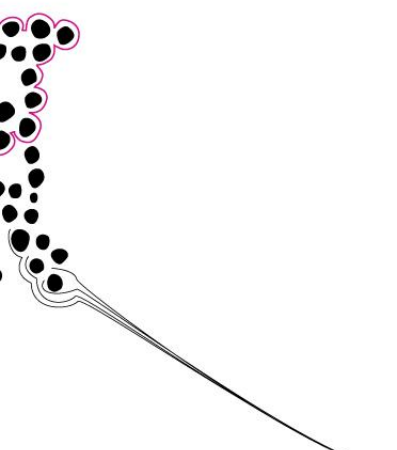




FEMALE FACULTY NETWORK TWENTE  
UNIVERSITY OF TWENTE



Embracing diversity to promote  
female academic leadership



YEARLY REPORT 2012



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## FOREWORD

2012 was an important year for the Female Faculty Network Twente (FFNT) despite the on-going concerns in budget cuts for research and education at the University of Twente caused by the difficult economic times. Therefore, first of all I would like to thank our members and guests for their many contributions and active participation in events organized by FFNT. It is their strength and esteem, which makes us continuously strive for improvements of our organization. In the past year, we arranged ten events attended by more than 200 participants, including professional training workshops, networking and gender awareness raising assemblies and two major international events. The input and feedback of our 194 FFNT members through participation in our events and the FFNT bi-annual survey is highly appreciated.

2012 was an important year for the FFNT Board, too, as it welcomed new members, developed and started implementing its strategy. The main aim of FFNT as a sub-organization within the University of Twente (UT) continues to be raising gender awareness and promoting academic professionalism and leadership at the UT to ensure its quality as a gender balanced organization. It also embraces the concept of diversity in general aiming towards an inclusive work culture. The FFNT Board has participated in a range of meetings with policy makers at the UT to discuss issues of diversity. Here, in particular, the specific aspects female academics have to face at the UT including career prospects, work-life balance and recruiting and retaining procedures to complement the nourishment of female academic talent have been investigated. The meeting between the Dutch Association of Female Professors (LNVH) and the University Executive Board (CvB) and the presentation of our FFNT Survey results to the CvB, to the deans and to the UT's Ambassador's Network were the main highlights of the year.

The FFNT Board is grateful for the cooperation we have with the UT's CvB, the representatives of the employees' unions (OPUT), the deans, the Ambassadors Network, the network of female administrative staff (OBP-VN), the UT's Human Resources Department and UT's academic staff. We also appreciate external cooperation with LNVH as well as VHTO. Many thanks to all of you for inviting FFNT to contribute to discussions on gender in academia. We are specifically grateful to LNVH for their financial support of our international conference. Last but not least, we thank all speakers who took their precious time to come to the University of Twente and contributed to the FFNT events in 2012.

I would especially like to thank the FFNT Board members who have given so much of their time, effort and creative ideas. This report is a testimony to the fruitful discussions and activities we had in 2012. Thank you all and have a productive and creative 2013! FFNT is looking forward to cooperating further in the coming year and to seeing you in our events and discussions.



Dr. Liudvika Leisyte, Chair FFNT

## INTRODUCTION

2012 was the year of strategy development for the Female Faculty Network Twente (FFNT). This was also a year of reflection for FFNT as an organization. We have evaluated the past activities since 2005 and discussed the future directions of our work. For this purpose we have taken stock of the current membership needs carrying out interviews with selected senior academics from different faculties and undertook a survey amongst female academics employed at the University of Twente (UT). Our actions have largely contributed to promoting individual academic careers as well as to identifying the current needs of our members and governing policy development to achieve a gender balanced University of Twente. This report presents an overview of the FFNT activities and achievements including key results of the FFNT survey undertaken in 2012. We will also reflect in this report on our strategic goals for further improvements and FFNT's future activities. We provide the results of the evaluation of our activities by our members and showcase one success story of a female academic talent, who has positively evaluated the opportunities provided by the University of Twente for her career development.

## Membership

The number of FFNT member has slightly changed during 2012 mainly due to departure of PhD candidates and new members at the researcher, docent, UHD and Professor levels. In 2011 we had 201 members while in 2012 in total FFNT membership comprised 194 people. Overall, we can conclude that FFNT has had stable membership numbers over the recent years with a stable ratio between total number of female academics in the different faculties and the women signed up as members of FFNT. Of course, we would be happy to increase our membership numbers throughout all faculties to at least 25% in the next few years. Please see Tables 1 and 2 for details.

Table 1. Total number of female academics per level and FFNT members in 2011.

Female Faculty	PhD Candidate	Docent	UD	Researcher	UHD	Professor	Other	FFNT TOTAL
CTW	20 FFNT: 6	2 FFNT:1	21 FFNT:7	14 FFNT:3	4 FFNT:3	1 FFNT:1	FFNT: 4	<b>25</b>
EWI	59 FFNT: 19	1 FFNT:1	15 FFNT:12	19 FFNT:10	2 FFNT:1	4 FFNT:1	FFNT: 3	<b>47</b>
GW	45 FFNT:13	18 FFNT:1	28 FFNT:14	17 FFNT:6	6 FFNT: 5	2 FFNT:1	FFNT: 1	<b>41</b>
ITC	3 FFNT:1	9 FFNT: 1	5 FFNT:3	1 FFNT:1	0	1 FFNT:1	FFNT: 1	<b>8</b>
MB	26 FFNT:11	0	24 FFNT:18	30 FFNT:6	6 FFNT:4	8 FFNT:6	FFNT: 2	<b>47</b>
TNW	79 FFNT:15	5 FFNT: 1	8 FFNT:5	17 FFNT:6	3 FFNT:1	2 FFNT:1	FFNT: 3	<b>32</b>
<b>FFNT TOTAL</b>	<b>65</b>	<b>5</b>	<b>59</b>	<b>32</b>	<b>14</b>	<b>11</b>	<b>14</b>	<b>201</b>

Table 2. Total number of female academics per level and FFNT members in 2012.

