



Gender Equality
GE ACADEMY

GE Academy scripts



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GE Academy Training Scripts

The GE Academy scripts are part of the Deliverable 4.2 Full compilation of all capacity-building and Train-the-Trainers' materials (for all formats), Lead partner: Yellow Window

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Disclaimer

The GE Academy Training scripts is subject to approval by the REA in March 2022.

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About the scripts

The project strived for increasing skills of those who are implementing measures towards gender equality in their institutions (management, administrators, HR managers, academic staff etc.); deepening the expertise of researchers interested in the gender dimension of their work; further developing skills of gender experts willing to deliver training sessions to research & innovation and higher education communities in Europe and beyond.

The project has led to delivering the scripts for overall, including both in-person and online formats, training sessions, workshops, webinars, modules within the DOCCs (Distributed Open Collaborative Courses), Summer Schools and 3 sessions within the Train the Trainer format. COVID-19 had an impact on the program implementation, requesting the consortium to shift scripts and materials from offline to online in the course of the project and continuously adapt face-to-face formats to online settings. For this reason, some of the scripts in the following chapters are provided for both online and offline settings without necessarily having been conducted in an offline setting due to the interruption of COVID-19.

This document is part of the D4.2 Full compilation of all capacity-building and Train-the-Trainers' materials (for all formats) that has been prepared in the framework of WP4 (Concepts and materials development and testing), fully documents all developed, reviewed and applied concepts for the different GE Academy formats (including all their accompanying materials) during the project duration, including the pilot sessions.

This document includes the scripts of the training sessions, workshops and webinars, grouped per Thematic topic (Gender dimension in science, Decision making procedures, Gender Equality Plans, Institutional change, Monitoring and evaluation, Organisational culture and gender sensitive communication, Gender-based violence). Then, it presents the scripts used for the summers schools. The last chapter includes the scripts of the Train the trainers sessions.


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1. How to use a GE Academy Script

All scripts follow the same format and include introductory information to help the trainer understand the specific context of the training. This includes: overall approach; learning objectives; format; participant profile; participant preparation (if relevant); and the programme. The detailed script uses the same template, as shown below:

Time	Name of Session	Description of activity	Duration	Materials and tools required
	<p>[ICON TO DESCRIBE TYPE OF ACTIVITY – i.e. plenary, partner, small group, etc.]</p> 	<ul style="list-style-type: none"> • Description of activity • Instructions for conducting activity 		

Trainers are also provided with all materials required – slideshow, documents for group work, further reading materials, etc.

In order to operationalise a GE Academy script, a number of steps should be taken. First, trainers should review the whole script and ask themselves the following questions: Do you feel comfortable with this script? Is this how you would deliver it? Would you change anything to your own style? Trainers are encouraged to adapt aspects of the script to suit their own style or approach, provided they are still able to deliver the key messages and content of the training.

2. Scripts per Thematic topic

2.1 Gender dimension in science

2.1.1 Introduction to gender equality in Research & Innovation (In-person)

IN-PERSON TRAINING

DURATION: 1 DAY

LEARNING OBJECTIVES

- Familiarise with basic concepts
- Sensitise about key problems at stake regarding gender in R&I
- Sensitise about unconscious bias
- Raise awareness about the importance of institutional change for GE
- Familiarise with the concept of a GEP and its main stages of measures aimed at tackling those biases

TARGET GROUPS

- Human resources officers
- Gender equality officers/Focal persons; Equality/Diversity officers
- Researchers

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[POWERPOINT PRESENTATION](#)

[HANDOUT 1 - EU Legal and Policy Framework](#)

[HANDOUT 2 - Equal Opportunities and Gender in the Research Cycle](#)

GE Academy Implementation

Title: Towards a gender-aware research organisation: what you need to know (but never dared to ask)

Venue & Date: Bari, Italy, December 12, 2019

Trainer: Maxime Forest

2.1.2 Introduction to gender equality in Research & Innovation (widening countries) (Online)

ONLINE TRAINING

DURATION: 1 DAY

LEARNING OBJECTIVES

- Presenting basic concepts and definitions about integrating gender in research organisations
- Clarifying through main issues at stake about gender in research in the context of widening countries
- Introducing EU-wide trends in integrating gender and supporting equality and diversity in research organisations, including most recent developments on adopting a GEP as a qualification criterion for accessing EU research funding
- Connecting research excellence with integrating gender and presenting solutions towards bridging the gender and innovation gaps
- Introducing the notions of structural change and GEPs as a tool to implement change
- Enhancing awareness about what each participant can do to initiate/support change in his/her own organisation, covering the two first steps of the GEP process

TARGET GROUPS

- Senior managers
- Gender equality officers and managers
- Human resources officers
- Research managers
- Senior researchers
- Middle managers

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[POWERPOINT PRESENTATION](#)
[TEMPLATE 1 - Stakeholder mappings](#)
[TEMPLATE 2 - Causal diagrams](#)

GE Academy Implementation

Title: Bridging the gap(s): Advancing research excellence through gender equality

Venue & Date: Online, November 16, 2020

Trainer: Maxime Forest

(Replicated: Online, 26 October 2021)

Trainers: Irene Rojnik & Emilia Rossi

2.1.3 Gender in teaching

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Introduce and problematise gender bias in knowledge production and knowledge transfer
- Sensitise on gender relevance in teaching method and interaction (materials, examples, classroom communication, etc.)
- Enhance self-reflection capacity to further identify gender biases in teaching methods, contents and evaluation and to tackle them

TARGET GROUPS

- Teachers (lecturers) by clusters of fields (STEM fields)

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[POWERPOINT PRESENTATION](#)

[TEMPLATE 1 - Lotus blossom](#)

[TEMPLATE 2 - Biases and possible solutions](#)

GE Academy Implementation

Title: Why is gender relevant in teaching in STEM and how to integrate it

Venue and date: Online, November 12, 2020

Trainer: Maxime Forest

2.1.4 Gender in curricula, sharing experiences in STEM

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Introduce and problematise gender bias in knowledge production and knowledge transfer
- Sensitise on gender bias in curricula
- Sensitise on gender relevance in STEM curricula
- Strategically frame how to support the integration of gender in STEM curricula

TARGET GROUPS

- Staff in charge of the development of curriculum. To be organised by clusters of fields (here: STEM)

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[POWERPOINT PRESENTATION](#)

[TEMPLATE 1 - Journey map](#)

[TEMPLATE 2 - Integration table](#)

[TEMPLATE 3 - Lotus blossom](#)

GE Academy Implementation

Title: Towards gender sensitive curricula in STEM: identifying needs, building strategies

Venue and date: Online, December 10, 2020

Trainers: Maxime Forest & Francisco Pais Rodrigues

2.1.5 Introductory training: Integrating the sex and gender dimensions in research

ONLINE TRAINING in cooperation with Gender-SMART

DURATION: 1 DAY

LEARNING OBJECTIVES

- Familiarise the participants with basic concepts and definitions about integrating sex and gender in research content
- Provide a general and basic overview of sex and gender dimensions in research
- Help to understand the basic concepts of gender and gender mainstreaming and their relevance for research
- Sensitise on the importance of including the gender dimension into research projects and designing more gender sensitive projects

TARGET GROUPS

In general, this training addresses people who are not yet familiar with the concept of gender in research:

- Researchers at universities and private companies
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[HANDOUT 1 Research Cycle \(Gender in EU-funded research. Toolkit and Training\)](#)

[HANDOUT 2 Case studies Abstracts \(Gender in EU-funded research. Toolkit and Training\):](#)

- [Nanotechnology + biomedical research. Medical imaging](#)
- [Agriculture for development \(Bio fortification\)](#)
- [Agriculture for development \(Sweet Sorghum for food and fuel\)](#)
- [Highland aquatic resources](#)

GE Academy Implementation

Title: Introductory training: Integrating the sex and gender dimensions in research

Venue & Date: Online, 4 March 2021

Trainer: Maxime Forest

2.1.6 Gender dimension in research: 4 Case Studies from the STEM Field

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Provide an overview on gender dimensions in STEM research
- Help to understand the concepts of sex and gender and their relevance for research – focusing STEM related topics
- Sensitise on the importance of including the sex and gender dimension into research projects and designing more gender sensitive projects

TARGET GROUPS

- Researchers at (STEM related) universities and private companies
- Research team leaders
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[PRESENTATION](#)
[HANDOUT](#)

