were female; currently (2015) the program has 412 students, of whom 36% are female. In the future, the University plans to extend the offer of interdisciplinary orientations to other programs of study. The process will also involve examining how to avoid a horizontal segregation when extending the offer to humanities and social science subjects. The Center for Interdisciplinary Women’s and Gender Studies (ZIFG) is already involved in the orientation program with a module that enables students to acquire gender and diversity competencies at an introductory level and to reflect on the gender-specific selection of degree programs.

**System accreditation** will have an important role to play in the future regarding the implementation of gender aspects within degree programs. By implementing a quality objective for “equal opportunities” as part of the review process of degree programs, and under the provision of a successful application for system accreditation, every accreditation procedure within Technische Universität Berlin will be reviewed systematically to consider future needs for action to promote equal opportunities. The implications of gender research findings for the designing of the curricula is to be addressed first and foremost when revising study and examination regulations.

After completion of the second target agreement (2015-2017) and upon a successful evaluation, the project proScience, which supports female students throughout their studies and in the final phase of their degree programs, will undergo a review process to determine whether it should be redeveloped or continued and integrated long-term into the institutional strategy.

## 5. Summary and ways forward

This Approach to Gender Equality was developed by and discussed collectively at Technische Universität Berlin. It reflects on the projects and programs that have already been established and provides a future perspective as well as insight into the vision guiding Technische Universität Berlin. Achieving an increase in the proportion of women among beginning students, graduates and junior researchers as well as in leading positions remains one of the University’s most important objectives. To achieve it, Technische Universität has drawn up an extensive portfolio of measures covering areas such as attracting female students to the University, supporting female students throughout their degree programs and recruiting female junior researchers, with the first signs of success already discernible regarding student numbers. This success must be maintained and extended to other levels, in particular professorships. Increasing the percentage of women at all levels can only be achieved by adapting the organizational culture to become receptive for gender mainstreaming and continuing the organizational development to this end. Accordingly, the equality work at Technische Universität Berlin focusses on three levels: the structural level (organizational development), the individual level (the promotion of women) and the cultural level (organizational culture).

The process of reflecting on, and the internal evaluation of, existing initiatives and their strengths and areas of action has made it clear that continuity and sustainability are indispensable if we are to achieve gender equality. Only by continually reviewing the existing structures, the organizational culture as experienced by its members, and the individual situations of members and groups within the University, and by refining existing measures and the organization as a whole can we improve the promotion of equality long-term. Overall responsibility for the continual development of this Approach to Gender Equality lies with the University's Executive Board. Gender equality can, however, only be achieved through the involvement of as many members of the University as possible. As such, it is essential that those members of the University already actively working towards the achievement of gender equality receive sufficient support (e.g. guidance for collaborative research projects) and that measures be taken to ensure new members become actively involved, such as by increasing awareness of the importance of the issue or through public relations activities. In accordance with this concept's slogan, "Creating Gender Equality Together", the ultimate aim should be that every member of Technische Universität Berlin engages as an agent of change, thereby understanding – in terms of gender mainstreaming – that the goal of achieving gender equality is a personal task. Particularly important to this process are the gender-sensitive HR development policies for managers, researchers and teaching staff. Technische Universität Berlin also sees this as the most effective way to establish gender competencies within the organization.

The interaction of existing with new steering instruments and structures will be essential to the process of the collective shaping of gender equality. The coordination of strategies and measures from the Structural Plans, the Plans for the Promotion of Women and the Approach to Gender Equality with new methods and steering instruments (e.g. as part of the Campus Management Project) can assist Technische Universität Berlin over the mid- to long term in identifying new stimuli and possibilities for the continual development of existing structures. By pursuing these aims, Technische Universität Berlin reaffirms its commitment to achieving its vision of equality of opportunity and diversity on all levels.