Female Faculty	PhD Candidate	Docent	UD	Researcher	UHD	Professor	Other	FFNT TOTAL
CTW	21 FFNT: 5	6 FFNT:2	15 FFNT:6	9 FFNT:2	6 FFNT:4	1 FFNT:1	FFNT: 0	<b>20</b>
EWI	54 FFNT: 10	2 FFNT:1	13 FFNT:10	20 FFNT:10	3 FFNT:3	4 FFNT:1	FFNT: 1	<b>36</b>
GW	40 FFNT:10	22 FFNT:0	24 FFNT:11	22 FFNT:9	5 FFNT: 4	2 FFNT:2	FFNT: 3	<b>39</b>
ITC	4 FFNT:1	8 FFNT: 3	5 FFNT:3	0	0	1 FFNT:1	FFNT: 0	<b>8</b>
MB	26 FFNT: 9	1 FFNT: 1	19 FFNT:12	28 FFNT:9	7 FFNT:5	8 FFNT:6	FFNT: 0	<b>41</b>
TNW	78 FFNT:13	5 FFNT: 2	9 FFNT:5	19 FFNT:6	3 FFNT:1	2 FFNT:1	FFNT: 4	<b>32</b>
<b>FFNT TOTAL</b>	<b>48</b>	<b>9</b>	<b>47</b>	<b>36</b>	<b>17</b>	<b>12</b>	<b>26</b>	<b>194</b>

## The FFNT Board

The Board of Female Faculty Network Twente (FFNT) consists of 6 female academic staff members, one from each faculty at University of Twente. The Board of FFNT aims at the equal distribution of its members among different faculties. Furthermore, the Board aims to cover the needs and interests of the whole academic female faculty. At the moment the Board consists of Prof. Saharso, (MB) Assoc. Prof. Stoelinga (EWI), Senior Researcher Dr. Leisyte (MB), Assist. Prof. Dr. Lüttge (TNW) and Dr. Bijker (ITC) and PhD student Drs. Jansen (GW). Administrative support to the Board has been provided by Marjolein Rietman from Human Resources Department.

Towards the end of 2012 the FFNT Board said farewell to its Board members representing GW and CTW faculties: Ms. Qiwei He and Dr. Marcela Brugnach. Thank you very much for your contributions to the Board activities. In 2012 the Board welcomed a new member representing GW Faculty – Drs. Anja Jansen. We are looking forward to continuing our cooperation and creative work in the upcoming years.

## REVIEW OF 2012 ACTIVITIES

2012 was a busy year for FFNT on many fronts. First of all, it finalized its strategy for the period 2012-2015. Further, it has engaged in policy discussions with the deans and other stakeholders at the UT and undertook a survey of female academics in Spring 2012. As an established item of grand FFNT activities, we held our yearly conference in April 2012. The selected topic on Gender in Academic Leadership featured guests from other universities in the Netherlands and abroad. March 8 – the Women’s Day - was celebrated featuring the key-note presentation of prof. Rosabeth Moss Kanter from Harvard University which provided a set of recommendations for career progression for individuals as well as advise for gender balanced organizational development. We present the full list of 2012 events in Table 3, which is followed by in-depth descriptions. The number of participants varies per event due to the different scope of the audience. Some of the events were targeted to all our members, one to the whole UT community while others were directed to specific member sub-groups. For example, the yearly conference was open to all members of the UT community as well as guests from outside our organisation, while the Public Speaking workshop was offered as a tailored event for female professors and associate professors. In the following we present the list of events in the Table 3 which is followed by more in-depth descriptions.

**Table 3. FFNT 2012 events**

<b>Trainer/speaker</b>	<b>Date/time</b>	<b>Participants</b>	<b>Subject / title</b>
FFNT Board	12 January 15.30-16.30	16	Film presentation + New Year’s borrel
Geraldine Sinnema	7 February 13.00-16.30	18	Workshop Networking
Rosabeth Moss Kanter, Carla Millar	8 March 13.00-17.00	24	International Women’s Day
Curt Rice, Rosemary Deem, Simone Buitendijk, Janine Stoker	19 April 9.00-17.00 Vrijhof	65	Conference Gender and Academic leadership
Yvonne Benschop	23 May 13.00-16.00	6	Workshop Effectieve samenwerking Professionele vrouwen-netwerken en hun organisaties
New female faculty	30 May 12.30-14.00	3	Cycling through the Dutch jungle lunch meeting
KIVI NIRIA	13 June 16.00-20.00	50	Joint Event Women in Science
Deans and FFNT Board	19 September 12.00-13.20	7	Lunch meeting with the deans
Natalie Holwerda-Mieras	3 December 14.00-18.00	6	Workshop Public speaking
Jennifer Herek, Mariëlle Stoelinga, Tanya Filatova, Qiwei He	13 December 12.30-13.30	22	Lunch meeting Work-life-balance

## 1. Yearly conference

This year featured a yearly conference which aimed to discuss the issue of female academic leadership- its potential and possible pitfalls. We had the pleasure to welcome distinguished guests from different European universities:

- Prof. S. Buitendijk (Vice-Rector, University of Leiden),
- Prof. J. Stoker (University of Groningen),
- Prof. C. Rice (Vice Rector, University of Tromsø),
- Prof. R. Deem (Vice-Principal, University of London).

The conference was co-funded by the LNVH and supported by CvB of the UT. Participants included FFNT members as well as guests from other universities.

