

Memorandum: SDU's GEP

(Gender Equality Plan)

- SDU's quality assurance model for strategic and practical equality initiatives

GET-SDU, AUGUST 2021

Colophon

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List of Abbreviations:

English		Danish	
C-GEC	SDU's central Gender Equality Committee	CLiU	SDU's centrale Ligestillingsudvalg
EIGE	European Institute for Gender Equality	EIGE	European Institute for Gender Equality
FAC	Faculty	FAK	Fakultet
C-Adm	Central Administration	FO	Fællesområde
GE	Gender Equality	GE	Gender Equality
GE-AP	GE Action Plan	GE-B	GE-Beretning
GEP	Gender Equality Plan	GEP	Gender Equality Plan
GET	Gender Equality Team	GET	Gender Equality Team
IGAB	International Gender Advisory Board	IGAB	International Gender Advisory Board
HoD	Head of Department	IL	Instituttleder
GEC	Gender Equality Committee (here often used with reference to local committees)	LiU	Ligestillingsudvalg, her ofte brugt om lokale udvalg på fakulteterne
HoDiv	Head of (administrative) Division – same org level as HoD	OC	Områdechef

SDU's model for GEP (Gender Equality Plan)

- EU-recommended quality assurance of SDU's GE initiatives

Table of contents

List of Abbreviations:	2
Introduction	4
SDU's GE vision statement.....	5
What is a GEP?	6
General principles of SDU's GEP	8
GE Action Plans – content	9
Process of preparing GE Action Plans	10
Appendix A: SDU's GE-organization.....	12
Appendix B: SDU's GEP – a two-year cycle.....	13
Appendix C: Actors, responsibility and tasks in relation to SDU's GEP	18
Appendix D: Process overview	22

Introduction

SDU's GEP ('Gender Equality Plan') provides the framework for SDU's equality work and ensures systematicity, coordination, direction and ongoing support and qualification of the initiatives that take place on all organizational levels.

SDU's GEP thus comprises a formalized, processual framework and support for and quality assurance of SDU's collected GE efforts, whose objectives and coupling to SDU's vision, mission and strategy are described in SDU's GE vision statement¹.

SDU's GEP follows EU's recommendations for assuring quality in GE endeavours. In addition, SDU's GEP follows the strategic direction and guidelines for gender equality at SDU, defined and approved by SDU's Executive Board.

This memorandum about SDU's GEP describes the objectives of SDU's GEP, what the GEP covers, the GEP's annual cycle and process, including the steps in preparing the annual GE Action Plans, as well as involved actors' role, responsibility and tasks.

The memorandum is targeted at SDU's leaders, administrators and GE-organization.

¹ SDU's GEP and GE vision statement was finally approved by SDU's Executive Board, august 2021

SDU's GE vision statement¹

“SDU is a diverse organization, where inclusive and welcoming conduct is promoted and where there is room and respect for differences. We continuously strive to minimize bias in decision making as well as adverse effects of intersecting diversity parameters such as gender, race and social background. We actively, purposefully and continuously strive to be an organization free of sexism, unwanted sexual attention or other types of harassment.

Resting firmly on the principles of free, independent and critical research, SDU's strategic Gender Equality (GE) focus contributes to SDU's overall [strategic goals](#): “to create value for and together with society; to develop talents that encourage unique, innovative solutions; and to contribute to breaking down barriers and shaping a sustainable future”

SDU's strategic GE-focus includes all diversity parameters through an explicit attention to gender equality and inclusion. GE at SDU applies to all aspects of SDU's endeavours: through its close coupling to specific challenges and considerations, SDU's GE efforts support its study- and working environments as well as the execution of the university's primary tasks. SDU continuously works to offer structures and terms that promote equality and inclusion in our study- and working environments and in our research and teaching – and to continuously convey these aspects in our endeavour to attract strong students and employees. SDU's GE efforts ensure that SDU meets external requirements regarding equality, diversity and inclusion – nationally as well as internationally.

SDU acknowledges that striving for increased gender equality is an endeavour that involves the entire organization and requires necessary structural changes. That is why SDU's GE efforts are *informed, consistent* and *conscious* efforts with an ambitious, *persistent and long-term* perspective.