GE Academy Implementation

Title: Gender dimension in research: 4 Case Studies from the STEM Field

Venue & Date: Online, 18 March 2021

Trainers: Bente Knoll & Tauseef Nauman

(Replicated: Online, 14 October 2021)

Trainers: Bente Knoll & Marzia Cescon

2.1.7 Sex and gender dimension in research: Health & Medicine

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Provide an overview on sex and gender dimensions in research with a special focus on health and medicine issues
- Help to understand the concepts of sex and gender and their relevance for research – focusing health and medicine related topics
- Sensitise on the importance of including the sex and gender dimension into research projects and designing more gender sensitive projects
- Identify, understand and recognise the different impacts of sex and gender on health, during different developmental periods, on pathophysiology and manifestation of some frequent diseases, such as cardiovascular, inflammatory and autoimmune, metabolic and endocrine diseases
- Develop an awareness for sex and gender related issues in pharmacology, pharmacodynamics and drug development

TARGET GROUPS

- Health administrators in politics, universities and companies
- Students of life sciences: medicine, psychology, biology, and nursing sciences
- Practitioners in healthcare sector: nurses, doctors and others
- Researchers at (healthcare related) universities and private companies
- Research team leaders
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[PRESENTATION](#)
[HANDOUT](#)

GE Academy Implementation

Title: Sex and gender dimension in research: Health & Medicine

Venue & Date: Online, 23 March 2021

Trainer: Vera Regitz-Zagrosek & Francisco Pais Rodrigues

2.1.8 Sex and gender dimension in research: Mobility

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Provide an overview on sex and gender dimensions in research with a special focus on mobility issues
- Help to understand the concepts of sex and gender and their relevance for research – focusing mobility related topics, such as landscape/urban planning, engineering and geography
- Sensitise on the importance of including the sex and gender dimension into research projects and designing more gender sensitive projects
- Provide practical strategies to implement a gender approach in mobility research

TARGET GROUPS

- Researchers at universities and private companies, focusing on mobility, landscape/urban planning, engineering, geography
- Research team leaders
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[PRESENTATION](#)
[GROUP WORK ACTIVITY](#)
[PLENARY DISCUSSION TEMPLATE](#)

GE Academy Implementation

Title: Sex and gender dimension in research: Mobility

Venue & Date: Online, 25 March 2021

Trainers: Bente Knoll & Emilia Rossi

2.1.9 Sex and gender dimension in research: Robotics

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Provide an overview on gender and sex aspects in research topics focusing on Robotics
- Help to understand the concepts of gender and gender mainstreaming and their relevance for research – focusing on Robotics
- Sensitise on the importance of including the gender dimension into research projects and designing more gender sensitive projects
- Provide practical strategies to implement a gender approach in research

TARGET GROUPS

- Researchers at universities and private companies focusing on Robotics & related engineering fields
- Research team leaders
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[PRESENTATION](#)

GE Academy Implementation

Title: Sex and gender dimension in research: Robotics

Venue & Date: Online, 22 April 2021

Trainers: Katta Spiel & Astrid Weiss

2.1.10 Developing Gender Sensitivity in Human Computer Interaction Research

ONLINE TRAINING

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Provide an overview on gender and sex aspects in research topics focusing on Human Computer Interaction
- Provide an overview on gender and sex aspects in research topics focusing on Human Computer Interaction
- Help to understand the concepts of gender and gender mainstreaming and their relevance for research – focusing on Human Computer Interaction
- Sensitise on the importance of including the gender dimension into research projects and designing more gender sensitive projects
- Provide practical strategies to implement a gender approach in research

TARGET GROUPS

- Researchers at (ICT related) universities and private companies
- Research team leaders
- Research coordinators at RPOs and RFOs
- Research officers / research advisors / people in charge of supporting research projects
- People in charge of the valorisation /dissemination of research outputs
- Officers at research and transfer support units at universities

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[PRESENTATION](#)
[MIRO TEMPLATE](#)

GE Academy Implementation

Title: Developing Gender Sensitivity in Human Computer Interaction Research

Venue & Date: Online, 15 April 2021

Trainer: Sabrina Burtscher

2.1.11 Gender in research and innovation

DURATION: 1 HOUR AND 45 MINUTES

LEARNING OBJECTIVES

- Familiarise with policy frameworks and facts and figures on gender in research in the EU get a practical understanding on GEP as means for promoting institutional change
- Sensitise on how gender is relevant to innovation policies, presenting relevant studies (both critical and practice-oriented ones)

TARGET GROUPS

- Beginners from different groups and academic fields
- Policymakers

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Gender equality in research: and innovation? (Speaker: Maria Sangiuliano)

[PRESENTATION](#) - Gender smart arena. Creating value for academia, business and society

(Speaker: Paula Wennberg)

[PRESENTATION](#) - Women and innovation: The case of university spin-out companies (Speakers: Anne Laure Humbert and Simonetta Manfredi)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 13 November 2019

2.1.12 Doing research on security and crisis situations with gender lenses: A case study on integrating sex and gender in research content

DURATION: 1 HOUR AND 15 MINUTES

LEARNING OBJECTIVES

- Learn about what the sex and gender dimension in different research disciplines may entail
- Learn about how the gender dimension can be included in research on peace and security
- Understand the relevance of gender in crisis situations (i.e., covid-19 pandemic)

TARGET GROUPS

- DOCC participants
- Researchers
- Research project advisors
- Research Performing Organisations (RPOs)

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - What is the gender dimension in research (Speakers: Linda Marie Rustad and Trine Rogg Korsvik)

[PRESENTATION](#) - Peace and security research: does gender matter? (Speaker: Louise Olsson)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 17 June 2020

2.1.13 Applying intersectional perspectives in research and innovation. The cases of urban cycling and artificial intelligence

DURATION: 1.5 HOURS

LEARNING OBJECTIVES

- Help understand the concept of intersectionality as applied to research and innovation processes
- Sensitise about the importance of designing research and innovation in an intersectional perspective, as well as about the pitfalls of ignoring this perspective
- Inspire and provide practical examples of intersectional approaches to research and Innovation

TARGET GROUPS

- Researchers and research leaders
- Research managers and facilitators/Research support
- People working in innovation in different fields
- Gender equality officers/Diversity officers and Focal points
- GEP leaders and team members

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Cycling London: An intersectional feminist perspective (Speaker: Tiffany Lam)

[PRESENTATION](#) - Discriminating systems: Gender, race and power in artificial intelligence (Speaker: Sarah Myers West)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 9 July 2020

2.1.14 Gender equality in Responsible Research & Innovation (2 sessions)

Co-organised with ETHNA System & GEECCO projects

DURATION:

- SESSION 1: 1 HOUR AND 15 MINUTES
- SESSION 2: 50 MINUTES

LEARNING OBJECTIVES

Session 1

- Approaching the concept of gender used in RRI
- Understanding the interrelationship between GEPs and RRI plans
- Raise awareness of the importance of the gender dimension in research and innovation processes
- To be aware of the models and practices that are being adopted for the institutionalisation of the gender issue in R&D&I spaces

Session 2

- Understanding sex, gender and intersectional analysis in STEM research
- Knowing about case studies that exemplify the dimension of gender in research
- Awareness-raising of gender-sensitive measures in RFOs
- Importance of exchange between RFOs and RPOs

TARGET GROUPS

- Scientific community
- RFO and RPO staff members
- Policy makers
- Decision makers
- Students
- Non-specialised public

WEBINAR MATERIALS

SESSION 1

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Ethics Governance System for RRI in Higher Education, Funding and Research Centres (Speaker: Elsa González Esteban)

[PRESENTATION](#) - UNDERSTANDING THE INTERRELATIONSHIP BETWEEN GEPs AND RRI PLANS (Speakers: Rosana Sanahuja & Santiago García Campá)

[PRESENTATION](#) – The institutionalization gender key (Speakers: Elsa González Esteban & Santiago García Campá)

[FULL WEBINAR](#)

SESSION 2

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) – Gender Equality in Engineering through Communication and Commitment (Speaker: Brigitte Ratzer)

[PRESENTATION](#) – Gender Equality in Research – the role of Research Funding Organisations
(Speakers: Marcel Kraus & Donia Lasinger)
[FULL WEBINAR](#)

GE Academy Implementation
Date: 13 & 21 January 2021

2.2 Decision making procedures

2.2.1 Gender in decision-making

ONLINE WORKSHOP

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Sensitise about the value of gender-sensitive decision-making processes
- Highlight some common pitfalls in promotion (recruitment) process of managers and leaders such as unconscious bias (norms and values associated with supposed qualities of men and women), and the role of informal networks
- Learn about successful cases of achieving better gender balance
- Raise awareness about existing tools and how to get better gender balance in your unit

TARGET GROUPS

- Head of Departments
- Decision-makers
- Middle managers

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION 1 - Introduction](#)

[PRESENTATION 2 - Toolbox](#)

[HANDOUT 1 - Toolbox for improving faculty gender balance](#)

[TEMPLATE 1 - Gender sensitive leadership](#)

GE Academy Implementation

Title: Gender-sensitive leadership: what does it take?