The conference was opened by Dr. Anne Flierman, President of the Executive Board who pointed out that **gender diversity is a business case for the UT**. The highlights of the conference were the four key-note speeches and the afternoon panel discussion moderated by Prof. Saharso. Here is a short overview of the key-note speeches:

1. In an extensive literature overview, illustrated with some personal experiences, Prof. Deem showed that female leadership in higher education encounters quite some challenges. **Gender bias starts at the recruitment and selection process and goes on throughout the careers of female academics.** The first step to overcome this bias is **recognizing that it exists**, which is difficult in many universities.

Here are some examples of **gender bias** mentioned in the research overview:

- Assuming lack of ambition if a CV shows some career interruptions
  - Men and women are judged differently, even if they behave the same
  - Assuming lack of competence if a person is modest or lacks self-promotion
  - Expectation of females to be too emotional and not recognizing the emotions of men
  - 'Similar to me' effect in recruitment excludes females if recruiters are dominantly men
  - Research tends to be higher valued in academia, while women tend to be overrepresented in education
  - Organizational cultures at universities (competitiveness without cooperation, long working hours) are excluding women
2. Prof. Stoker presented two different studies on gender and leadership styles. These included a meta-analysis of 45 studies on leadership styles of men and women and a survey of 3200 highly educated participants from the Netherlands. Both studies showed that **gender stereotypes are quite persistent, among males and females.**
    - The transformational leadership style is correlated with successful leadership (women exhibit it more). Laissez-faire leadership is unproductive in all circumstances (men exhibit it more).
    - Male and female leaders equally use either the feminine or the masculine style.
    - **When asked about the ideal leader, the respondents tend to describe them with masculine characteristics. This tendency is even stronger for males in top positions.**
      - The financial crisis seems to strengthen the need for leadership of the masculine type.
  3. Prof. Buitendijk stated in her key-note that **the two most common explanations for the lack of women at top leadership positions are:**
    - There are not enough qualified women



- Women do not have the ambition **to be in the top positions**  
Research shows that the opposite proves to be the case: **Women in academia are equally intelligent, capable and ambitious as men. They may be a bit more careful in expressing their ambition.**

There is only one reason for explaining the lack of women at the top: **Gender discrimination exists in our everyday practice:**

- Society continually stimulates gender differences. At birth differences between men and women are small, but due to socialization and education they get larger.
  - Women do not learn to compete. In competitive environments like universities they underperform. So university leaders have to learn to recognize female talent.
4. **Prof. Rice** shared the experiences of the University of Tromsø in achieving a more gender balanced organization. **This university in 10 years' time increased the number of female professors from 9% to 30%.** The following measures helped to achieve this:
- **Clearly stated goals at the university and at the department levels.** Every department leader was asked on a yearly basis about the planned actions to increase the number of women.
  - **Creating special programs for targeted groups was very important.** University of Tromsø's **Promotion project** aimed at female associate professors. In 2003 about 40% of the associate professors were female, so there was a large pool for full professor positions. From these associate professors about 45 academics wanted a promotion. These females received training to prepare themselves for the promotion track and could apply for funding to close gaps in their CV, such as, increase the number of publications. Their supervisors and deans were involved in this process. They have been supported to create conditions for successful promotion: like transparency and adequate feedback. Another initiative was the **Growth project** that was targeting female PhD students and postdocs.
  - **The presence of affirmative action** (e.g. the Promotion project) improved the overall quality of the candidates for the whole university.
  - **Incentives by the Norwegian government for good practice** helped for legitimacy.
  - **Committed financing** - yearly budget of € 500.000
  - **Commitment of the top:** the vice rector himself initiated all the projects and talked to all candidates.
  - **National culture** supports gender equality in Norway.

Based on this conference, the following set of **RECOMMENDATIONS** was provided to the University of Twente management:

1. **Create awareness that gender discrimination exists in university, as it does in our societies.**
2. **Provide a business case for gender balance which improves university with clearly stated goals and a diversity officer at management level.** Conflict solving abilities are important because diversity does not come easy although it greatly contributes to the overall creativity and performance of an organization.
3. **In the recruitment and selection process:**
  - Be aware of the 'similar-to-me' effect and stereotypes
  - Have at least two women on the recruitment committees
  - Monitor the number of female applicants
  - Stimulate female talents to apply for positions

- Actively search for female candidates
  - Have clear and open selection procedures
4. **Have transparent promotion criteria and procedures with adequate feedback mechanisms.** Include larger time spans for tenure trackers with maternal and parental leaves. Include criteria that measure both competitiveness and cooperation.
  5. **Stimulate organizational learning by:**
    - Mentoring by experienced leaders as it helps to support potential managers/leaders
    - Providing external coaching as it is useful for stressful events & processes (e.g. restructuring)
    - Nurturing of virtual & face-to-face networks which provide vital support for (potential) leaders
    - Debating diversity, excellence and gender in leadership more often at universities
    - Facilitating active learning for new leaders to enable sharing of experience & ideas
    - Enabling early & mid-career female academics to acquire relevant cultural, social and scientific capital
    - Setting up emerging leaders programs which enable academics & administrators to explore different kinds of leadership in which they can engage
  6. **Provide good role models in leadership positions who do not work 85 hours a week**
  7. **Sponsor women academics who want to be leaders** (e.g. promoting them to learned society posts, references, putting their name forward for vacancies)
  8. **Give early career female academics opportunities to referee for journals & grant awarding bodies, so they begin to learn peer review & gate-keeping skills**

## 2. International Woman's Day celebration

The second most notable event was the celebration of the International Woman's Day with the presentations of Prof. Rosabeth Moss Kanter from Harvard University and Prof. Carla Millar, University of Twente. The lessons shared by Prof. Kanter were straightforward – how to enhance the career of a female academic and how to achieve a gender balanced organization at a university.

