



The Gender Equality Strategy and the Gender Equality Plan 2022-2025

Preface

The Gender Equality strategy, referred in this text as the GE strategy, was drafted by the Romanian-American University (RAU) based on the kit provided by the Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI to the Romanian Higher Education institutions (<https://uefiscdi.gov.ro/news-kit-informatii-pentru-elaborare-plan-de-egalitate-de-gen-in-universitatii-si-organizatii-de-cercetare-publice-si-private>)). The GE strategy takes into consideration provisions of the European Charter for researchers and of the Code of Conduct in the process of the recruitment of researchers, 2015-2019, the European Gender Equality Strategy 2020-2025, and the Horizon Europe guidance on gender equality plans.

The GE strategy for 2022-2025 refers to the entire community, the main stakeholders, namely academics, non-academic staff, and students, being involved in the drafting of this document.

The GE strategy stands to guarantee that RAU is a safe environment for everyone, and that the activities and processes that take place comply with the principles of equality, diversity, inclusiveness and non-discrimination.

Furthermore, considering the principles established in the GE strategy, RAU delineated a set of actions and associated indicators, included in the Gender Equity Plan (GEP) for 2022-2025.

The GE strategy and GEP assumed by RAU promote and guarantee equality and diversity to knowledge and acquisition of skills to all. The objectives, paths and courses of actions set in the GE strategy and GEP aim at preserving an equal and inclusive organizational culture and promoting gender-equality at all levels. Thus, the GE strategy and the GEP will pro-actively enable, gender equality awareness raising, skills and competences; gender balance in decision-making structures and processes, including recruitment; gender equality in teaching and research; and integrating the gender dimension in teaching curricula and the entire research process.

This document is structured in three parts:

1. Diagnosis
2. Gender Equity (GE) strategy and Gender Equity Plan (GEP) for 2022-2025
3. Monitoring and evaluation of the GEP

I. Diagnosis

The following indicators were selected by the Romanian-American University (RAU) to be relevant on gender equality aspects:

- Women and men in leadership positions
- Women and men – academic staff and researchers
- Women and men – administrative and support services
- Women and men – students at all levels and for all study programs
- Other indicators:
 - Number of staff by sex/gender applying for/taking parental leave, for how long and how many returned after taking the leave
 - Number of years necessary for career advancement
 - Usage of gender in research conducted within RAU

Thus, the indicators are presented in the next sub-section, an analysis of the findings following.

II.1 Data collection

1. Women and men in leadership positions

Table 1. University management

	Woman	Man
Rector		X
Senate president		X
Vice-Rector for research, innovation and internationalization		X
Vice-Rector for academic strategy, institutional development and quality management	X	
Vice-Rector for student and alumni affairs, enrollment, marketing and communications	X	
Vice-Rector for partnership development and digital transformation		X
Chief Administrative Officer	X	
Chief Secretary	X	
TOTAL	4	4

Table 2. Faculty management

	Dean	Vice Dean	Head of Department	Total women	Total men
School of Computer Science for Business Management	M	M	W	1	2
School of Domestic and International Business, Banking and Finance	M	W	W; M	2	2
School of Domestic and International Tourism Economics	M	M		0	2
School of European Economic Studies	M			1	1
School of Law	M	M	M	0	3
School of Management-Marketing	M	W	W	2	1
School of Physical Education, Sport and Kinesiotherapy	M	W	W	2	1
Total men	7	3	2		12
Total women	0	3	4	7	

Table 3. Other Heads of University structures / units (independent units, other than academic):

	Woman	Man
Department of Lifelong learning and part-time education	X	
Department of Foreign languages	X	
Department for Faculty training	X	
Department of Research	X	
Office of the Student Documents	X	
TOTAL	5	

2. Women and men – academic staff and researchers**Table 4. Total number of academic staff, per school**

	Professor	Associate professor	Lecturer	Assistant	Total women	Total men
	1 Woman	4 Women	1 Woman	2 Women	8	

