

Equality Minister Lykke Friis  
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**Charter for More Women in Management - University of Copenhagen  
 baseline report**

25. AUGUST 2010

**Introduction**

The University of Copenhagen has signed up to the Equality Minister's Charter for more women in management so as to further strengthen the work done by the University in activating all talent. In 2008, the University's Board adopted an ambitious action plan titled: "Diversity - more women in research and management." The action plan aims to tackle the challenges in activating all talent so that people have equal career pathways at the University of Copenhagen. The action plan runs from 2008 up to and including 2013. The plan has had a visible impact on the number of newly engaged professors, with the proportion of women amongst newly engaged professors rising by almost thirteen percentage points during the first two years. In addition to the action plan, diversity is an area of active interest in the University's strategic action plan 'Destination 2012' and in the University's HR policy.

**University management**

At the University, management covers both academic and administrative roles. The University endeavours to get more women in management in areas where there is the greatest imbalance between the genders. The current situation is that more women are being educated than men on the University's Masters and PhD courses. There is more or less equal distribution between the genders for post.docs and associate professors but at the lecturer/professor level, there is a clear difference, cf. Table 1 below:

2009	Students		PhD		Post.doc		Associate Professor		Lecturer		Professor	
	F	M	F	M	F	M	F	M	F	M	F	M
<b>No.</b>	21,641	15,084	1417	1059	226	299	112	103	473	1026	101	475
<b>%</b>	57	43	57	43	43	57	52	48	32	68	17	83

The greatest imbalance is to be found amongst professors and senior management. In administrative management, there are more or less equal numbers of women and men amongst managers although with the exception of FA managers and Faculty Directors.<sup>1</sup>

**Table of gender distribution in senior management**

August 2010	Senior management <sup>1</sup>		Faculty management <sup>2</sup>		Heads of Department		FA management <sup>3</sup>		Total	
	F	M	F	M	F	M	F	M	F	M
No.	0	3	11	21	12	41	2	7	25	72
%	-	100	34%	66%	23%	77%	22%	78%	26%	74%

<sup>1</sup> Rectors and University Directors. <sup>2</sup> Deans, Faculty Directors and Heads of KUBIS and BRIC. <sup>3</sup> Vice Directors and Heads of Department

**Charter - 7 points**

The University of Copenhagen will work to comply with the Charter's seven points as follows:

**1) Drawing up a strategy or plan to get more women into management**

The University already extensively complies with the Charter, with Destination 2012, the development contract and action plan for more women in research all laying down a strategy for having more women in research and management. The University's action plan for more women in research will in time increase the number of possible female candidates for example for heads of departments, deanships, etc. Priority will still be given to the process of getting more women in management.

**2) Setting goals and/or targets for women in management**

For the University, it is important that the process towards really equal opportunities for women and for diversity is seen as a reality.

The University's action plan for more women in research and management is therefore aimed at increasing the proportion of female lecturers and professors. As part of signing up to the Charter, the University has decided that the target for women should be 1/3 of newly appointed professors by the end of 2014.

**3) Setting an HR policy to promote equal career opportunities for men and women.**

For the past many years, the University has stressed the importance of having a common personnel policy to ensure uniform terms and conditions for employees throughout the University. The most recent HR policy is based on fundamental HR policies which take into consideration the importance of the University consciously working towards real equality between the sexes. For example, the University has taken the initiative for pregnancies to be taken into consideration when assessing an applicant's scientific production. Every third year, the University undertakes a common risk assessment program which focuses on management and the quality of management.

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<sup>1</sup> The figures for administrative managers are based on participants in the University's management development process.

#### **4) Employment procedures and recruitment to help raise the visibility of the talents of female managers**

In recent years, the University has been working to professionalize the University's employment procedures from the time of advertising vacant roles to the appointment of the most suitable candidate. In recruiting managers, the University focuses on ensuring a reasonable balance between women and men when appointing the best suited candidate for a vacant role. The University will focus more on gender mainstreaming when advertising roles, selecting possible candidates for interview and when conducting employment interviews.

#### **5) Setting minimum numbers of female candidates**

The University's HR policy states that both genders should be represented when recruiting managers via headhunters /recruitment agencies and each gender should account for a third of the candidates.

As part of the Charter, it has been resolved that at least one woman should be selected from formally qualified applicants when recruiting for the TOP100 roles (Rector, ProRector, University Director, Dean, ProDean, Heads of Department, Faculty Directors and Administrative Director).

#### **6) Frameworks for individual woman's career development via networking, mentoring scheme, etc.**

The University will continue to emphasize the importance of skills development and offer a range of courses and development pathways, among other things including pre-managerial courses, courses in project management, personal development, mentoring programs and an intensive management development program.

#### **7) Sharing experiences and results from Charter-based action**

The University of Copenhagen will continue to build up diversity and equality issues on the University's website ([www.mangfoldighed.ku.dk](http://www.mangfoldighed.ku.dk)), and the University will also use this to provide information about the Charter and the action that is taken. <http://www.mangfoldighed.ku.dk/>

The University will also contribute towards the Ministry for Equality's website on "Women in management" and other relevant media.