On (in the Netherlands) the 100<sup>th</sup> International Women's Day, March 8<sup>th</sup> 2012, FFNT invited for a debate consisting of round table sessions, a video link with Harvard Business School to listen to and discuss with professor Rosabeth Moss Kanter, and a presentation and further discussions with the invited speakers and Professor Carla Millar, who moderated the debate in de Vrijhof. The event was led by FFNT Chair Liudvika Leisyte.

Prof. Kanter shared a set of rules how to take responsibility in your own career progression. It is your responsibility to:

1. **Show up** - Face to face interaction still matters, it is important to cross organisations, cross disciplines, it is vital to attend important events!
2. **Stand up** - be noticed, claim 'air time', claim space, stand up for your ideas

3. **Speak up** - have a voice and make it frame the agenda
4. **Team up** - find colleagues, support the university system, create networks
5. **Never give up** - be persistent and persevere
6. **Lift others up** - take others with you, be a desirable team member

Prof. Kanter also indicated what are the University's responsibilities in ensuring gender balance. She suggested a number of actions in this regard:

- **Create more opportunities for exchange** via:
  - Awareness: have sessions on e.g. how to publish
  - Interest: create more open dialogue
  - Desire: more transparency in processes
- **Give power to the powerless**
  - The University needs to engage with society – academics need to engage with society
  - The University needs to engage all generations within the university
  - The University should encourage and reward mentoring
    - Embrace the smart labour of mentors
    - Engage experienced leaders as mentors
- **Create an inclusive culture:**
  - accept diversity and differences between people
  - use it as a source of creativity

She underscored that gender balance is achieved

- when three women meet without receiving comments or
- when 20 women dominate a department, or
- when mediocre women are as likely to succeed as mediocre men. Now it still happens that women who do reach the top are twice as good as their male peers.

Further, Prof. Millar explained the work of the Ambassadors Network at the UT. She indicated the UT's policy measures to achieve gender balance and the funds that provide financial incentives to women at the UT. Quite a number of initiatives take place, such as, the UT's Stimuleringsfonds funding to promote career progression of academic women at the UT. Prof. Millar also introduced the differences between the leadership styles and career progression between female and male academics.

### 3. A career choices discussion co-organized by FFNT with KIVI-NIRIA

This was the first year that the FFNT co-organized an event together with KIVI-NIRIA, a student representation body at the UT. The aim of the event was to inspire students to pursue science as a career path based on the success stories of four outstanding female scientists who have successfully build their careers either at our university or in the private sector: Marlies van Wijhe, Mirian Girones, Jennifer Herek and Maria Lijding. The discussions were centered around career choices, work-life balance and leadership roles.

#### 4. Professional development workshops

In addition, FFNT organized a number of workshops which offered skills training for our members on the topics of networking, discussion on career-life balance, meeting with the new members 'Cycling through the Dutch jungle' and on public speaking. We offered workshops for different career levels of our members: PhD students and postdocs, as well as associate and full professors. The workshops and events were evaluated in average with eight out of ten point scale.

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

In 2012 the FFNT Board also took initiative to liaise with policy makers at the university to enhance the dialogue about gender balance at the UT. Thus we organized a networking workshop between the FFNT Board and the three key stakeholders – the HR department, a representative of the Ambassador's Network and a dean to discuss the FFNT mission and activities, its place within the organization and to brainstorm about the future avenues of cooperation.

In addition, FFNT Board organized a lunch with the deans where we exchanged ideas about the various measures taken in the faculties to stimulate gender balance, identified areas for improvement and presented the results of the FFNT 2012 survey. This lunch meeting was followed up by visits to the deans who could not attend the lunch meeting. One dean solicited recommendations from the FFNT Board regarding future possible actions. The meetings were fruitful and reflective, a dialogue which we hope will continue in a productive way.

The FFNT 2012 Survey results were presented to the Chairman of UT's Executive Board Anne Flierman and to the UT Ambassador's Network. We heard useful comments and hope that the results were helpful in future policy making.

The FFNT Board continued its presence in open access media via the Linked-in FFNT group discussions, has published three articles in the UT Nieuws: on "Gender in Academic Leadership" (17/4/12), reporting the results of the conference (19/4/12) and informing the UT community about the FFNT strategic plan (21/8/12).

The FFNT Board continued its advisory activities by providing advice to the deans and HR departments in the faculties regarding the transparency of promotion criteria.

#### 6. National and international networking

The FFNT Board continued its cooperation with LNVH. LNVH supported our yearly conference with 5.000 euros in 2012 and also advertised the event on their website. The FFNT also participated in the meeting of LNVH with the UT's Executive Board in November. The key points of the discussions focused on the number of women in top positions at the UT, at the recruitment procedures and the composition of the recruitment committees.

The FFNT Board continued its cooperation with VHTO by attending its yearly event.

The FFNT Chair was invited and attended the launch of the national Klankbord group for the Helsinki group co-organized by the Ministry of Education, Science and Culture (OCW) and NWO.

The FFNT Board participated in international networking events on gender balance at universities. In particular, the chair attended the yearly European Gender Summit in Brussels in November hosted by the European Science Foundation and the European Parliament and a conference on Gender in Higher Education in Bergen in August hosted by the University of Bergen.

## THE FFNT 2012 SURVEY: SHORT DESCRIPTION AND KEY FINDINGS<sup>1</sup>

In 2012 the bi-annual FFNT survey aimed at informing FFNT members and the broader UT community about the current situation of gender balance and career perspectives of female academics at the UT as well as the needs of female academics as regards FFNT events<sup>2</sup>. We want to thank all colleagues who took their time to participate in the FFNT 2012 survey. We found the results interesting and beneficial to conclude an informed future FFNT strategy and an insight in needed activities.