- *Informed* equality work rests on extensive, relevant GE data and knowledge from SDU as well as collaboration with national and international experts and continual qualification through updated GE research
- *Consistent* equality work is achieved through continuous supporting of SDU's primary tasks and functions and through the ongoing and systematic follow-up on GE-initiatives across organizational levels provided by the quality assurance framework of SDU's Gender Equality Plan (GEP)
- *Conscious* equality work is achieved through targeted dissemination, explicit leadership for GE and systematic application and development of methods that promote equality, ensure access to the entire talent pool as well as ensure visible and continuous development of processes, procedures and practices
- *An ambitious, persistent, long-term* focus on GE is achieved through dedicated internal expert resources that support the organization's GE efforts; through structural embedding of GE in work cycles and procedures; through systematic follow-up on data and efforts; and through targeted communication practices that further GE and inclusion and contributes to visibility and transparency.”

https://www.sdu.dk/en/om_sdu/sdus_profil/gender_equality/vision

What is a GEP?

SDU's Gender Equality Plan (GEP) follows EU's (European Institute for Gender Equality, EIGE²) recommendations of embedding, data-supporting, monitoring and systematizing GE initiatives in the academic sector.

With the GEP, SDU lives up to EU's [Gender Equality Strategy 2020-2025](#)³ and complies with the objectives of increased gender equality, diversity and inclusion at European universities throughout the European Research Area (ERA). SDU's GEP thereby contributes to ensuring that SDU lives up to eligibility requirements posed by larger research funders, such as the framework programme Horizon Europe's eligibility-criterion⁴, that stipulates that the integration of GE perspectives be documented.

SDU's GEP also contributes to fulfilling SDU's obligations with regard to the cross-cutting gender and equality dimensions in UN's Sustainable Development Goals.

Aligned with these larger international framings, SDU's GEP is a **model to quality assure** SDU's collected equality initiatives and strategies. SDU's GEP frames, operationalizes and follows up on measures and initiatives in order to ensure equality and equal opportunity at all SDU's organizational levels. This includes the specific task of preparing annual GE Action Plans at Faculty-/ Central Administration level and SDU-level. FAC/C-Adm GE Action Plans are internal documents, whereas SDU's GE Action Plan is a publicly available document in Danish and English, published on sdu.dk.

The objectives of SDU's GEP are to:

- Ensure implementation, documentation and quality assurance of SDU's collected equality endeavours for students and employees
- Structure and support ongoing initiatives
- Perspectivize and inform relevant and prevailing issues on the basis of knowledge and attention to how to promote equality and inclusion
- Ensure that initiatives and measures respond to and reflect local and specific contexts, challenges and requirements
- Further career possibilities and inclusive working, research and study environments

SDU's GEP gathers elements essential for GE work into one comprehensive model to ensure ongoing strategic focus and regular and systematic status on initiatives as well as the definition of plans and objectives for addressing and acting on identified challenges.

SDU's GEP includes a number of component features:

- SDU's Gender Equality organization (Appendix A)
- Documents, whereof the two main documents are the annual FAC / C-Adm GE Action Plans and SDU's GE Action Plan (see the section on the preparation of the GE Action Plans, below)
- Process-plan for the GEP-cycle, which consists of a two-year period, during which the involved steps in the preparation of the GE Action Plans take place (Appendix B)

² <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/what-gender-equality-plan-gep>

³ https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

⁴ *Horizon Europe - Work programme 2021-2022, General Annexes, Part B, p. 13-14*: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf

An important distinction in SDU's GEP is that the GEP comprises the entire quality assurance model. The annual reports and action plans at faculty- / central administration level and SDU level comprise one out of a number of features in SDU's GEP and are termed 'GE Action Plans' (GE-AP).

SDU's GEP addresses three organizational levels of responsibility:

- The executive, strategic SDU-level involves SDU's top management and the Central GE Committee. The result of the GEP-work at this level is the executive SDU GE Action Plan.
- The faculty- and central administrative level (the 'main field level') involves the faculty- / central administrative level and the local GE Committees. The result of the GEP-work at this level are the six faculty / central administrative GE Action Plan, which include measures at both the local department- / administrative division level and the cross-cutting / strategic main field level. Measures at both of these levels serve as input to the executive SDU GE Action Plan.
- The level of department- / administrative division involves Heads of Department (HoD) / Heads of Division (HoDiv) with support from the local GE Committees. The result of the GEP-work at this level is the implementation of concrete equality promoting measures, activities and objectives realizable within the two-year GEP-period.

The responsibility for SDU's equality endeavours is unequivocally placed with management (rectorate, dean / HoD and university director / HoDiv), and is supported by SDU's GE Committees (both central and local) and SDU's Gender Equality Team (GET).