Venue & Date: Online, 24 November 2020

Facilitators: Vivian Anette Lagesen, Siri Øyslebø Sørensen, Linda Marie Rustad and Trine Rogg Korsvik

2.2.2 Bias and resistances: Exploring challenges to gender equality in leadership and decision-making

DURATION: 1 HOUR AND 15 MINUTES

LEARNING OBJECTIVES

- Understand the role of gender bias in leadership and decision-making
- Explore resistances to gender equality in leadership and decision-making
- Discuss strategies for tackling bias and resistances

TARGET GROUPS

- GEP team members/Change agents
- Equality officers
- Decision-makers
- Senior female leaders in higher education
- Future female leaders in higher education

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Why gender equality should matter to meritocracy and academic excellence: tackling gender bias in decision-making and leadership (Speaker: Maxime Forest)

[PRESENTATION](#) - How do we address resistances to achieving gender equality in leadership and decision-making? (Speaker: Lucy Ferguson)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 30 April 2020

2.2.3 Challenges for feminist leadership in higher education institutions

DURATION: 1.5 HOURS

LEARNING OBJECTIVES

- Share the experiences of a senior leader working for gender equality
- Reflect on the challenges and dilemmas of feminist leadership
- Sensitise about negotiation processes, compromises and interest struggles in complex Organisations

TARGET GROUPS

- HEIs leaders and managers
- Decision-makers
- Change agents
- Sister projects
- Gender focal points

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Outsiders within? Dilemmas of an academic feminist as manager in the neo-liberal academy (Speaker: Fiona Mackay)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 30 September 2020

2.3 Gender Equality Plans

2.3.1 Gender Equality Plan design and implementation (In-person)

IN-PERSON TRAINING

DURATION: 1.5 DAYS

LEARNING OBJECTIVES

- Sensitise about key problems at stake regarding gender in R&I
- Familiarise with the concept of a GEP and its main stages
- Inform about prerequisites and key success factors
- Build capacity for stakeholder mobilisation
- Introduce the notion of resistances to change
- Build capacity for on-going GEP monitoring
- Familiarise with the GEAR tool and how to use it

TARGET GROUPS

- Gender equality officers/Focal persons; Equality/Diversity officers
- GEP Teams
- Human resources officers
- Middle managers/Team leaders

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[HANDOUT 1 - EU legal and policy framework](#)

[HANDOUT 2 - Roadmap to Gender Equality Plan](#)

[HANDOUT 3 - Guiding principles of institutional change](#)

GE Academy Implementation

Title: Designing and implementing a Gender Equality Plan: Key steps and exchanges

Venue and date: Ljubljana, Slovenia, March 5-6, 2020

Trainer: Maxime Forest

2.3.2 Gender Equality Plan design and implementation (Online)

ONLINE TRAINING

DURATION: 3 SESSIONS OF 1.5 HOURS EACH, HELD IN DIFFERENT DAYS

LEARNING OBJECTIVES

- Familiarise with the concept of a GEP and its main stages
- Sensitise about key problems at stake regarding gender in Research and Academia
- Raise awareness about the importance of institutional change for gender equality

TARGET GROUPS

- Gender equality officers/Focal persons; Equality/Diversity officers
- Human resources officers
- Researchers

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION - Session 1](#)

[PRESENTATION - Session 2](#)

[PRESENTATION - Session 3](#)

[HANDOUT - Frequently asked questions and answers regarding Gender Equality Plan](#)

GE Academy Implementation

Title: Creating your Gender Equality Plan. Towards gender aware research organisations: Basic keys to elaborate Gender Equality Plans

Venue and date: Online, May 20, 27 and June 2, 2020

(Replicated: Online, November 11, 13 and 18, 2020)

Trainer: Lorena Pajares

(Replicated: Online, June 28, 29, 30, 2021)

Trainers: Vasia Madesi, Timea Crofony

2.3.3 Gender Equality Plan implementation focusing on Central and Eastern European Countries (CEE)

ONLINE TRAINING

DURATION: 1 DAY

LEARNING OBJECTIVES

- Understand the main issues at stake regarding gender equality in research in the context of CEE countries.
- Learn about the 6 steps of a GEP and how to implement them, focussing on the 3 steps of setting up, implementing and monitoring GEPs
- Learn about prerequisites and key success factors in structural change processes
- Gain awareness about what one can do to facilitate change within his/her own organisation.

TARGET GROUPS

- Professionals implementing Gender Equality Plans in research and innovation institutions, mainly in CEE countries
- GE researchers and officials in universities and research institutes in CEE countries
- Gender Equality Plan team members (people involved on a regular basis in GEPs) working in research and HE institutions in CEE countries
- Gender Equality officers / Gender focal persons / Diversity Officers, Human Resources Officers working in research and HE institutions in CEE countries
- Middle managers/Team leaders, Research managers involved in change management processes towards GE and working in research and HE institutions in CEE countries
- Gender Equality activists/promoters located in CEE countries
- Members of Horizon 2020 structural change/gender equality projects located in CEE countries

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[MIRO TEMPLATE](#)

GE Academy Implementation

Title: Gender Equality Plan implementation focusing on CEE countries

Venue & Date: Online, 19 March 2021

Trainers: Lorena Pajares & Jovana Mihajlović Trbovc

2.3.4 Introduction to GEPs

DURATION: 1 HOUR AND 45 MINUTES

LEARNING OBJECTIVES

- Familiarise with policy frameworks and facts and figures on gender in research in the EU to get a practical understanding of GEP as a means for promoting institutional change
- Presenting and discussing good examples from universities already committed to implementing GEPs

TARGET GROUPS

- Human resources managers and officers
- Equality officers
- Middle managers

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Institutional change through gender equality. Training for agents of change (Speaker: Nathalie Wuiame)

[PRESENTATION](#) - The long journey towards a change in governance: Eight years of gender report at the University of Ferrara (Speaker: Chiara Oppi)

[PRESENTATION](#) - Gender equality at Universitat Politècnica de Catalunya: Achieving an institutional change by means of gender equality plans (Speaker: Amaia Lusa Garcia)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 31 October 2019

2.4 Institutional change

2.4.1 Facilitation of change processes towards gender equality

IN-PERSON TRAINING

DURATION: 2 DAYS

LEARNING OBJECTIVES

- Introduce the different dimensions of the facilitation of change processes towards GE
- Introduce participatory and co-creation techniques
- Provide examples of these techniques to driving changes towards GE in research and the academia
- Engage in practical, real-life exercises to select and implement participatory and co-creation techniques to facilitate change processes
- Perform a mapping of skills needed to facilitate processes of change

TARGET GROUPS

- GEP teams (people involved on a regular basis in gender equality plans)
- Gender equality officers/Focal persons; Equality/Diversity officers
- Other stakeholders directly involved in driving the change process

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)
[POWERPOINT PRESENTATION](#)
[SELF ASSESSMENT EXERCISE](#)
[TEMPLATE 1 - Stakeholder mapping](#)
[TEMPLATE 2 - Cause diagram](#)
[TEMPLATE 3 - Journey map](#)
[TEMPLATE 4 - Lotus blossom](#)
[TEMPLATE 5 - Persona](#)
[TEMPLATE 6 - Planning GEP development](#)

GE Academy Implementation

Title: How to facilitate change towards gender equality?