The survey was done as an online questionnaire; it ran from 1 February to 2 March 2012. We received answers from 129 respondents which represent 25% of total female academic staff at the UT.

The survey covered the following topics:

- *Career and Professional Development*
- *Appraisal System*
- *Mentors and Role Models*
- *Recruitment, Selection and Promotion*
- *Work-Life Balance*
- *FFNT Activities*

Two questions were guiding our analysis:

1. **What factors lead to satisfaction or dissatisfaction with the academic career at the UT among female academics?**
2. **Are female academics encouraged to stay at the UT and which factors are important for them to stay?**

The FFNT 2012 survey shows some interesting points of attention for the University of Twente to become a more attractive employer. In order to find out the factors influencing *the satisfaction with the academic career at the UT and willingness to stay at the UT*, we have conducted several correlation analyses with the above mentioned aspects of career at the UT. Moreover, we did content analyses of open questions on the reasons for satisfaction and willingness to leave to further ascertain the findings. In the findings, we distinguished between PhD students and senior academic staff members (assistant, associate and full professors, researchers and lecturers) as by the nature of their appointments and the stage in the careers their attitudes towards leaving the UT might be different.

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<sup>1</sup> The Survey Report is available at: [http://www.utwente.nl/ffnt/news/ffnt\\_final\\_survey\\_2012.docx/](http://www.utwente.nl/ffnt/news/ffnt_final_survey_2012.docx/)

<sup>2</sup> Our gratitude goes to Qiwei He for helping with the administration of the survey and to Dr. Bengü Hosch-Dayican for volunteering to assist with the survey data analysis.

## 1. Satisfaction with academic career at the UT

The senior academic respondents indicated that the main reasons for career *satisfaction* are: 1. Transparency regarding promotion 2. Gender equality 3. Career development perspectives. For PhD respondents the main reasons for career satisfaction are: 1. Career development perspectives 2. Assistance of mentors and role models 3. Measures for ensuring work-life-balance.

As further reasons for career *satisfaction* the following have been mentioned: the nature of scientific work (such as independency, creativity, and intellectual challenge) and the work atmosphere in terms of collegiality, international environment and interdisciplinary collaborations. Satisfactory career development aspects and good relationships to the superior also belong to the mentioned reasons for satisfaction with the UT career.

The most important reasons for career *dissatisfaction* among senior academics mostly included: 1. Constraints for career advancement 2. Low promotion frequency 3. Work-life balance related issues. For PhD students reasons for dissatisfaction included gender equality issues; especially in faculties involved in “male-dominated” research areas. The answers to the open questions supported the above findings to a great extent. Most respondents pointed to overall high workload and imbalance between different tasks as the main reason for dissatisfaction with their career at the UT. Particularly, the amount of time spent on teaching and non-research activities, the high work load resulting from high expectations and work pressure were seen as the most important factors. The following quotes were typical:

***“Little time for doing actual research yourself (research time mostly spent on proposal writing and guiding PhD students), spending time on teaching is not truly valued from faculty level (may be in words, but not in appointed budgets per course)” (Assistant Professor)***

***“Even if my supervisors see good career opportunities for me and support me in achieving them, the UT in itself seems to want to drive away people (very marginal temporary contracts (even with external funding) and clarity in communication about these contract possibilities is very dissatisfying)” (Post-doctoral Researcher)***

## 2. Willingness to leave the UT

The main reasons for senior academics’ willingness to leave the UT are: 1. Low attractiveness of academia as a career option for women 2. Temporary contracts 3. Lack of recognition for individual efforts; especially for promotion 4. Lack of equality in recruitment, selection and promotion.

The PhD respondents noted that the stage of PhD programme, limited help from mentors in career progression and having ambitions to become a senior academic are the main reasons for willingness to leave the UT.

Most of the answers to the open questions show that respondents would leave for another research institute or job as they think that taking up a new challenge or changing work environment would be good for the career, as can be illustrated by the opinion of an Assistant Professor:

***“I’m still enjoying my job, but after [few] years, I think that it might be good to start looking for another job, preferably at another university” (Assistant Professor)***

Apart from this, most mentioned factors were promotion and career development related issues such as temporary contracts, yet this aspect has to be approached with caution: Most people who have indicated that they want to leave the UT have done so not necessarily because they are not willing to stay; rather, they *have to go* because their contract expires:

***“...I do not want to leave. But if after two more years my contract is not extended, I may have to leave involuntarily” (Associate Professor)***

### 3. Summary

To sum up the findings of the FFNT 2012 findings it is possible to indicate the following factors for career satisfaction and willingness to stay at the University of Twente among the respondents:

- Providing clear career perspectives,
- Using transparent criteria for promotion and recognition for individual efforts,
- Availability of support: from superior, mentor, courses, financial incentives.

While the satisfaction with the UT as an employer is in general high, it can be further increased by improving balance between different tasks and paying more attention to issues about promotion. Based on the FFNT 2012 findings, the UT’s efforts to provide a work-life balanced environment can be further improved by assistance with career break management and assistance with spouse employment.



## FFNT STRATEGY AND 2012 ACHIEVEMENTS

In 2012 FFNT finalized its strategic plan for 2012-2015.