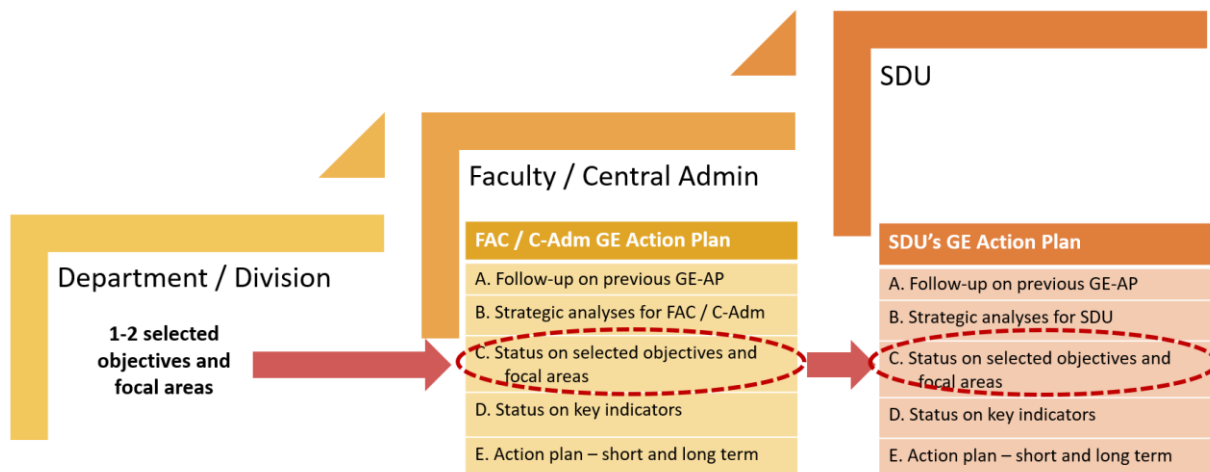


Figure 1: Three organizational levels of responsibility

SDU's GEP run in two-year cycles, described in Appendix B.

General principles of SDU's GEP

The following principles apply to SDU's GEP in general and for the preparation of the GE Action Plans specifically:

The principle of DIALOGUE: Involvement through dialogues at faculties and central administration

It is crucial to ensure dialogue, sparring and knowledge exchange between management and members of faculty and staff in the preparation of local GE Action Plans.

GET and the local GE Committees serve as sounding board, especially at the beginning of the two-year GEP-cycle. The Central GE Committee visits the faculty/C-Admin management and GE committee halfway through the GEP cycle in the capacity as **'Critical Friend'**.

It is important to foster a constructive dialogue between the different stakeholders – at department and division level as well as across different groups, such as staff, units, management, (union- and safety- & health-) representatives, collegiate bodies, GEC-members. This enables an ongoing possibility to disseminate, discuss, and qualify cross-cutting GE initiatives, within and between the three organizational levels: department / division, Faculty / Central Administration and SDU – the entire organization.

'Critical Friend:

A person (or group) of trust who supports another's learning through critical questions, data and an outsider's perspective

The principle of EMBEDDING: local initiative and ownership

It is crucial that initiatives are relevant and make sense locally in order to ensure support. The responsibility for initiating measures is therefore placed at the local level. This requires adequate local administrative support to the faculty / central administrative equality work⁵. Through the dialogue principle, relevant stakeholders at all levels are involved, which at unit level ensures that relevant and prevailing areas of attention and obstacles may be identified in order to define contextually important objectives and measures. This in turn ensures that the implementation of initiatives is relevant and makes sense to the people affected by the work.

The principle of NETWORKING: dialogue and sparring across the organization

As a supplement to the principles of dialogue and embedding, initiatives, support is offered as part of the GEP-cycle process, so that activities and reporting obligations are not executed in isolated vacuum at the different levels. All involved actors are at critical junctions offered support, counsel, qualification, sparring and inspiration from the wider GE organization, which includes sparring across local GE Committees, strategic consultancy from GET and annual input from SDU's International Gender Advisory Board (IGAB). Interaction and facilitated knowledge exchange across faculties and local GE Committees are important aspects of SDU's equality work – a strong foundation for mutual inspiration and cross-organizational coordination of concrete measures.

Appendix C elaborates the involved actors' tasks and responsibility.