Venue and date: Lisbon, Portugal, February 20-21, 2020

Trainers: Maxime Forest & Nathalie Wuiame

2.4.2 Institutional gender analysis

ONLINE TRAINING

DURATION: 3 SESSIONS OF 3.5 HOURS

LEARNING OBJECTIVES

- Introduce the concept of gender (+) analysis/audit (purpose, coverage)
- Outline the objectives and the main steps of the analysis
- Introduce the different methodologies available
- Support a participatory approach to the analysis
- Highlight the importance of building sustainable data collection systems and regular monitoring
- Present and discuss strategies to efficiently mobilise collected data for the (re-)design and implementation of actions

TARGET GROUPS

- Gender Equality Plan teams
- Gender equality officers/focal points; Equality/diversity officers
- Human Resources officers
- Statistical Services Officers

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

PRESENTATIONS [DAY 1](#) [DAY 2](#) [DAY 3](#)

[MIRO BOARD \(participants' expectations\)](#)

[MIRO BOARD \(indicators per key action area\)](#)

HANDOUTS

- [Updated handbook of gender-sensitive indicators in the Baltic Gender project](#)
- [D2.4 EQUAL-IST Gender Audit Methodology for ICT Research Institutions v2](#)
- [GEAR action toolbox | European Institute for Gender Equality](#)
- [CHOOSING INDICATORS](#)

GE Academy Implementation

Title: Institutional Gender Analysis

Venue & Date: Online, 7, 9, 16 September 2021

Trainers: Ana Belén Amil & Karim Mahmoud

2.4.3 Dealing with resistances (In-person)

IN-PERSON TRAINING

DURATION: 1.5 DAYS

LEARNING OBJECTIVES

- To enable participants to explore and reflect on the different forms and categories of resistances
- To make participants more confident with experiencing resistances
- To equip participants with the analytical tools required to deal with resistances
- To support participants to develop practical tools and strategies to address resistances in their own institutions

TARGET GROUPS

- GEP team members
- Gender equality officers/Gender focal persons
- Organisational change agents

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[HANDOUT 1 - Examples of resistances](#)

[PREPARATORY QUESTIONNAIRE - Conflict management styles](#)

GE Academy Implementation

Title: Dealing with resistances

Venue & Date: Barcelona, Spain, 18-19 November 2019

Facilitator: Lucy Ferguson

2.4.4 Planning and implementation of institutional change

IN-PERSON WORKSHOP

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- Supporting self-reflection on one's own priority sets and change strategies
- Mutual learning and exchange: Getting inspiration from others

TARGET GROUPS

- Gender equality officers/Diversity officers and Senior managers
- Human resources officers
- GEP team members
- Middle managers

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION](#)

[HANDOUT 1 - Guiding principles of institutional change](#)

[HANDOUT 2 - Roadmap to gender equality plans](#)

GE Academy Implementation

Title: Planning and implementing institutional change for gender equality: an introduction

Venue & Date: Dublin, Ireland, 5 November 2019

Facilitator: Maxime Forest

2.4.5 Participatory methods to support institutional change for gender equality (Online)

ONLINE WORKSHOP

DURATION: 2 SESSIONS OF 0.5 DAYS EACH, HELD IN DIFFERENT DAYS

LEARNING OBJECTIVES

- Build skills to facilitate institutional change in gender equality through participatory methods
- Engage in practical, real-life exercises to select and implement participatory techniques
- Mutual learning and exchange: Getting inspiration from others

TARGET GROUPS

- GEP team members
- Gender equality officers/Gender focal persons
- Individuals motivated to initiate institutional change within their organisations

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION](#)

[MIRO BOARD WITH THE COMPLETE MATERIALS FOR THE WORKSHOP](#)

GE Academy Implementation

Title: Participatory methods to support institutional change for Gender Equality

Venue & Date: Online, 16 & 18 December 2020

Facilitator: Lorena Pajares

2.4.6 Setting up and supporting internal change agents (Online)

ONLINE WORKSHOP

DURATION: TWO 3 HOURS SESSIONS ON TWO DIFFERENT DAYS

LEARNING OBJECTIVES Facilitating change

- Sensitise about the importance of establishing or supporting change agents in GE-oriented institutional change processes
- Familiarise with the process of stakeholder engagement
- Acquire the capacity to develop engagement strategies diversified per GE objectives
- Identify ways to use capabilities and the potential of the internal change agents for improving the GEP

TARGET GROUPS

- Gender Equality Plan/GEP team members in HE and research organisations
- Gender Equality Officers and Gender focal points in HE and research organisations
- Gender Equality activists and promoters in HE and research organisations
- Equality, Diversity and Inclusion/EDI staff in HE and research organisations
- HR officers in HE and research organisations

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION](#)

[HANDOUT 1: THE 6 STEPS OF INSTITUTIONAL CHANGE](#)

[HANDOUT 2: GUIDING PRINCIPLES](#)

[HANDOUT 3: KNOWLEDGE-SKILLS-ATTITUDES](#)

[HANDOUT 4: OPTIONS FOR TEAM COMPOSITION](#)

[MIRO BOARD LINK WITH TEMPLATES](#)

[Template 1 Spectrum mapping](#)

[Template 2 SWOT analysis](#)

[Template 3 Stakeholder mapping](#)

GE Academy Implementation

Title: Setting up and supporting internal change agents

Venue & Date: Online, 28 & 29 October 2021

Trainer: Lorena Pajares

2.4.7 Facilitating change (widening countries)

ONLINE WORKSHOP

DURATION: 0.5 DAY

LEARNING OBJECTIVES

- To present basic concepts and definitions about integrating gender in research organisations
- To go through main issues at stake about gender in research in the context of widening countries
- Introducing EU-wide trends in integrating gender and supporting equality and diversity in research organisations, including most recent developments on adopting a GEP as a qualification criterion for accessing EU research funding
- Introducing the notion of structural change and GEPs as a tool to implement change
- Enhancing awareness about what each participant can do to facilitate change in his/her own organisation, covering the two first steps of the GEP process: Getting started & gender analysis

TARGET GROUPS

- GEP team members
- Gender equality officers/Diversity officers and Managers
- Human resources officers
- Research managers
- Middle managers

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION](#)

[HANDOUT 1 - Roadmap to gender equality plans](#)

[HANDOUT 2 – Principles of institutional change](#)

[HANDOUT 3 - Frequently asked questions and answers regarding Gender Equality Plan](#)

[TEMPLATE 1 - Stakeholder mapping](#)

[TEMPLATE 2 - Lotus blossom](#)

GE Academy Implementation

Title: Understanding and facilitating change for gender equality in research and the academia

Venue & Date: Online, 14 December 2020

Facilitators: Maxime Forest & Jovana Mihajović Trbovc

2.4.8 Engaging men in gender equality work

VIRTUAL ROUNDTABLE

DURATION: 0.5 DAY/2.5 HOURS

LEARNING OBJECTIVES

- Sensitise about the importance of engaging men in gender equality work
- Mutual learning and exchange: getting inspiration from others
- Familiarise with strategies and approaches aimed at engaging men

TARGET GROUPS

- Men involved/interested in gender equality
- GEP team members in academic/research institutions
- GE Officers/Gender focal points in academic/research institutions
- GE activists/promoters in academic/research institutions
- HR officers in academic/research institutions

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[BACKGROUND NOTE](#)

[INTRO PRESENTATION](#)

GE Academy Implementation

Title: Virtual Roundtable: Engaging men in gender equality work in research organisations

Venue & Date: Online, 29 January 2021

Moderator: Francisco Pais Rodrigues

Speakers: Franz Wong, Maroun El Moujabber, Marcel Kraus, Jean-Michel Monnot, Henri Van Luenen, Tauseef Nauman

2.4.9 How do we organise for gender equality at university? Challenges and strategies for students?

VIRTUAL ROUNDTABLE co-organised with Gearing Roles

DURATION: 2 HOURS

LEARNING OBJECTIVES

- Getting aware and knowledgeable of the challenges faced by students regarding gender equality in Higher Education Institutions
- Sharing best practices and approaches to face these challenges
- Sharing strategies and tools to engage students in gender equality initiatives

TARGET GROUPS

- Students and student groups and networks interested in GE in academic/research institutions
- GEP team members in academic/research institutions
- GE Officers/Gender focal points in academic/research institutions
- GE activists/promoters in academic/research institutions

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[INTRO PRESENTATION](#)

[PRESENTATION by Ilayda Ece Ova](#)

[PRESENTATION by Fernanda Campanini Vilhena](#)

GE Academy Implementation

Title: How do we organise for gender equality at university? Challenges and strategies for students

Venue & Date: Online, 5 November 2021

Moderators: Fernanda Campanini Vilhena, Ilayda Ece Ova

Panellists: Irati Rico Fernández, Marta Lázaro Soler, Melis Yilmaz, Ege Atacan Doğan

2.4.10 Mobilising and engaging. Creating long-lasting commitment for gender equality in research

DURATION: 1 HOUR

LEARNING OBJECTIVES

- Provide examples of promising practices of horizontal and vertical mobilisation
- Provide examples of successful mobilisation of men for gender equality
- Inspire about possible interventions