The strategic goals have been divided into four main categories: quantitative perspective (1-4), stakeholder oriented perspective (5-9), internal oriented perspective (10-14) and learning and growth oriented perspective (15-19). In the following a brief outline of the goals and targets and what has already been achieved in 2012 will be presented (Table 4):

**Table 4. FFNT Strategic objectives and targets 2012.**

<b>Strategic Goals</b>	<b>Objective</b>	<b>Indicator</b>	<b>Target</b>	<b>Realized in 2012</b>
<b>1. Increase the quality of the UT via gender balance</b>	To promote gender balance at all seniority levels	% increase per year of female academics at UD, UHD and HG levels at the UT	Increase/p.a. HG: 1% p.a. UHD: 3% p.a. UD: 5% p.a.	HL: + 1,95% in 2012 UHD: + 8,8% in 2012 UD: - 4,35% in 2012
<b>2. Intensify UT network(s) of female academics</b>	To attract more participants in our events from within the UT	Increase in the no. of UT academics attending our events	Increase of 5% of internal participants attending our events per year	The number of participants remained constant to 2011: 219 in 2011 and 210 in 2012.
<b>3. Attract and retain female academic staff</b>	To liaise with HR and deans regarding gender friendly policies	Number of FFNT policy recommendations included in UT policy	At least 1 of our policy wishes (based on survey) included in policy	We urged UTwist to be used in all UT faculties in the discussion between LNVH and the UT CvB.
<b>4. Increase gender awareness at the UT</b>	To increase gender awareness	Number of awareness events organized per year	At least 1 awareness event open to all UT staff per year	March 8 event with prof. Kanter and the conference "Gender in academic leadership" on April 19 were events for all UT staff
<b>5. Promote Professional Skills and Academic Leadership</b>	To promote the skills of our members / female faculty	Number of skills development events organized per year	At least 10 events per year with an average evaluation score of at least 8.0	10 events realized, the average evaluation score of all events is 7.6
<b>6. Make UT a more attractive employer for female</b>	To increase the UT attractiveness as a gender	Talk with the CvB Actively promote UT as a gender friendly place	Realization of at least one of our points resulting from	We talked to the CvB and the deans and presented the results of the

Strategic Goals	Objective	Indicator	Target	Realized in 2012
academics	balanced employer, as visible in the results of the FFNT and the employee satisfaction surveys		our survey (other than under 3.)	survey. We presented survey findings to the Ambassador's network. We organized two events as requested by our members in the survey on work-life balance and public speaking.
<b>7. Be visible</b>	To put FFNT more on the map at UT bodies and outside UT	Number of requests for advice from CvB and other parties Number of articles in UT news and other media	1 request for advice p.a. from CvB and 1 request p.a. from other parties 3 articles p.a. in UT news	3 articles in UT news: -to promote conference "gender in academic leadership" (17/4/'12) -report of conference (19/4/'12) -FFNT strategic plan (21/8/'12) -interview with UT News about female networks at the UT. Poster presentation at the International Conference on Gender in Higher Education in Bergen.
<b>8. Set best practices in spotlight</b>	To inform UT audience about best practices regarding career progression of our members and of gender mainstreaming of UT faculties.	Success stories on the FFNT website and FFNT yearly report	At least 5 stories on our website in 2015 At least 1 story of best practice of gender mainstreaming in the yearly report of FFNT	Stories on website are in progress. 1 story in annual report realised
<b>9. Encourage awareness of innovative female power</b>	UT benefitting from more gender awareness	Lecture on the power of gender diversity	1 lecture p.a.	March 8 event and joint event with KIVI NIRIA (women as leaders in business and

Strategic Goals	Objective	Indicator	Target	Realized in 2012
				academia)
<b>10. Provide a safe exchange environment</b>	To provide a safe environment for female academics to express their uncertainties	Organize workshops Talk to members during events and outside the events	Receiving feedback from members (verbal or written) and making the record of it Workshop evaluations	Workshop evaluations are done, members voice opinions informally and via survey.
<b>11. Be useful and instrumental in helping our members reach their professional goals</b>	To be useful to our members, as reflected in evaluation forms and the FFNT survey and employee satisfaction survey	Organize workshops Organize discussions Organize lectures Organize tailored short events	10 events per year Positive feedback from members (evaluation forms and survey)	10 events realized, feedback mostly positive. People attending our events appreciate the possibility to meet other women. Suggestions for improvement provided by members in the FFNT 2012 survey
<b>12. Annual report to the UT</b>	To produce yearly report to account to the UT for our activities	Yearly report (pdf file and in print)	To start report writing with year 2012	Realised for 2012.
<b>13. Analyze survey and interview results FFNT survey</b>	To conduct survey and interviews with female professors, analyze the results and formulate policy implications.	Survey and interview findings and recommendations presented in yearly report and to UT community (UT News)	To conduct survey once in two years To conduct interviews once in two years To present the results 6 months after completing the survey	Survey and interviews conducted. First results presented in April to CvB, final results presented to the deans in October. Survey results put online in December. Survey and interview results were used for topic of new activities.
<b>14. Organize introduction to FFNT</b>	To introduce FFNT to newly arrived academics	Informational events for newly arrived academics	At least 1 event per year	Cycling through the Dutch jungle event organized in May (score 7.7)
<b>15. FFNT members</b>	To increase FFNT	1 member of hiring committee	Realized in 1 standard	Some examples were observed

<b>Strategic Goals</b>	<b>Objective</b>	<b>Indicator</b>	<b>Target</b>	<b>Realized in 2012</b>
<b>present in hiring and help in scouting</b>	involvement in hiring, increased gender awareness, making men accomplices	responsible for gender issues. FFNT involved (not necessarily present)	policy.	when gender balance was taken seriously in promotion committees. This was the point of discussion with the deans where FFNT Board offered its services if needed.
<b>16. Increase of new FFNT members</b>	To increase the active number of FFNT members (especially at UD, UHD and Prof levels)	Number and functions of people attending our events Number and functions of people communicating with us regarding FFNT	To increase membership to 300 by 2015	The number of numbers decreased slightly from 201 in 2011 to 194 in 2012 mainly by natural progression (PhD ranks). To promote FFNT we introduced an information sheet about FFNT for newly hired female academic staff.
<b>17. Network nationally and internationally</b>	To increase FFNT's networks	Increase the number of contacts with other national and international networks Visit other network events, invite other networks to our main events	To represent FFNT nationally and internationally at least 2 times per year Invite other networks to join our main events	Attendance and networking in gender in higher education conference in Bergen and the European Gender Conference in Brussels. Meeting on gender in STEM education (Utrecht) with VHTO. Meeting with Dutch Helsinki group representatives in the Hague.
<b>18. Develop communication instruments</b>	To develop concrete communication instruments	Communication plan	Communication plan including reports to UT, Press releases, Website Emails to members, Leaflets, Linked-in discussions	Website was improved, Linked-in FFNT group was set up. Communication plan not yet developed.