In the future it will be important to consolidate past successes and to subject existing initiatives and measures to an even more rigorous evaluation as well as to a collaborative process of enhanced development. As a consequence, the Approach to Gender Equality for Technische Universität Berlin will also be reviewed on an ongoing basis and adapted to new developments.<sup>6</sup>

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<sup>6</sup> The Academic Senate receives information updates on a regular basis (in addition to the report on the implementation of the Institutional Strategy) concerning the implementation of the measures laid out in the Approach to Gender Equality.

## Annex

### a) Catalogue of equality measures at Technische Universität Berlin (2016-2020)

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
<b>1. Structural level</b>			
1. 1. Establishing of gender equality in <b>steering instruments</b>	1.1.1. Introduction of an annual, centrally-coordinated monitoring system for gender equality-relevant projects and programs	Gender Equality Controlling, Central Women's Representative	31.12.2016
	1.1.2. Workshop for the development of options for the financing of gender equality measures	Gender Equality Controlling (supported by management of faculties and central institutions, Central Women's Representative, part-time Women's Representatives)	31.07.2017
	1.1.3. Passing of gender equality directives	Central Women's Representative	30.06.2016
	1.1.4. Review and, if required, amending of the Guidelines for the Promotion of Women	Central Women's Representative	31.12.2016
	1.1.5. Implementing a comprehensive data set for the analysis and control of work in the area of gender equality at TU Berlin within the scope of the Campus Management Project	Gender Equality Controlling (supported by SLM / ERM project teams)	laufend

<sup>7</sup> This refers to the functional / organizational unit responsible for coordinating the measure. Where a number of different units are mentioned, then the first-mentioned has coordinating responsibility. All University members, in particular the main protagonists of gender equality, to be substantially involved in the organization/implementation of the measures.

	<b>Measure</b>	<b>Responsibility for coordination<sup>7</sup></b>	<b>To be implemented by</b>
	1.1.6. Implementing a gender equality strategy within the scope of the Campus Management Project	Gender Equality Controlling (supported by SLM / ERM project teams)	31.12.2016
1.2. Implementing <b>gender research</b> in studies, teaching and research	1.2.1. Examining the options for developing or continuing with GENDER PRO MINT	Executive Board, Strategic Controlling, Center for Interdisciplinary Women's and Gender Studies (ZIFG)	31.03.2017
	1.2.2. Conference on networking of female academics with expertise in gender equality research and establishing new measures	Center for Interdisciplinary Women's and Gender Studies (ZIFG), Executive Board, Gender Equality Controlling, Central Women's Representative	31.12.2017
1.3. Fostering <b>gender competence</b>	1.3.1. Creating continuing education options in gender and diversity for leadership positions and all other status groups	II PE-WB, Center for Scientific Continuing Education and Cooperation (ZEWK), Doctoral and Post-Doctoral Services, Central Women's Representative	31.12.2017
	1.3.2. Drafting of measures for acquiring expertise in personnel selection procedures (particularly for professorial appointments)	Central Women's Representative, Gender Equality Controlling	31.12.2017
	1.3.3. Workshop on selection procedures and gender equality (establishing of procedural guidelines)	Gender Equality Controlling	31.12.2016

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
	1.3.4. Developing skills profiles for academic leadership positions	IIPE-WB, Center for Scientific Continuing Education and Cooperation (ZEWK)	31.12.2017
1.4. Supporting <b>collaborative research projects</b> in the implementation of gender equality	1.4.1 Developing a pooling concept and sounding the options for a pooling of gender equality funding for collaborative research projects	Gender Equality Controlling	30.06.2017
<b>2. Individual level</b>			
2.1. Pooling of initiatives for school girls	2.1.1. Continuation of initiatives for school girls (Girls Day, Zielgerade II, Get IT IV, Roberta V)	Educational Outreach Office, coordinators of the various faculty projects: part-time Women's Representatives for Faculties I, II, IV and V <sup>8</sup>	ongoing
	2.1.2. Developing a strategy for pooling of initiatives for school girls (analysis of fields of action, developing goals, establishing measures)	Gender Equality Controlling (supported by the Educational Outreach Office, coordinators of the initiatives for school girls within the faculties, heads of faculties, part-time Women's Representatives)	31.12.2018
2.2. <b>Increasing the percentage of female students</b> in subjects where women are significantly	2.2.1. Continuation of the Techno-Club	Center for Interdisciplinary Women's and Gender Studies (ZIFG)	ongoing
	2.2.2. Public relations work (revising the home page/presenting the contents of degree programs)	Gender Equality Controlling	31.12.2018