⁵ A closer definition of 'adequate administrative support' relies on an ongoing local assessment.

GE Action Plans – content

Every year GE Action Plans are prepared at Faculty / Central Admin level and SDU level. In the two-year GEP cycle, two such GE Action Plans are prepared. At FAC / C-Adm level these differ, so that the initial GE Action Plan is a detailed report and the second is a shorter status- and key indicator report.

FAC / C-Adm GE Action Plans are internal documents whereas SDU's GE Action Plan is a publicly available document in Danish and English, published on SDU's website sdu.dk.

GE Action Plans at both FAC / C-Adm and SDU level follow the same five section structure described in the table below:

GE Action Plans: content and structure	
Section	Description
A. Follow-up on previous GE-AP	<p>Section A contains a follow-up on the previous full GE Action Plan, such as activities, communication, policies, strategies etc.</p> <p>This section includes remarks and recommendations from the 'Critical Friend'-visits (on FAC / C-Adm level from the Central GE Committee every second year, and at SDU-level from the annual IGAB visits)</p>
B. Strategic analyses	<p>Section B contains strategic analyses of the collected equality endeavours, activities and initiatives at FAC / C-Adm level. Strategic analyses are carried out once every second year, at the beginning of the two-year GEP-cycle for the respective FAC /C-Adm (GEP Yr1).</p> <p>In the choice of type of analysis, there is methodological license. An option is SWOT-analysis, where strengths, weaknesses, opportunities and threats regarding SDU and FAC / C-Adm are systematically assessed.</p> <p>The section focuses on general aspects, in the organization, in the outside world, and in the wider societal and vocational context. The section addresses internal as well as external conditions.</p>
C. Status on selected focus areas	<p>Section C presents a status on selected focus areas / activities at all organizational levels. This section is prepared every year at both SDU and FAC /C-Adm level. However, in the second year (GEP Yr2) of the GEP-cycle for the respective FAC / C-Adm, this may be in the form of a shorter status-update of the ongoing activities and initiatives of the GEP cycle.</p> <p>Measures and activities can take the form of strategic initiatives at both SDU, FAC / C-Adm, and / or department / division level.</p>
D. Status on key indicators	<p>Section D applies only to Faculties and SDU and is prepared every year. This section contains status and reflection concerning key indicators in relation to SDU's employee- and student population, including the demographics of academic faculty and management; data-based reflections concerning recruitment, including key indicators in relation to new employees, and for academic faculty the demographics of qualified applicants, applicants and assessment committees. Data must include the gender distribution of the mentioned dimensions, based on the Danish CPR-register and the data processing, the CPR-register allows.</p> <p>Data is drawn from SDU's Gender Statistics. (Appendix E)</p>
E. Action plan	<p>Section E is a summary of sections A-D and is prepared every year for SDU, and every second year, at the end of the two-year GEP-cycle (GEP Yr2), for the respective FAC / C-Adm. The reported measures, activities and initiatives and the attendant reflections form the basis of the coming GEP-period's action plan (which in the coming GE-AP will constitute Section A)</p> <p>Section E is discussed at the meeting between FAC / C-Adm with representatives from C-GEC every second year, in the second year of the respective FAC / C-Adm ('Critical Friend'-visits)</p>

Process of preparing GE Action Plans

SDU's GEP is realized in a fixed cycle, which frames the involved activities and administrative procedures, and ensures systematicity, ongoing follow-up and monitoring, in turn ensuring comprehensive quality assurance of SDU's equality initiatives and strategies. The two annual documents, the executive SDU GE Action Plan and the FAC / C-Adm GE Action Plan, frame and anchor the structuring, reporting and follow-up of initiatives at all organizational levels.

Process of preparing GE Action Plans

The preparation of the executive SDU GE Action Plan and the FAC / C-Adm GE Action Plan comprise the following five main steps:

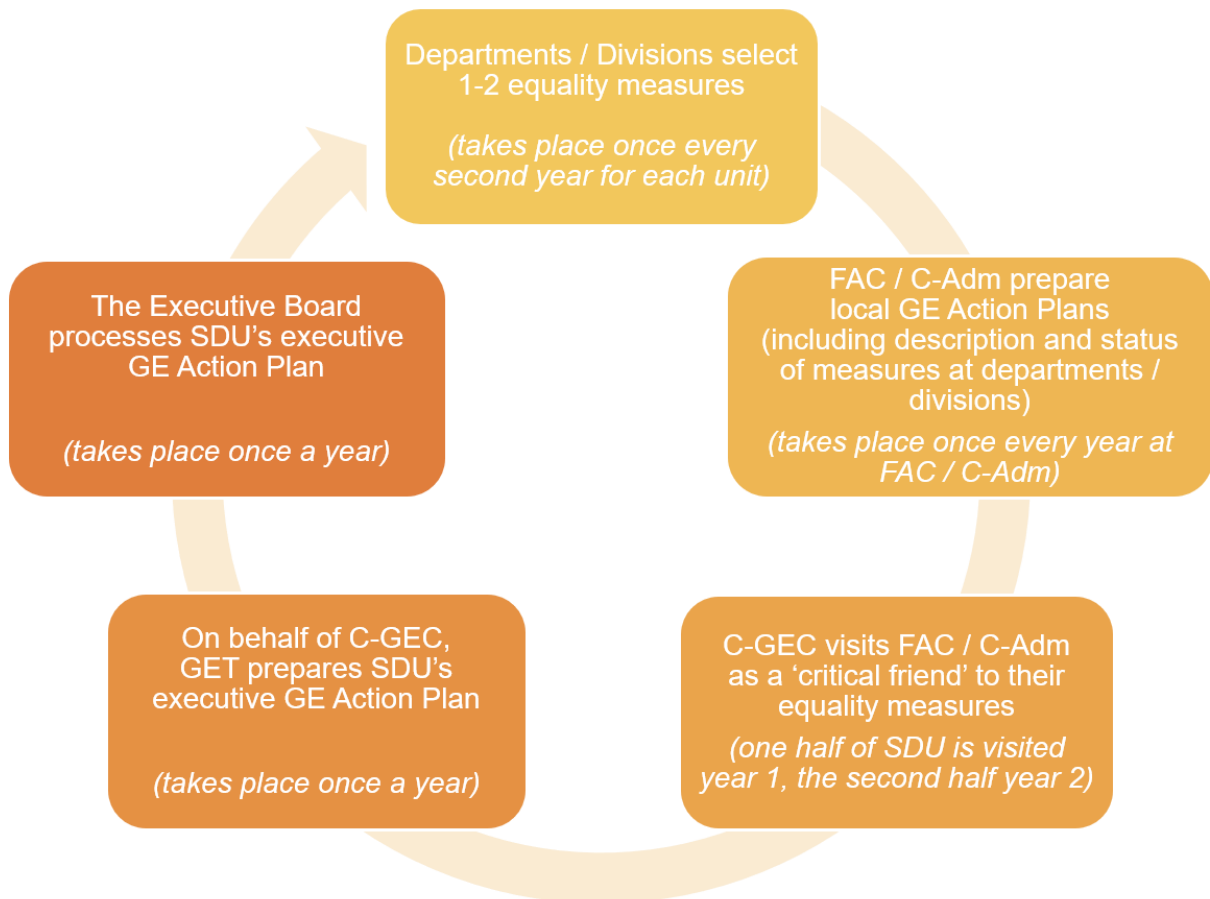


Figure 2: Overview of five main steps in SDU's GEP

These five main steps take place in the course of a two-year cycle, illustrated below:

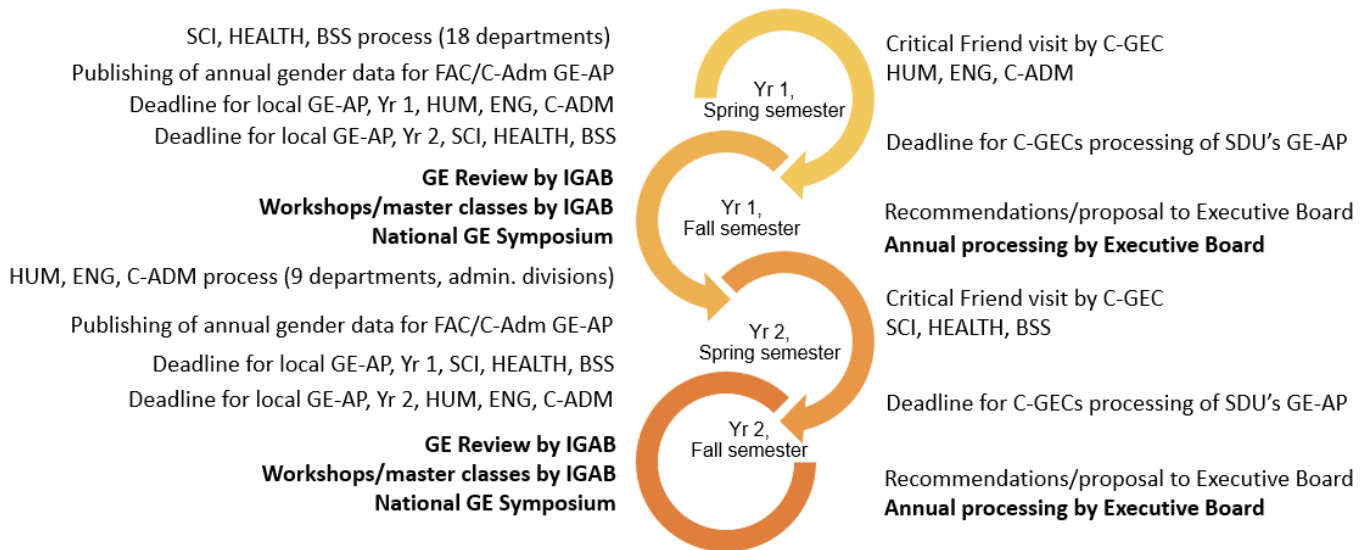


Figure 3: Overview of the two-year GEP-cycle

The individual process steps are elaborated in Appendix B.

Appendix A: SDU's GE-organization

The following diagram illustrates the organizational anchoring of SDU's equality endeavours⁶.

Each faculty and the central administration have their own GE Committee.

SDU has a central GE Committee (C-GEC) with members appointed by SDU's Vice-Chancellor. C-GEC comprises representatives of all main fields as well as unions and student bodies. The C-GEC has its own rules of procedure, accessible at <https://sdunet.dk/da/administration/raadnaevnudvalg/cliu/om> (in Danish).

C-GEC serves as steering committee for SDU's strategic equality unit, Gender Equality Team (GET).

GET is SDU's GE expert-resource and collaborates across the organization. GET serves as consultant, advisor and strategic and operative support to units, leaders, SDU's central and local GEC's as well as the Executive Board.

Chair for C-GEC and the strategic leader for GET is appointed from members of the Executive Board⁷.