School of Computer Science for Business Management	2 Men	2 Men	5 Men	- Man		9
School of Domestic and International Business, Banking and Finance	2 Women	5 Women	5 Women	3 Women	15	
	3 Men	1 Man	7 Men	1 Man		12
School of Domestic and International Tourism Economics	1 Woman	1 Woman	8 Women	1 Woman	11	
	1 Man	2 Men	Men	Man		3
School of European Economic Studies	- Women	- Women	- Women	1 Woman	1	
	2 Men	1 Man	- Men	- Men		3
School of Law	- Women	2 Women	2 Women	3 Women	7	
	2 Men	6 Men	2 Men	2 Men		12
School of Management-Marketing	1 Woman	5 Women	8 Women	2 Women	16	
	2 Men	3 Men	- Men	2 Men		7
School of Physical Education, Sport and Kinesiotherapy	- Women	2 Women	- Women	- Women	2	
	- Men	1 Man	2 Men	- Man		3
Total women					60	
Total men						49

Table 5. Total number of researchers

	Women	Men
CSI		1
CSII	2	
CSIII		
Research assistant		1
TOTAL	2	2

3. Women and men – administrative and support services

Table 6. Total number of women and men in administrative and support services

	Women	Men
Chief Administrative Officer	1	
IT Department		3
Finance & Accounting Service	4	
Human Resources Service	3	
Library	2	
Academic secretaries	10	1
Office of the Rector	2	

Office of the Student Documents	1	
Office of the American Programs	1	
Erasmus Office	2	
Office of International recruitment and admissions	2	
Center of the Romanian-American Studies	1	1
Dormitory		1
Office for Digitalization		1
Office for Quality Assurance	1	
Office of Communication and PR	2	
Department of Asian Studies	4	2
Registration/Archives	1	
Medical Office/Chapel	1	1
Technical Service		6
Transport		1
Acquisitions		2
Security and Cleaning Service	6	5
TOTAL	44	24

4. Women and men – students at all levels and for all study programs

Table 7. Total number of women and men students at all levels (BA, MA) and all study programs

	Undergraduate (BA)	Graduate Master (MA)	Total women	Total men
School of Computer Science for Business Management	108 Women	25 Women	133	
	546 Men	64 Men		610
School of Domestic and International Business, Banking and Finance	110 Women	42 Women	152	
	165 Men	31 Men		196
School of Domestic and International Tourism Economics	87 Women	26 Women	113	
	48 Men	14 Men		62
School of European Economic Studies	29 Women	1 Women	30	
	33 Men	4 Men		37
School of Law	233 Women	13 Women	246	
	130 Men	6 Men		136
School of Management-Marketing	174 Women	52 Women	226	
	243 Men	55 Men		298
School of Physical Education, Sport and Kinesiotherapy	72 Women	0 Women	72	
	172 Men	0 Men		172
Total women	609		972	

Total men				1511
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5. Other indicators

- Number of staff by sex/gender applying for/taking parental leave, for how long and how many returned after taking the leave

Table 8. Number of staff taking parental leave (2017-2021)

CRT. NO.	WOMAN/MAN*	BEGINNING DATE	ENDING DATE
1	W	01.07.2017	10.05.2019
2	W	07.06.2018	08.02.2020
3	W	05.07.2018	29.03.2020
4	W	01.09.2018	29.06.2020
5	W	15.09.2018	29.06.2020
6	W	10.10.2018	04.07.2020
7	W	05.12.2018	24.10.2020
8	W	27.01.2019	23.09.2020
9	W	07.07.2019	12.04.2021
10	W	22.02.2021	23.12.2022
11	W	19.08.2021	14.06.2023
Total Women		11	
Total Men			0

*All employees returned to the Romanian-American University upon the end of the leave

- Number of years necessary for career advancement

Table 9. Number of years for career advancement

CRT. NO.	WOMAN/MAN	ACADEMIC YEAR- PREVIOUS ADVANCEMENT	ACADEMIC YEAR- LAST ADVANCEMENT
1	M	2013/2014	2015/2016
2	W	2006/2007	2015/2016
3	M	2009/2010	2015/2016
4	M	2008/2009	2015/2016
5	M	2006/2007	2015/2016
6	W	2006/2007	2015/2016

7	M	2014/2015	2016/2017
8	W	1998/1999	2016/2017
9	M	2010/2011	2016/2017
10	W	2013/2014	2016/2017
11	M	2016/2017	2017/2018
12	W	2008/2009	2017/2018
13	W	2013/2014	2017/2018
14	M	2016/2017	2018/2019
15	M	2014/2015	2019/2020
16	W	2007/2008	2019/2020
17	M	2014/2015	2019/2020
18	M	2016/2017	2020/2021
19	M	2012/2013	2020/2021
Total Women		7	
Total Men			12