<sup>8</sup> Responsibility appropriate to the sequence of the projects

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
under-represented (no programs with under 20% representation, for programs with < 40% female representation, an increase of 5% points by 2020)	2.2.3. Examining the benefits and effects of orientation programs	Gender Equality Controlling, Central Women's Representative	31.12.2016
	2.2.4. Using the review procedure for degree programs as part of system accreditation to identify new fields of action and establish measures (at the level of degree programs)	Strategic Controlling and representatives from the faculties (such as the part-time Women's Representatives)	ongoing
<b>2.3. Increasing the percentage of female graduates</b>	2.3.1. Evaluation of the proScience study on coping with studies with regard to various disadvantaging factors and establishing recommendations for action	Central Women's Representative	31.12.2016
	2.3.2. Examining the indefinite extension / continuation of proScience	Executive Board, Gender Equality Controlling, Central Women's Representative	31.12.2017
<b>2.4. Promotion of junior researchers below tenured professorships</b>	2.4.1. Renewal proposal for the IPODI project (International Postdoc Initiative)	Central Women's Representative	31.12.2016
	2.4.2. Renewal proposal for the proMotion international project	Post-Doctoral Services	31.12.2016
	2.4.3. New postdoc funding format within the "Wissenschaftlerinnen an die Spitze" program for the promotion of female academics to leading positions	Central Women's Representative	30.06.2016

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
	2.4.4. Creation of initiatives to support junior researchers in reflecting on and identifying their options (e.g. series of events)	Central Women's Representative	31.12.2018
	2.4.5. Continuation of awarding scholarships for doctoral theses (PAS)	Central Women's Representative	ongoing
	2.4.6. Attracting female academics to participate in the inter-university program "ProFiL - Professionalization of Women in Research and Teaching: Mentoring – Training – Networking"	University professors	ongoing
	2.4.7. Networking of female academics	Central Women's Representative	31.12.2016
	2.4.8. Destination study of Technische Universität Berlin female doctoral graduates	Gender Equality Controlling, Doctoral and Post-Doctoral Services, Central Women's Representative	31.12.2017
	2.5. Enabling junior researchers to pursue different career paths	2.5.1. Development of the German Rectors' Conference's (HRK) concept for junior staff and the establishing of measures	Doctoral and Post-Doctoral Services (supported by Strategic Controlling, Central Women's Representative, IIPÉ-WB, ZEWK)
2.5.2. Implementation of the 'Joint Programmes' project		Central Women's Representative	31.12.2018
2.5.3. Series of events on career paths in academia and parallel to academia		Central Women's Representative	31.12.2016

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
2.6. Increasing the percentage of women in leading positions (increasing the representation of women among W2/W3 professorships by 5 percentage points by 2020)	2.6.1. Developing financing options for the active recruitment of female academics (e.g. third-party funding applications)	Gender Equality Controlling	31.12.2017
	2.6.2. Revision of professorial appointment guidelines, including guidelines for active recruitment	Vice-President for Research, Faculty Appointment Matters and Promotion of Young Scientists	31.12.2016
	2.6.3. Developing new concepts for funding formats for the transition to regular professorships within the “Wissenschaftlerinnen an die Spitze“ program for advancing women to senior positions	Central Women’s Representative	30.06.2016
	2.6.4. Acquiring funds for professorships for the promotion of women within state, federal and EU programs	Central Women’s Representative, Gender Equality Controlling	ongoing
2.7. Increasing the <b>involvement of women in externally-funded research</b>	2.7.1. Analysis of possible fields of action and developing concepts for measures (including increasing the visibility of female researchers at Technische Universität Berlin/ providing guidance for collaborative research projects)	Gender Equality Controlling, Central Women’s Representative	31.12.2018
2.8. Improving the working situation for <b>technical and administrative staff</b>	2.8.1. Survey of female members of staff concerning the needs for staff development within the University offices	IIFE-WB, Central Women’s Representative	31.12.2017