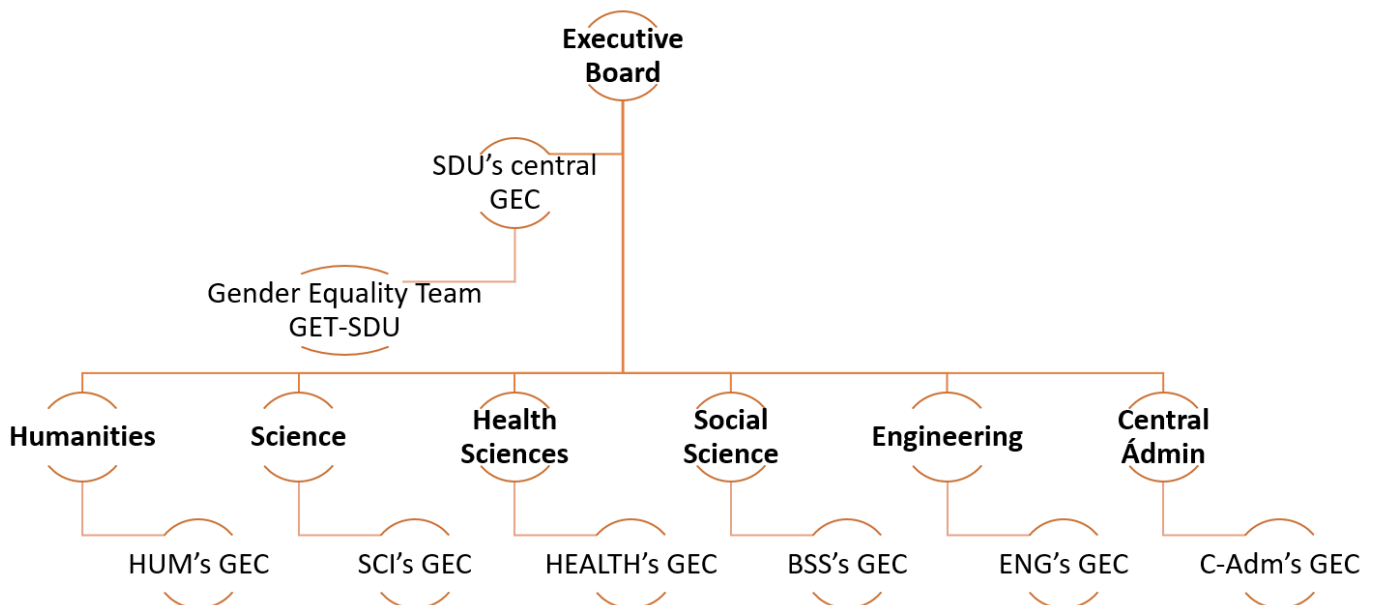


Figure 4: Overview of SDU's GE-organization

⁶ As of August 2021, this document replaced all previous versions of SDU's GE organization

⁷ As of August 2021: Dean Ole Skøtt, Faculty of Health Sciences

Appendix B: SDU's GEP – a two-year cycle

SDU's GEP take place over a two-year period, a GEP-cycle. The process steps are described in the following overviews – the first is a general overview, the second is a more detailed description:

		Process steps – general overview	Time
Year 1	Spring semester	Process plan for the year's GEP-steps is scheduled	January
		Implementation:	
		- Initiation (GEP Year 1): For SCI, HEALTH, BSS: 1-2 (new) focal areas / activities are selected and initiated (at department- and faculty level)	Feb-April
		- Continuation (GEP Year 2): For HUM, ENG, C-Adm: measures / activities continue	Jan-July
		<i>Data in Gender Statistics are published</i>	Feb-March
		All FAC / C-Adm prepare a GE Action Plan, to be sent to GET ⁸	April
		GET compiles SDU's GE-Action Plan	May
		The Central GEC visits HUM, ENG, C-Adm as 'Critical Friend	May-June
		C-GEC processes SDU's GE Action Plan	June
	Fall semester	Measures are implemented according to GE Action Plans at all organizational levels	Aug-Dec
		GET prepares proposal and recommendations based on GE-APs to Executive Board	August
		<i>Executive Board processes and approves SDU's GE Action Plan</i>	October
		SDU's International Gender Advisory Board (IGAB) annual visit	October
		<i>Strategic discussion of SDU's equality endeavours in SDU's Executive Board</i>	December
Year 2	Spring semester	Process plan for the year's GEP-steps is scheduled	January
		Implementation:	
		- Initiation (GEP Year 1): For HUM, ENG, C-Adm: 1-2 (new) focal areas / activities are selected and initiated (at department- and faculty level)	Feb-April
		- Continuation (GEP Year 2): For SCI, HEALTH, BSS: measures / activities continue	Jan-July
		<i>Data in Gender Statistics are published</i>	Feb-March
		All FAC / C-Adm prepare a GE Action Plan, to be sent to GET ⁹	April
		GET compiles SDU's GE-Action Plan	May
		The Central GEC visits SCI, HEALTH, BSS as 'Critical Friend	May-June
		C-GEC processes SDU's GE Action Plan	June
	Fall semester	Measures are implemented according to GE Action Plans at all organizational levels	Aug-Dec
		GET prepares proposal and recommendations based on GE-APs to Executive Board	August
		<i>Executive Board processes and approves SDU's GE Action Plan</i>	October
		Annual visit by SDU's International Gender Advisory Board (IGAB)	October
		<i>Strategic discussion of SDU's equality endeavours in SDU's Executive Board</i>	December

⁸ FAC / C-Adm schedule process and procedures according to local contexts and constraints

⁹ FAC / C-Adm schedule process and procedures according to local contexts and constraints