- Usage of gender in research conducted within RAU

II.2 Data analysis

From the collected data, a number of conclusions can be drawn:

1. At university management level, the gender distribution is equally represented, with 4 women and 4 men.
2. At school management level, overall the number of men is higher than that of women. However, the gender distribution per managerial level displays an interesting situation, with a higher number of women in the case of one level, namely Head of Department, a higher number of men in the case of Dean's level, and an equal situation at the level of Vice-Dean.
3. When it comes to other Heads of University structures / units (independent units, other than academic), the situation is favorable to women
4. Pertaining to the number of academic staff, per school, the situation displays a higher number of women in the case of 3 schools. Overall, the number of women academic staff is higher.
5. The total numbers of researchers show an equal distribution between women and men.

6. The total numbers of women and men in administrative and support services display that the number of women is significantly higher than that of men.
7. The total numbers of women and men students at all levels (BA, MA) and all study programs reflect that, overall, the number of men exceeds the number of women. In two schools, the number of women at undergraduate and postgraduate level exceeds that of men. Moreover, in the case of one school, at undergraduate level the number of men exceeds that of women, while at postgraduate level the situation is converse.
8. Regarding other indicators, the main conclusions are:
 - a. 11 women took parental leave between 2017 and 2021. All returned to RAU once the leave ended.
 - b. The number of men advancing in the academic career exceeds that of women.
 - c. Based on in-depth interviews conducted with academics and researchers from RAU, a series of research streams and methodologies using gender were delineated. Thus, gender was a focus or employed as a sampling variable in studies on tourism, fashion, social networks, education, or mobile and online platforms.

I.3 Conclusions of the Diagnosis

The internal analysis displays a general situation in which gender diversity is adequately represented and emphasized. There are areas in which the number of women surpasses the number of men, while in others the situation is converse. Thus, it is safe to conclude that within RAU there is an organizational culture focusing on gender diversity.

However, based on the conclusions of the internal analysis, two main areas of intervention are delineated:

- RAU should forward a GS and a GEP for 2022-2025
- RAU should effectively and actively disseminate gender relevant actions and measures

II. GE strategy and GEP

Considering the national and European policies and requirements, and the recommendations of UEFISCDI, RAU pledged to propose a GS strategy for 2022-2025, and the associated GEP.

In order to build the GS strategy and GEP, as a first step, RAU decided to create the functions of GE officer within each school, the role being undertaken at vice-dean's or dean's levels, and of GE delegate in each department (academic and other university departments or structures).

The GE officers and GE delegates have roles in the GEP configuration, implementation, monitoring and assessment, as well as in the communication of gender equality objectives, strategies and actions pursued by RAU.

The Rector delegated the development of the GE strategy and GEP 2022-2025 to the members of the University Board to cover all areas and structures of the university, and to work with stakeholders from all such areas and structures, representatives of students, as well as with one external advisor, namely UEFISCDI.

II.1. GE Strategy 2022-2025

The GE Strategy includes five areas of intervention and objectives for 2022-2025. These areas have been selected, and the objectives set, based on the recommendations made by UEFISCDI¹:

Area of intervention	Objective(s)
1. Work-life balance and organizational culture	Supporting a work-life equilibrium in all areas
2. Gender balance in leadership and decision-making	Supporting gender equality at all managerial and decision-making levels
3. Gender equality in recruitment and career progression	Supporting gender-balanced recruitment and career advancement
4. Integration of the gender dimension into research and teaching content	Encouraging a gender approach in research Encouraging a gender approach in curricula
5. Measures against gender-based violence, including sexual harassment	Emphasizing the significance of equality matters and supporting favorable attitudes toward diversity

II.2. GE Plan for 2022-2025

The GE Plan proposed by RAU includes actions to be conducted, target, timeline, indicators and responsible parties for each area of intervention set in the GE strategy.