TARGET GROUPS

- GEP team members
- Equality officers
- Change agents

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Words matter: How to create sustainable social change by communicating gender equality (Speaker: Mintautė Jurkutė)

[PRESENTATION](#) - What have (changing) men and masculinities got to do with gender equality in research? (Speaker: Jeff Hearn)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 26 March 2020

2.4.11 Achieving gender equality in universities: the importance of priority setting and strategic framing

DURATION: 1 HOUR

LEARNING OBJECTIVES

- Present different discursive frameworks for gender equality in research and higher education (HE)
- Highlight discursive opportunities and tensions between gender equality policies and mainstream HE policies
- Provide examples of strategic framing and priority-setting

TARGET GROUPS

- GEP team members/Change agents
- Equality officers
- Decision-makers

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

PRESENTATION (*This presentation is not available because the author didn't authorise its publication*) - Picking your battles, picking your rides: how to choose wisely between opportunities and threats in changing your university towards gender+ equality (Speaker: Mieke Verloo)

PRESENTATION (*This presentation is not available because the author didn't authorise its publication*) - How to strategically frame gender equality policies and set priorities for changes at your university? (Speaker: Beatrice Beck Schimmer)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 23 April 2020

2.4.12 Re-humanising work and life in academia and research: Women and men as partners in building gender equality

DURATION: 1 HOUR AND 15 MINUTES

LEARNING OBJECTIVES

Promote reflection and dialogue about:

- the different challenges, and the different work, of women and men in creating both equity and humanity in all spheres of work and living;
- creating equity with work/life balance, not at the expense of it;
- keys to doing this work in partnership (beyond 'men as allies' to 'men and women as partners for change');
- the 'bifocal approach: the personal and the structural/cultural;
- working as partners in doing the gender equality work;

TARGET GROUPS

- DOCC participants
- HR officers
- Head of departments
- GE officers/diversity officers
- Women and men (self-identified) wanting to engage in gender equity

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) – Re-humanising work and life in academia and research (Speakers: Jennifer de Vries and Tim Muirhead)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 20 October 2021

2.5 Monitoring and evaluation

2.5.1 Generating high-quality data for designing and implementing gender equality measures in your institution. Towards the GEAM (Gender Equality Audit and Monitoring) tool workshops: what's in it and why to participate

DURATION: 50 MINUTES

LEARNING OBJECTIVES

- Provide a brief overview of the Gender Equality Audit and Monitoring (GEAM) tool. Main purpose, features, availability
- Present the objectives and content of the forthcoming hands-on online workshop and illustrate how participants will be guided to use and customize the GEAM tool to use it in their organisations
- Clarify all questions and doubts about methodology and expected learning outcomes for participants

TARGET GROUPS

- Gender Equality officers and managers in research and higher education institutions
- Human resources officers in Higher Education Institutions and RPOs
- Researchers
- Science managers
- Academics forming part of equality committees and working groups

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) – Introduction to the GEAM tool: framework, rationale and thematic components
(Speaker: Jörg Müller)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 27 April 2021

2.5.2 Monitoring and Evaluation (3 editions)

ONLINE WORKSHOP co-organised with ACT project

DURATION: TWO SESSIONS OF 2 HOURS DELIVERED IN DIFFERENT DAYS

Note: This workshop was delivered three times due to popular demand. The first edition was delivered in three sessions of 2 hours which were delivered in different days. The second was delivered in two sessions of 2 hours delivered in different days. The third edition was delivered in one session of 2 hours.

LEARNING OBJECTIVES

- Introduce basic concepts regarding online survey deployment for Gender Equality, including data protection, available technical solutions, measurement issues
- Understand the architecture of the GEAM infrastructure
- Get an overview of the basic components (indicators) of the GEAM questionnaire
- Gain hands-on experience working with the LimeSurvey environment and adapting the GEAM questionnaire
- Understand the importance of customization and (national, regional, organisational) context for questionnaire development and deployment.
- Critical understanding of feminist perspective on quantitative data, statistical analysis, measurement.

TARGET GROUPS

- Gender Equality officers
- Human resources officers
- Science managers
- Researchers and academics forming part of equality committees and working groups

WORKSHOP MATERIALS

[SCRIPT](#)

[PRESENTATION](#)

GE Academy Implementation

Title: An introduction to the Gender Equality Audit and Monitoring (GEAM) tool

Venue & Date:

- First edition: Online, 11 & 14 & 21 May 2021
- Second edition: Online, 14 & 20 July 2021
- Third edition: Online, 8 October 2021

Facilitators: Jörg Müller & Sergi Yanes

2.5.3 Methods for monitoring and evaluating institutional change

ONLINE TRAINING

DURATION:

LEARNING OBJECTIVES

- Raise awareness about the importance of monitoring and evaluation for successful GEP design and implementation
- Provide definitions (coverage, purpose) of monitoring and evaluation
- Provide an overview of the methods available for sustainable monitoring and evaluation and examples of their applications
- Introduce the notions of program theory and setting objectives
- Introduce the basic elements for developing logic models for evaluating gender equality measures
- Enhance self-reflection and capacity for self-monitoring with focus on resistances

TARGET GROUPS

- Gender Equality Plan (GEP) team members at higher education institutions
- Gender equality officers/Gender focal persons; Equality/Diversity officers
- Persons engaged in gender equality work or GEP implementation at higher education institutions
- Human resource / Statistic service officers with knowledge in gender institutional analysis

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

HANDOUTS [PART 1](#) [PART 2](#) [PART 3](#) [PART 4](#) [PART 5](#)

MIRO BOARD [PART 1](#) [PART 2](#) [PART 3](#) [PART 4](#)

GE Academy Implementation

Title: Methods for monitoring and evaluating institutional change

Venue & Date: Online, 3-4 November 2021

Trainers: Maria Sangiuliano & Claudia Schredl

2.6 Organisational culture and gender sensitive communication

2.6.1 Gender bias in recruitment, promotion and career management (Online)

ONLINE TRAINING

DURATION: 1 DAY

LEARNING OBJECTIVES

- Provide an overview of the main imbalances and bias with regard to HR management in research and the academia (vertical and horizontal segregation, gender pay gap, international mobility)
- Sensitise about unconscious bias, challenging allegedly objective and gender-neutral career enhancement criteria
- Provide examples of measures aimed at tackling those biases in particular in aspects for which participants can act
- Build capacity for self-reflection and enhancement of HRM processes

TARGET GROUPS

- Human resources officers
- Gender equality officers/Focal persons; Equality/Diversity officers
- GEP teams
- Middle managers/Team or unit leaders

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[TEMPLATE 1 - Overview of existing imbalances and underlying causes](#)

[TEMPLATE 2 - Mapping existing procedures in RPOs](#)

[TEMPLATE 3 - Biases and possible solutions](#)

[APPENDIX FOR EXERCISES IN THE MIRO BOARD](#)

GE Academy Implementation

Title: Gender bias in recruitment, promotion and career management. Recognising and overcoming it.

Venue & Date: Online, 14 October 2020

Trainer: Maxime Forest

(Replicated: Online, 5 October 2021)

Trainers: Shirin Heidari & Cristina Dragomir

2.6.2 Beyond childcare: A gender-sensitive approach to work-life balance in academic institutional cultures

ONLINE TRAINING

DURATION: 3 SESSIONS OF 1.5 HOURS WITH TIME IN BETWEEN

LEARNING OBJECTIVES

- Sensitise about the interaction between gender equality and work-life balance in academic environment
- Familiarise participants with the concept of Gendered Organisations Theory
- Discuss possible interventions and policies
- Sensitise to potential resistances within the academia and ways to counter them

TARGET GROUPS

- Human Resources officers
- Research team leaders
- Heads of departments/units
- Gender equality officers/ focal points; Equality/ diversity officers

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION DAY 1](#)

[PRESENTATION DAY 2](#)

[PRESENTATION DAY 3](#)

[MIRO TEMPLATE Resistances](#)

[MIRO TEMPLATE Work-life balance problems](#)

[TEMPLATE Work-life balance indicators](#)

[MIRO TEMPLATE Making the way to the top](#)

GE Academy Implementation

Title: Beyond childcare: a gender approach to work-life balance in R&I institutional cultures

Venue and date: Online, December 7, 9 and 11, 2020

Trainer: Ana Belén Amil

(Replicated: Delivered in three sessions Online, 3-5-7 May 2021)