Strategic Goals	Objective	Indicator	Target	Realized in 2012
<b>19. Revisit FFNT regulation</b>	To revisit FFNT regulation and update where necessary	Updated rules and regulations FFNT	Efficient organization with rules that fit to the practice.	Practice to recruit new FFNT Board members was discussed and adapted to include a more open and transparent procedure. Next to scouting our vacant positions are now advertised on our website and through the members' mailing list.

As shown in Table 4, FFNT has reached out to its members and to policy-makers within and outside of the UT.

To summarise, the analysis of the first year of FFNT strategy implementation, FFNT contributed to intensifying female academic networks and promoting gender awareness on campus. In terms of target group oriented activities, FFNT has provided a safe exchange environment to its members and has supported their growth via a number of skills and gender awareness training events as well as via survey and policy work. Although one can always improve, FFNT has enhanced its visibility and has put female talent out in the spotlight. As for internal FFNT activities, FFNT surveyed its members and produced a Survey report and the first FFNT yearly report. The number of FFNT members has fluctuated during 2012. We saw a decrease of PhD student members from 65 to 48 and UDs from 59 to 47. At the same time the membership has increased among docents from 5 to 9, researchers from 32 to 36, UHDs from 14 to 17 and professors from 11 to 12. Our introduction event scouting new members for FFNT was organized but only attended by 3 participants although more had initially registered. This calls for rethinking the time and the format of the event. Regarding FFNT learning and growth, we have been active in networking nationally and internationally, in communicating via media, introducing a Linked-in FFNT discussion group and revisiting the FFNT regulation to make processes more transparent. The major areas for improvement lie within the service to our members to increase their satisfaction with the FFNT activities, further contribution to the policy discussions and to increase the presence of FFNT members in recruitment and promotion procedures at the UT to be able to guide the attraction and retention of the female talent within UT's working environment.

## FEMALE TALENT AT THE UT IN THE SPOTLIGHT 2012



Dr. Nathalie Katsonis

Dr. Nathalie Katsonis is a UTwist tenure-tracked assistant professor at TNW, in Biomolecular Nanotechnology, a recipient of VENI, VIDI, Aspasia and recently, ERC grants, as well as a winner of the Prof. de Winter prize for the best female publication at the UT. The FFNT Board talked to Nathalie end of 2012 to understand what was the ‘recipe’ of her success and outstanding achievements. We take it as a given that in order to excel academics have to be excellent in what they do – this leads to promotion. At the same time, there are many other factors which support the career progression. This time we focus also on the university policies and practices which allow to attract the top female talent and to retain it – as this has been one of the key problems of the universities in the Netherlands.

Prior to coming to Twente in 2011, Nathalie has worked in Paris, at the University of Groningen and then in Toulouse (France) as a CNRS senior researcher. These were different research environments to experience for Nathalie. In the course of her employment in Toulouse, Nathalie decided to come back to the Netherlands as she thought this move provided her with more opportunities to grow as an independent researcher and offered competitive possibilities to excel in her research. The Dutch science system is dynamic and this thrills her. Here we can see the *value of early career mobility*, since Nathalie could compare the French system to the Dutch system where she carried out her postdoctoral fellowship and later on her VENI project period. And this is in the context of the French system giving her a permanent position: “I guess that it’s always the thing that you realize what you really miss and what you want when you don’t have it anymore.”

The start of Nathalie’s career was strongly linked to *the advice of her post-doctoral mentor*, Prof. Ben Feringa. Nathalie asserted that her postdoctoral advisor believed in her and helped her to build confidence, which is so important for a junior researcher: “I think he was convinced earlier than me that I would be a great researcher. He really convinced me that I had great academic perspectives, also in the Netherlands.”

Her mentor also motivated and encouraged Nathalie to apply for the VENI grant even though she did not see the immediate need of applying as the resources in the Groningen lab were sufficient. However, it was a learning experience, since after VENI Nathalie was motivated to go for VIDI and ERC. She knew that besides having enough funding to cover her costs, she also wanted independence: “As a post-doc, a rather young researcher, I could already support myself financially, but I wanted to start developing my own research directions and to build up a team”. Today Nathalie finds it extremely helpful to seek for advice and interact with her colleagues. She also stressed that it is useful to interact with Dutch colleagues to get introduced to Dutch academic specificities.

When asked why she chose Twente University Dr. Katsonis pointed out that the key was the UTwist tenure-track position which was advertised internationally and the conditions she was offered by the TNW faculty and the Mesa+ Institute for Nanotechnology. When in the end she was offered tenure-track positions at two Dutch universities, she chose for Twente. Besides the attractive scientific offer of TNW (the UT is a center of excellence for Supramolecular Chemistry), she *also appreciated the dynamic and “out of the box” questions* she was asked during her interview. She shared with us what she particularly enjoyed about the UT policy ‘I like the tenure-track system and the conditions I got for this tenure-track. I would not have come to Enschede, to the University of Twente, without a tenure track position with a good starting package. Besides that I also like that our Faculty promotes functioning as a cluster. I like it very much actually.’