¹ <https://uefiscdi.gov.ro/news-kit-informatii-pentru-elaborare-plan-de-egalitate-de-gen-in-universitatii-si-organizatii-de-cercetare-publice-si-private>

Area 1. Work-life balance and organizational culture

Objective: Supporting a work-life equilibrium in all areas

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Establishing of policies, procedures and structures at university level for supporting a work-life balance	Academic staff, researchers, technical and administrative staff		X	X	X	Policies, procedures and structures for work and personal life integration	Rector, Vice-Rectors, Chief Administrative Officer, Deans, GE officers
2. Integrating and adapting of IT tools to improve work flexibility	Academic staff, researchers, technical and administrative staff	X	X	X	X	Implemented IT tools to support work-personal life balance	Vice-Rector for partnership development and digital transformation, IT department head, GE officers
3. Designing and tailoring of flexible working plans	Academic staff, researchers, technical and administrative staff	X	X	X	X	Policies, procedures and structures for work and personal life integration	Rector, Vice-Rectors, Chief Administrative Officer, Deans, GE officers

Area 2. Gender balance in leadership and decision-making

Objective: Supporting gender equality at all managerial and decision-making levels

Action/Measure	Target	Timeline	Indicator(s)	Responsible
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1. Disseminating the university's commitment to gender-focus recruitment and career advancement	University management	X	X	X	X	Gender awareness initiatives	Rector, Vice-Rectors, Chief Administrative Officer, Deans
2. Revision of recruitment and career advancement procedures from a gender-based perspective	Academic staff, researchers, technical and administrative staff	X	X	X	X	Revised procedures	GE officers, GE delegates
3. Disseminate career good practices - role models for women in academia and research	Academic staff, researchers, technical and administrative staff, students		X	X	X	Communications on career good practices	GE officers, GE delegates, Heads of Departments

Area 4. Integration of the gender dimension into research and teaching content

Objectives:

Encouraging a gender approach in research

Encouraging a gender approach in curricula

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Workshops on the use of sex and gender	Academic staff,	X	X	X	X	Participation in workshops	Vice-Rector for Research, Innovation and

variables in research to showcase usage in various fields	researchers , students					on usage of sex/gender variables in research	Internationalization , Head of the Research Department, GE officers
2. Debates on the integration of gender equality and diversity issues in curriculum design, as support for teaching staff	Academic staff		X	X	X	Roundtables on integrating sex/gender in teaching curricula	Vice-Rector for academic strategy, institutional development and quality management, Deans, Heads of Academic Departments, GE officers
3. Short trainings/ courses for students on gender equality and diversity	Students		X	X	X	Trainings and courses	Vice-Rector for Research, Innovation and Internationalization , Deans, GE officers

Area 5. Measures against gender-based violence, including sexual harassment

Objective: Emphasizing the significance of equality matters and supporting favorable attitudes toward diversity

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Workshops on discrimination phenomena, violence, harassment, and	Academic staff, researchers, technical and administrative		X	X	X	Participation in training, per categories	Rector, HR, VRs, GE officers

sexual harassment	e staff, students						
2. Reinforce the Code of Ethics of the university with provisions against gender-based violence, including sexual harassment	Academic staff, researchers, technical and administrative staff, students	X	X	X	X	Reassessments of the Code of Ethics	Code of Ethics Board, GE officers
3. Awareness campaign emphasizing diversity and inclusiveness in the university community and encouraging prevention of discrimination in various areas	Academic staff, researchers, technical and administrative staff, students	X	X	X	X	Awareness campaign	Vice-Rector for student and alumni affairs, enrollment, marketing and communications, GE officers, GE delegates

III. Monitoring and evaluation of the GEP

The GE strategy is exercised through the actions and measures set in the GEP. The implementation of the GEP is overseen by all parties involved, but the GE functions will be the primary levels, based on a bottom-up approach. The GE delegates and GE officers will observe the impact of the undertaken actions and will submit yearly reports to the Head of the Research Department, who will consolidate them into a single report to be forwarded to the Vice-Rector for Research, Innovation and Internationalization.

Based on the consolidated report, conclusions will be drawn by the University Board on the accomplishments and shortcomings of the GEP implementation and decisions will be made on preserving or changing actions or measures necessary to attain the GE objectives.

The consolidated report and conclusions will be discussed in the University Senate, and, based on its adoption, will be published on the University's website.