Trainers: Ana Belén Amil & Daniela Moreno Alarcón

2.6.3 How to communicate "gender" in times of resistance

ONLINE WORKSHOP

DURATION: 0.5 DAY/3 HOURS

LEARNING OBJECTIVES

- Sensitise about the importance of gender-sensitive communication and provide introduction to what this notion might entail
- Discuss strategies for gender-sensitive communication
- Provide concrete tips and tricks

TARGET GROUPS

- Researchers
- Communication officers at academic/research institutions
- Gender Equality Plan team members in academic/research institutions
- National Contact Points for Horizon Europe

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

[PRESENTATION](#)

PHOTOS AND HEADLINES TO BE USED IN GROUPWORK [PART 1](#) & [PART 2](#)

GE Academy Implementation

Title: How to communicate "gender" in times of resistance

Venue & Date: Online, 28 April 2021

Trainers: Susanne Dietrichson, Vibeke Hoem, Linda Marie Rustad, Trine Rogg Korsvik

2.6.4 Intersectionality, diversity and inclusion in teams and organisations (2 sessions)

VIRTUAL ROUNDTABLES

DURATION: TWO SESSIONS OF 1.5 HOURS DELIVERED IN DIFFERENT DAYS WITH DIFFERENT SPEAKERS

LEARNING OBJECTIVES

- Understanding intersectionality and its relations with other perspectives (gender+ and diversity approaches)
- Sensitise about the importance of adopting theoretical and practical tools aiming at a broader inclusivity of academic/research institutions
- Familiarise with theoretical and practical implications connected to the application of an intersectional perspective to promote institutional change in academic/research institutions
- Address ways to articulate a gender+ equality agenda with a diversity agenda: challenges and pitfalls
- Exchange on how to address intersectionality and diversity in GEP design and implementation.

TARGET GROUPS

- Human Resources officers in academic/research institutions
- Gender Equality Officers/Gender focal points in academic/research institutions
- Equal opportunity and diversity officers/EDI staff in academic/research institutions
- Gender Equality Plan (GEP) team members in academic/research institutions
- Gender Equality activists/promoters in academic/research institutions
- Researchers

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP SESSION 1 and 2](#)

PRESENTATIONS SESSION 1 [PART 1](#) [PART 2](#) [PART 3](#)

PRESENTATIONS SESSION 2 [PART 1](#) [PART 2](#) [PART 3](#) [PART 4](#) [PART 5](#)

[QUESTIONS FOR DISCUSSION SESSION 1 AND 2](#)

GE Academy Implementation

Title: Intersectionality and institutional change in Academia: The theory and the practice

Venue & Date:

Session 1: Online, 31 May 2021

Session 2: Online, 2 June 2021

Moderator: Ea Høg Utoft

Panellists Session 1: Lise Rolandsen Agustín, Mieke Verloo, Victoria Showunmi, Lise Rolandsen Agustín

Panellists Session 2: Andrea D. Bührmann, Barbara Hey, Gemma Irvine, Ingrid Schacherl, Sofia Jabeen

2.6.5 Intersectionality in institutional change processes in academic organisations

DURATION: 1 HOUR AND 10 MINUTES

LEARNING OBJECTIVES

- Introduce the concept of intersectionality, its origins and its relevance to institutional change
- Highlight key differences between intersectionality, multiple discrimination and diversity perspectives
- Present methodological challenges to the application of intersectional approaches to institutional change in universities
- Discuss main barriers and provide examples of how these could be overcome

TARGET GROUPS

- Human resource officers
- Researchers
- Gender equality officers/Focal persons; Equality/Diversity officers
- Middle managers aiming to start the path towards institutional change

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Adopting an intersectional perspective in GEP design and implementation
(Speaker: Tony McMahon)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 1 July 2020

2.6.6 Gender bias in academic recruitment and promotion. Recognising and overcoming it

DURATION: 1 HOUR AND 15 MINUTES

LEARNING OBJECTIVES

- Sensitise about the benefits of recruiting diverse talents
- Highlight how bias is often embedded in recruitment processes, tools, and lexicon (i.e., pre-determined candidate profiles, the different value attributed to same psychological traits/attitudes of men and women, etc.)
- Familiarise with existing promising practices

TARGET GROUPS

- Decision-makers (heads of institutes/departments)
- Human resources managers
- Administrative staff

WEBINAR MATERIALS

[SCRIPT OF THE WEBINAR](#)

[PRESENTATION](#) - Implicit bias in academia: a threat to meritocracy, and what to do about it (Speaker: Jadranka Gvozdanovic)

[PRESENTATION](#) - Gender vanguards at KU Leuven. Interrupting gender bias in assessment and promotion committees (Speakers: Heidi Mertens and Andrea Bardyn)

[FULL WEBINAR](#)

GE Academy Implementation

Date: 29 October 2020

2.7 Gender-based violence

2.7.1 Setting up policies to address gender-based violence and sexual harassment

VIRTUAL ROUNDTABLE Co-organised with the UniSAFE project

DURATION: 2 HOURS

LEARNING OBJECTIVES

- Mutual learning and exchange: getting inspiration from others about how to address gender-based violence (GBV)
- Knowledge exchange: brief about the expressions and forms of GBV in academia
- Strategies: facilitate approaches aimed at combating/reducing GBV in academia
- Tools: address ways to include GBV in a gender+ equality agenda: challenges and pitfalls
- Tools: exchange on how to address GBV in GEP design and implementation.
- Familiarise with theoretical and practical implications connected to the application of different conceptualisations of GBV to promote institutional change in academic/research institutions

TARGET GROUPS

- People involved/interested in gender equality and gender-based violence (GBV) in academia and research organisations
- Managers in academia and research organisations
- HR officers in academia and research organisations
- GE(P) (Gender Equality/Gender Equality Plan) team members in academia and research organisations
- GE Officers/Gender focal points in academia and research organisations
- GE activists/promoters in academia and research organisations

WORKSHOP MATERIALS

[SCRIPT OF THE WORKSHOP](#)

PRESENTATIONS [PART 1](#) [PART 2](#)

[INTRO](#)

GE Academy Implementation

Title: Addressing gender-based violence and sexual harassment in academia and research organisations

Venue & Date: Online, 13 October 2021

Moderator: Sofia Strid

Trainers: Ruth Lewis, Liisa Husu, Marcela Linkova, Barbara Biglia

2.7.2 Building and implementing protocols against gender-based violence, including sexual harassment

ONLINE TRAINING

DURATION: 1 DAY

LEARNING OBJECTIVES

- Understanding sexual harassment as an expression of gender violence and power relations
- Discussing and providing examples of interventions and policies
- Importance of embedding sexual harassment policies in institutional structural change

TARGET GROUPS

- Gender equality officers/focal points/equality and/or diversity officers
- Human resources officers
- Ombudspersons
- GEP teams
- Health and safety officers
- Head of departments/units

TRAINING MATERIALS

[SCRIPT OF THE TRAINING](#)

[PRESENTATION](#)

[TEMPLATE 1 Introduction](#)

[TEMPLATE 2 What is our understanding of sexual harassment?](#)

[TEMPLATE 3 Mapping our policies against sexual harassment](#)

[TEMPLATE 4 How to improve policies to combat sexual harassment at work?](#)

[TEMPLATE 5 How can sexual harassment policies be part of institutional change?](#)

GE Academy Implementation

Title: Acting against sexual harassment in academia and research organisations

Venue & Date: Online, 25 February 2021

Trainers: Sofia Strid & Nathalie Wuiame

(Replicated: Online, 7 October 2021)

Trainers: Ea Utoft & Juliette Sanchez-Lambert

3. Summer Schools

3.1 Gender, Cities and Planning Processes: Engendering Research in climate, energy and mobility coorganised with the Technical University of Madrid

DURATION: 5 DAYS

COURSE DESCRIPTION

This online Summer School focuses on gender research in cities and planning processes. It will look at the gender dimensions of urban and transportation research, considering in particular gendered-relevant aspects of important crosscutting issues such as climate, energy and ICT at the urban scale.

Gender affects who does research, how and which research questions are identified as important. Which methodologies are chosen, the case studies and data sets used, and the analysis undertaken. For an increasing number of researchers, these considerations are explicit, but for others they remain implicit, or even unconscious.