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
	2.8.2. Implementation of a staff development concept for the secretaries of the chairs (including modular continuing education programs, framework programs, networking initiatives)	IPE-WB	31.12.2017
<b>3. Cultural level</b>			
3.1. Improving <b>internal communications and public relations activities</b> (including sensitization for the significance of gender equality work)	3.1.1. Development of a central gender equality website	Gender Equality Controlling, Press, Publications and Alumni Office	30.06.2017
	3.1.2. Regular publication of gender equality-related data	Gender Equality Controlling	30.06.2017
	3.1.3. Drafting of guidelines for gender inclusive language	Central Women's Representative	31.12.2016
	3.1.4. Establishing a newsletter for internal gender equality work (with information regarding the advertising of positions, funding programs and developments from a science-policy perspective)	Central Women's Representative	30.06.2016
3.2. <b>Improving the compatibility</b> of various phases in the lives and families of members of Technische Universität Berlin	3.2.1. Implementation of target agreements within the family friendly university (familiengerechte Hochschule) audit (including the implementation of components on family policy)	Coordination through the Family Services Office (responsibility for the implementation of measures as defined in the target agreements)	31.12.2017

	Measure	Responsibility for coordination <sup>7</sup>	To be implemented by
3.3. Developing diversity policies / Linking of diversity and internationalization	3.3.1. Strategy process for the development of a concept of diversity at Technische Universität Berlin (for the development of diversity policies, establishing fields of action and measures)	Vice-President for International Relations and Teacher Training	31.12.2017
	3.3.2. Implementation of measures within the Internationalization of Universities Re-Audit	Vice-President for International Relations and Teacher Training	30.04.2018

**b) Percentage of women (2014) and percentage goals (2021) by level of qualification obtained and professional status at Technische Universität Berlin**

	Faculty I		Faculty II		Faculty III		Faculty IV		Faculty V		Faculty VI		Faculty VII	
	2014	Target 2021	2014	Target 2021	2014	Target 2021	2014	Target 2021	2014	Target 2021	2014	Target 2021	2014	Target 2021
Students	65.0%	65.0%	34.5%	35.0%	39.0%	45.0%	15.5%	20.0%	15.5%	19.0%	47.5%	50.0%	30.3%	45.0%
Doctorate holders	51.6%	55.0%	32.2%	35.0%	40.0%	45.0%	10.2%	15.0%	15.3%	25.0%	42.5%	47.0%	27.5%	40.0%
Habilitations <sup>1</sup>	38.5%	50.0%	9.1%	-	62.0%	40.0%	0.0%	-	33.3%	37.0%	43.8%	47.0%	25.0%	-
Junior professors <sup>1</sup>	100.0%	50.0%	62.5%	-	-	40.0%	-	33.0%	75.0%	50.0%	50.0%	50.0%	0.0%	-
W2 professors	14.3%	50.0%	8.3%	10.0%	25.0%	35.0%	0.0%	15.0%	0.0%	15.0%	26.3%	28.1%	-	22.2%
W3 professors	53.3%	50.0%	7.0%	10.0%	14.0%	35.0%	12.5%	15.0%	6.5%	17.0%			12.5%	

<sup>1</sup>Proportions are at times too low to permit the setting of target values. As of 01.01.2016 in accordance with Section 100 (6) of the Berlin State Higher Education Act additional academic qualifications as a requirement for qualifying for a professorship no longer have to be provided by means of a habilitation.