Her interview experience and negotiation were extremely positive, as she said: “I already had a good feeling about Twente, despite the fact that some other cities were a bit more central than Enschede”. So from this we can see that both- having *a specific tenure track position dedicated to female academics as UTwist* coupled with the *faculty policy and provision of resources for new hires upon negotiation* (such as a PhD student she was promised from the MESA+ as a start-up package ) can be decisive factors in attracting top female academic talent to the UT.

While working at UT, Nathalie has already some positive aspects of her work to share with us. In her view, the UT supports the promotion of her career and provides her with possibilities to excel. She started teaching and she enjoys it as so far it has been a *good teaching-research balance*. She appreciates the possibility to teach in English but also thinks it is important for the international visibility of the University. She mentioned TNW faculty’s ‘tenure track tables’ where the candidate has to show the improvement and increasing involvement. She is getting involved in teaching ‘gradually’, which is helpful. Thus, transparency and recording of progress is encouraged by the faculty. She does not believe in the value of percentages of teaching-research division: “I don’t think that there is strategic value that it should be 20% or 25%”.

When asked about work-life balance, Nathalie notes that it is common to work in the evenings and in the weekends, and in this case they divide the childcare responsibilities between her and her partner. Nathalie’s partner is also an Academic and being an academic family can be a challenge, in particular when it comes to combining travelling to conferences with project meetings, childcare and academic work. In her view, *it is good to have childcare on campus and be able to use it five days a week*. However, *there is little flexibility for short-term ad hoc arrangements* if the child gets ill, or in case one needs to travel for a conference. This is especially the case for families who do not have relatives living close by. So *alternative ways of childcare on campus* would be helpful. However, this work-life balance is optimal for Nathalie: “I don’t mind working at unusual times or in unusual places, and I do not need to have a regular schedule so I am happy like that.” Another challenge regarding childcare is the expense which is noted as a *“serious issue”*. In her view, for work, there is no option to work less than five days for her and

her partner. At the same time childcare is less and less subsidized by the state. This points to the policy that is common in the Netherlands encouraging parents not to work full time as daycare for children becomes more expensive. For certain professions which require continuous work hours, and especially when both partners are in this profession this can cause difficulties. "Many female scientists have a partner that is also in Academia" states Nathalie. It would make a difference if the university would help financially to offset some of the childcare costs – as some other universities do. "Actually, at the University of Groningen, the Elsevier Foundation offers refund for babysitting service in emergency situations or for childcare expenses related to conference participation of their employees, either male or female. I find the idea so progressive, it's a lovely initiative."

Overall, her evaluation of the 1.5 year experience at the UT is extremely positive- so it seems that it has been really a good match – for the talented academic to find a creative place to blossom –and for the UT- to have such an inspiring and promising young talent: "I am very happy with the opportunity that was given, I am happy with the freedom I am given, I greatly appreciate the support from my colleagues, the teaching that was given is perfectly fitting so far, I am involved in an lot of interesting activities and I am involved now at the young academy at the UT. For me, the conditions are ideal." The UT's appreciation can be seen in her winning the 2012 Prof. De Winter prize for the best publication written by a female academic.

The main advice of Nathalie for aspiring young female academics is "choosing an inspiring mentor who will challenge you and credit you, don't underestimate your talent and most of all remain true to yourself.."

To summarize, the story of dr. Katsonis at the UT has showed us a number of initiatives that UT or specifically, the Faculty of TNW has taken to attract and encourage this young promising talent to work at the UT.

#### **WHAT WORKS in attracting top talent:**

1. Open advertisement of the UTWIST position for TT profile (without definitions of the specific research field)
2. She had a very good contact with the tenure track committee during the hiring procedure (at TNW faculty)
3. Her family situation was taken into account during negotiations (her partner is an academic researcher also and she was on maternity leave when she received the job offer)
4. Nathalie opted for and follows a clear (but competitive) career path perspective
5. She received a good starting package and was promised an extra PhD student from the institute she is affiliated with. This helped her to decide for Twente instead of another university.
6. Cluster structure in her research area was attractive as it provides infrastructure and promotes scientific interactions.
7. Registration of her child in childcare on campus has been helpful to her and her partner although childcare remains an issue.
8. She got introduced to teaching gradually and has optimal teaching-research balance.
9. Her work has been acknowledged by the UT prize for the best publication in 2012 which is given specifically for female academics.



## LOOKING AHEAD

In 2012 Female Faculty Network Twente has professionalized setting up a strategic plan with goals, and reaching towards UT female academics to understand better their needs and satisfaction with their careers via the bi-annual FFNT survey. Furthermore, the FFNT has consolidated and extended working relations with decision-makers at the UT as well as contacts with other national and international networks of female academics.

Further we plan to continue to offer the wide range of activities to our members. The new 2013 year has started with the New year's lunch discussion chaired by the FFNT Board member Prof. dr. S. Saharso on "*What NOT to do to become a professor.*" The event featured the talk of Prof. dr. K.I. van Oudenhoven-van der Zee, the dean of the GW faculty and the discussions with Prof. Dr. J. Herek, Prof. Dr. A. Need, Prof. Dr. E. Giebels, Prof. Dr. S. Saharso from GW, MB and TNW faculties.

### ***FFNT New Year's Lunch, January 2013.***



*Photo: Gijs van Ouwkerk.*

This event was very positively received by the participants and is a good starting point for the FFNT activities in 2013. The future events will feature a celebration of the March 8 discussing about the Inclusive University, a range of workshops and debates followed by the yearly conference 'Engineering academic careers?' in Autumn 2013. We look forward to seeing you in our 2013 events!