This online summer school aims to provide participants with the knowledge and tools necessary to explore how gender affects their existing or proposed research and to understand what it means to integrate a gender perspective into research and what it implies. Regulatory arrangements, tools and methodologies will be built from introducing the concept of gender and developing its complexity, in general, to work on the gender dimensions of urban planning, urban public space, housing, mobility and transport. It will also consider the interrelations of gender, energy and climate change at the urban scale. The aim is that participants can understand how they can incorporate sophisticated gender analysis into their research project. During 5 days, keynote talks, seminars, participatory debates and workshop on real cases will be carried out in order to actively involve the participants, fostering an exchange of knowledge and experiences. The purpose is to provide the participants with a basis of knowledge and tools to integrate gender in their personal research on urban planning, mobility, climate or energy fields.

LEARNING OBJECTIVES

- Acquire basic knowledge on state of the art on gender in these scientific fields
- Familiarise on how gender can be incorporated in research projects in the scientific fields concerned
- Build capacity in designing and implementing research projects taking gender into account in these fields
- Support participants in working on concrete research projects or ideas to get a sense of what really means in practice
- Facilitate interaction between researchers in these scientific fields
- Provide examples of pitfalls and good practices to overcome them

TARGET GROUPS

Junior and Senior Researchers on

- Spatial Planning fields

- Mobility and Transport Infrastructures
- Climate, Energy and Water fields with a focus on urban scale

SUMMER SCHOOL MATERIALS

SCRIPT OF THE SUMMER SCHOOL

DAY 1 PRESENTATIONS PART 1 PART 2 PART 3 PART 4

DAY 2 PRESENTATIONS PART 1 PART 2 PART 3 BRAINSTORMING EXERCISE

DAY 3 PRESENTATIONS PART 1 PART 2

DAY 4 PRESENTATIONS INTRO PART 1 PART 2 PART 3

INTRODUCTORY EXERCISE

REFLECTION EXERCISE

GE Academy Implementation

Venue & Date: Online, 7-11 June 2021

3.2 Gender Equality Plans and the challenge of intersectionality: from design to implementation, monitoring and evaluation coorganised with the Technological University Dublin

DURATION: 5 DAYS

COURSE DESCRIPTION

The GE Academy Summer School in TU Dublin provides participants from higher education and research institutions with advanced knowledge, approaches and tools for the design, implementation, monitoring and evaluation of Gender Equality Plans (GEPs). Special attention is paid to the need to look at the intersection of gender and other attributes/identities in delivering institutional change. The summer school comprises a conference on Athena Swan (on day 1), followed by 8 sessions of 90-minutes each over the remaining 4 days. It includes seminars, workshops, roundtables and keynotes on the following topics

- Concepts of gender equality and institutional change in R&I
- Key problems at stake
- The six steps of a Gender Equality Plan
- Participatory techniques
- Main risks and common obstacles
- Sustainability drivers
- Integration of a gender dimension in research

The Dublin Summer School includes participation to the Athena Swan Conference on 14 June, organised by TU Dublin. This conference opens with a keynote lecture (45mins) delivered by Dr. Gemma Irvine, Vice-President of Equality & Diversity in Maynooth University (Ireland), followed by the Q&A session.

It is followed by three sessions, each dedicated to a specific theme:

- The first session discusses the advantages, disadvantages and future challenges of certification-award systems for gender equality in Research Performing Organisations.
- The second session, 'Going for Silver' consists of a panel of three speakers from STEM Schools, in both the UK and Ireland, which have been awarded a bronze renewal, a silver and a gold, respectively.
- The third session, on 'Intersectionality' takes a workshop format. For this session, participants are required to do some pre-work based on materials distributed in advance. This preparation provides the focus for a reflection and discussion around the concepts, techniques, and challenges in the adoption of intersectional approaches in Athena Swan applications and GEPs more generally.

LEARNING OBJECTIVES

The main objective is to facilitate sustainable institutional change in these organisations and equip participants with strategies to face barriers and resistance.

- Identify and discuss key problems at stake regarding gender in R&I
- Reflect on the importance of institutional change for GE
- Reflect on the strengths and limitations of the GEAR tool

- Examine the prerequisites and key success factors through inspiring practice
- Build capacity for successful stakeholder mobilisation
- Examine resistance to change and discuss/exchange tools to overcome it
- Build capacity for self-reflection and enhancement of HRM processes
- Build capacity for integrating a gender dimension for better research quality, output and impact

TARGET GROUPS

The summer school is designed for experienced agents engaged in institutional change in research and innovation through GEP implementation. In particular:

- Gender Equality/Diversity/Equal Opportunity Officers and focal persons
- Human Resources officers
- Gender Equality Plan team leaders and members
- Middle managers
- Organisational change agents
- Heads of institutes/departments

SUMMER SCHOOL MATERIALS

[SCRIPT OF THE SUMMER SCHOOL](#)

DAY 1 PRESENTATION [PART 1](#) [PART 2](#) [PART 3](#) [PART 4](#) [PART 5](#)

DAY 2 PRESENTATIONS [PART 1](#) [PART 2](#) [PART 3](#) [PART 4](#)

DAY 3 PRESENTATIONS [PART 1](#) [PART 2](#) [PART 3](#)

DAY 4 PRESENTATIONS [PART 1](#) [PART 2](#)

DAY 5 PRESENTATIONS [PART 1](#) [PART 2](#) [PART 3](#)

[GROUP EXERCISE](#)

[MIRO BOARD](#)

GE Academy Implementation

Venue & Date: Online, 14-18 June 2021

3.3 Planning & Implementing Gender Equality Plans coorganised with the Central European University

DURATION: 5 DAYS

COURSE DESCRIPTION

Gender Equality Plans (GEP) are a precondition for research and higher education institutions to apply for EC Horizon Europe research funding starting from the 2021 funding cycle. This summer course is targeted at participants from higher education institutions and aims to provide the basic skills and knowledge to develop and implement GEPs. In line with the mission of Central European University, the course places a strong, but not exclusive, emphasis on bringing together professionals working in higher education in post-communist countries in Central and Eastern Europe and aims to contribute to extending the network of gender equality professionals working in higher education institutions in the region.

The course builds on a structural understanding of gender inequalities, stereotypes and biases in research. It is grounded in the need to tackle gender inequality in its complex, multi-layered dimensions with a strategic view in mind and a holistic set of measures. In line with principles endorsed by the European Commission, we propose Gender Equality Plans as key tools for structural change. We do this while recognising that the scope of such plans may strongly vary, depending on the type of organisation, the institutional context in which it is implemented, the disciplines addressed, or the type of gender biases and inequalities identified in the specific institution.

The course familiarises participants with different manifestations of gender inequality in higher education institutions and provide them with conceptual and practical tools to diagnose the state of gender equality in their own institutions and communicate findings in strategic ways. It familiarises with designing and implementing GEPs to tackle problematic areas and monitor the results of implemented actions. The roadmap for GEPs is explored in detail, including strategies to build institutional alliances with key stakeholders, handling resistances to gender equality and ensuring leadership support.

LEARNING OBJECTIVES

- Sensitising about key areas of gender inequality in higher education
- Familiarising with methods of diagnosing gender inequality in higher education contexts, including methods for collecting and analysing data
- Familiarising with the concept of gender equality planning and its main stages
- Familiarising with processes of setting up gender equality plans (GEPs) including strategies, resistances and tools to cope with them
- Familiarising with prerequisites and key success factors
- Building capacity for stakeholder mobilisation
- Building capacity for ongoing monitoring of gender equality action
- Familiarising with resources, information platforms and funding opportunities for gender equality practitioners in higher education

- Networking with other change agents from across Europe; joining the European community of practice

TARGET GROUPS

- Academic staff
- Gender Equality/Diversity/Equal Opportunity Officers and Senior Managers
- Human Resources officers
- Gender Equality Plan teams
- Mid-level managers
- Team or unit leaders affiliated with higher education institutions in Central Eastern Europe and ideally in positions that allow them to initiate action that makes the implementation of a GEP feasible

SUMMER SCHOOL MATERIALS

DAY 1 [PRESENTATION 1](#) & [SCRIPT 2,3](#) & [RECOMMENDED READINGS AND RESOURCES](#)

DAY 2 [PRESENTATION](#) & SCRIPT

DAY 3 [PRESENTATION PART 1](#) & [SCRIPT1](#), [SCRIPT 4](#), [SCRIPT3](#)

DAY 4 PRESENTATION [PART 1 PART 2](#) & [SCRIPT 1](#), [SCRIPT 2](#)

DAY 5 PRESENTATION & SCRIPT

GE Academy Implementation

Venue & Date: Online, 5-9 July 2021

4. Train the Trainers

1. ONLINE SESSIONS

VERSION 2020:

ONLINE INTRODUCTORY SESSIONS

- Online Session 1 - Introduction and expectations
- Online Session 2 - Structural change and GE Academy quality criteria
- Online Session 3 - GE Academy standards
- Online Session 4 - GE Academy script

THREE DAYS SESSIONS

- Session 1: Key issues in training for structural change
- Session 2: Techniques for training on structural change
- Session 3: GE Academy methods and tools
- Session 4: Working with GE Academy training materials in practice Part 1
- Session 5: Working with GE Academy training materials in practice Part 2
- Session 6: Privilege and intersectionality in training for structural change
- Session 7: Dealing with resistances in GE Academy trainings
- Session 8: Support following the 3-days-training
- Session 9: Evaluation of GE Academy training in practice; Further needs and next steps

VERSION 2021

Two online introductory sessions

- Session 1: Introductions and Expectations
- Session 2: Reviewing Preparatory Materials

Three days sessions

- Session 1: Key issues in training for structural change
- Session 2: Techniques for training on structural change
- Session 3: GE Academy methods and tools
- Session 4: Working with GE Academy training materials in practice Part 1
- Session 5: Working with GE Academy training materials in practice Part 2
- Session 6: Privilege and intersectionality in training for structural change
- Session 7: Dealing with resistances in GE Academy trainings
- Session 8: Support following the 3-days-training
- Session 9: Evaluation of GE Academy training in practice; Further needs and next steps

2. EXPERIENCED TRAINERS

3. THREE-DAY SESSION (IN-PERSON)

4.1 Online Sessions

Two versions (2020, 2021) starting with introductory sessions and followed up by a three-days programme. One additional session for experienced trainers.

LEARNING OBJECTIVES

- Explain how training contributes to structural change in research and innovation
- Identify typical barriers and obstacles in structural change processes
- Explain key aspects of gender inequality in research and innovation
- Address resistances to gender equality and explain how to use strategic framings for structural change
- Implement gender training methodologies and tools, including using a GE Academy training script
- Apply quality standards in gender training using the GE Academy Principles

TARGET GROUPS

- Candidate gender trainers

Version 2020

DURATION: 2 HOURS/EACH

MATERIALS - ONLINE INTRODUCTORY SESSIONS

- SESSION 1 - INTRODUCTION AND EXPECTATIONS

[PRESENTATION](#)

- SESSION 2 - STRUCTURAL CHANGE AND GE ACADEMY QUALITY CRITERIA

[PRESENTATION](#)

TEMPLATE - [GROUP 1](#) [GROUP 2](#) [GROUP 3](#) [GROUP 4](#)

- SESSION 3 - GE ACADEMY STANDARDS

[PRESENTATION](#)

TEMPLATE - [GROUP 1](#) [GROUP 2](#) [GROUP 3](#) [GROUP 4](#)

- SESSION 4 - GE ACADEMY SCRIPT

[PRESENTATION](#)

TEMPLATE - [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

DURATION: 1.5 HOURS/EACH

ONLINE THREE DAYS SESSIONS – MATERIALS

- Session 1: Key issues in training for structural change

[PRESENTATION](#)

TEMPLATE - [GROUP 1](#) [GROUP 2](#)

- Session 2: Techniques for training on structural change

[PRESENTATION](#)

TEMPLATE [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

- Session 3: GE Academy methods and tools

[PRESENTATION](#)

- Session 4: Working with GE Academy training materials in practice Part 1

[PRESENTATION](#)

TEMPLATE 3 [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

- Session 5: Working with GE Academy training materials in practice Part 2

[PRESENTATION](#)

- Session 6: Privilege and intersectionality in training for structural change

[PRESENTATION](#)

- Session 7: Dealing with resistances in GE Academy trainings

[PRESENTATION](#)

- Session 8: Support following the 3-days-training

[PRESENTATION](#)

- Session 9: Evaluation of GE Academy training in practice; Further needs and next steps

[PRESENTATION](#)

GE Academy Implementation

Introductory sessions

Date: Online, 25 May 2020

Date: Online, 10 September 2020

Date: Online, 26 October 2020

Date: Online, 6 November 2020

Trainers: Lucy Ferguson, Maxime Forest, Nathalie Wuiame, Lut Mergaert, Marina Cacace and Bente Knoll

GE Academy Implementation

Three days programme

Date: Online, 2-3-4 December 2020

Trainers: Lucy Ferguson, Maxime Forest, Nathalie Wuiame, Bente Knoll

Version 2021

SESSIONS

Two online introductory sessions

- Session 1 - Introductions and Expectations
- Session 2 - Reviewing Preparatory Materials

Three days sessions

- Session 1: Key issues in training for structural change
- Session 2: Techniques for training on structural change
- Session 3: GE Academy methods and tools
- Session 4: Working with GE Academy training materials in practice Part 1
- Session 5: Working with GE Academy training materials in practice Part 2
- Session 6: Privilege and intersectionality in training for structural change
- Session 7: Dealing with resistances in GE Academy trainings
- Session 8: Support following the 3-days-training
- Session 9: Evaluation of GE Academy training in practice; Further needs and next steps

DURATION OF ONLINE INTRODUCTORY SESSIONS: 90 MINUTES/EACH

MATERIALS - TWO ONLINE INTRODUCTORY SESSIONS

Two online introductory sessions

- Session 1: Introductions and Expectations

[PRESENTATION](#)

EXPECTATIONS [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

GE ACADEMY PRINCIPLES [GROUP 1](#) [GROUP 2](#) [GROUP 3](#) [GROUP 4](#)

- Session 2: Reviewing Preparatory Materials

[PRESENTATION](#)

[GEP TRAINING GROUP DISCUSSION TEMPLATE](#)

DURATION THREE DAYS SESSIONS: 90 MINUTES/EACH

MATERIALS – THREE DAYS SESSIONS

Three days sessions

- Session 1: Key issues in training for structural change

[PRESENTATION](#)

TEMPLATE 1 [GROUP 1](#) [GROUP 2](#)

- Session 2: Techniques for training on structural change

[PRESENTATION](#)

TEMPLATE [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

- Session 3: GE Academy methods and tools

[PRESENTATION](#)

- Session 4: Working with GE Academy training materials in practice Part 1

[PRESENTATION](#)

TEMPLATE 3 [GROUP 1](#) [GROUP 2](#) [GROUP 3](#)

- Session 5: Working with GE Academy training materials in practice Part 2

[PRESENTATION](#)

- Session 6: Privilege and intersectionality in training for structural change

[PRESENTATION](#)

- Session 7: Dealing with resistances in GE Academy trainings

[PRESENTATION](#)

- Session 8: Support following the 3-days-training

[PRESENTATION](#)

[ONLINE TRAINING DISCUSSION TEMPLATE](#)

- Session 9: Evaluation of GE Academy training in practice; Further needs and next steps

[PRESENTATION](#)

GE Academy Implementation

Venue & Date: Online, 29-31 March 2021

Trainers: Lucy Ferguson, Nathalie Wuiame, Maxime Forest, Bente Knoll

4.2 Experienced Trainers (Online)

DURATION: 1.5 HOURS

LEARNING OBJECTIVES:

- Discuss materials reviewed in advance
- Explore GE Academy standards
- Become familiar with key GE Academy materials and tools

MATERIALS:

SCRIPT

[PRESENTATION](#)

TEMPLATE - [GROUP 1](#) [GROUP 2](#)

GE Academy Implementation

Venue & Date: Online, 13 April 2021

Trainer: Lucy Ferguson

4.3 Three-day Sessions (In-person)

LEARNING OBJECTIVES:

- Situate the role of gender training in structural change processes in research and innovation, using the Gender Equality Plan (GEP) and GEAR tool for institutional change.
- Identify and apply gender sensitive and participatory principles and practices, as a fundamental component of transformative structural change.
- Expand and apply the participant's knowledge on gender equality in research and innovation.
- Understand the GE Academy processes in view of becoming part of the Pan-European network of gender trainers.

MATERIAL

[DRAFT SCRIPT FOR TRAIN THE TRAINERS IN PERSON](#)

TARGET GROUPS

- Candidate gender trainers

GE Academy Implementation

This session was not delivered, and the script developed is draft.

Venue & Date: Berlin, 27-29 April 2019 (Cancelled due to COVID-19)

Trainers: Nathalie Wuiame, Lucy Ferguson, Maxime Forest