YEAR 1

YEAR 1			
	Process steps - general overview	Process steps in detail: Activities and actors	Time
Spring semester YEAR 1	Process plan for the year's GEP-steps is scheduled	<ol style="list-style-type: none"> On its first annual meeting, SDU's GEC define and verify a comprehensive process plan for the preparation of the annual GE Action Plans at SDU on the basis of this document, including: <ul style="list-style-type: none"> Setting deadlines for forwarding the FAC / C-Adm GE Action Plans to GET, who will compile the SDU GE Action Plan on behalf of C-GEC. Determining the plan for 'Critical Friend'-visits to the respective FAC /C-Adm for the year. Coordinating the GEP with the processes for formulating SDU's quality assurance programme reports as well as the regular study environment and work-place assessments Involving the collegiate bodies at SDU-level Determining the time for the annual strategic discussion and approval of GE Action Plans by the Executive Board. Local GEC forward the year's plan for the preparation of FAC / C-Adm GE-AP to the FAC / C-Adm management, including a proposal for the distribution of tasks and responsibility across organizational levels and GEC in the annual process-plan (section D in the GE-AP); ensuring that the FAC / C-Adm GE-AP is discussed by the management; and the involvement of local collegiate bodies. On the basis of the GEC's proposal, FAC / C-Adm management approves the year's plan, including the distribution of tasks and responsibility (including GEC's tasks and responsibilities) as well as collaboration with other parts of the organization, such as the health and safety organization. (GET can be invited to participate). 	January
	Implementation, Initiation (GEP Yr1): <ul style="list-style-type: none"> For SCI, HEALTH, BSS: 1-2 (new) focal areas / activities are selected and initiated (at department- and faculty level) 	<ol style="list-style-type: none"> As part of the initiation of the GEP cycle (GEP Yr1), HoD at SCI, HEALTH, BSS meet individually with two representatives from the local GEC and two representatives of GET (as well as other relevant local actors, where desired) in order to brainstorm about one to two possible (new) initiatives to form the basis for the coming GEP cycle's equality work at the department. HoD is responsible for the implementation of the selected measures at his/her department. HoD (SCI, HEALTH, BSS) assess who to involve from his/her department to involve in the process of identifying, selecting and defining the equality measures to be initiated in the GEP cycle – as well as to what extent and how. HoD initiates measures. HoD can draw on GET to the extent he/she so desires. 	Feb-April
	Implementation, Continuation (GEP Yr2): <ul style="list-style-type: none"> For HUM, ENG, C-Adm 	Select measures / activities continue (GEP Yr2): Departments / Administrative Divisions and FAC / C-Adm continue the equality endeavours, they defined and initiated in the previous year (their GEP Yr1). HoD / HoDiv as well as Dean / University Director can draw on GET to the extent he/she so desires.	Jan-July
	<i>Data in Gender Statistics are published</i>		

YEAR 1, cont.

	Process steps - general overview	Process steps in detail: Activities and actors	Time
Spring semester YR1, cont.	All FAC / C-Adm prepare a GE Action Plan, to be sent to GET ¹⁰	<ol style="list-style-type: none"> Once every GEP cycle, HoD / HoDiv describe their equality endeavours. These descriptions serve as input to the FAC / C-Adm GE Action Plans, section C and E. This takes place in their GEP Year 2, thus HUM, ENG, C-Adm submit a status update (Section C) and a full summary of the current GEP cycle and action plan for the upcoming cycle (Section E). These descriptions are forwarded to the local GEC. GEC compiles the FAC / C-Adm GE Action Plan. For HUM, ENG, C-ADM this includes sections A, C, D, and E. For SCI, HEALTH, BSS this includes sections A, B, and D. Dean / University Director (and their respective management groups) Approve their annual GE Action Plan. FAC / C-Adm forward their GE Action Plan to GET. 	April
	GET compiles SDU's GE-Action Plan, in Danish and English	GET receives FAC / C-Adm GE Action Plans and the basis of these as well as the strategic equality endeavours at SDU -level, GET compiles the executive SDU GE Action Plan.	May
	The Central GEC visits HUM, ENG, C-Adm as 'Critical Friend'	Every second year, C-GEC visits the FAC / C-Adm who are in their GEP Year 2, for so-called 'Critical Friend' visits – thus HUM, ENG, C-Adm host meetings, where the FAC / C-Adm management and representatives of C-GEC discuss and qualify their GE Action Plans and ongoing equality endeavours, as well as key indicators and activities.	May-June
	C-GEC processes SDU's GE Action Plan	C-GEC process and forward draft of the executive SDU GE Action Plan. At this meeting, GEC's tasks and responsibilities is discussed as well as the collaboration with other parts of the organization, such as the health and safety organization.	June
Fall semester YEAR 1	Measures are implemented according to GE Action Plans at all organizational levels	SCI, HEALTH, BSS, HUM, ENG and C-Adm (at FAC / Dept and C-Adm / Div level) as well as GET and (all) GE Committees continue implementing the initiated in the current GEP-cycle at all organizational levels	Aug-Dec
	GET prepares proposal to Executive Board	On the basis of the draft approved and forwarded by C-GEC, GET prepares a proposal to the Executive Board	August
	<i>Executive Board processes and approves SDU's GE Action Plan, which is published on SDU.dk in Danish and English</i>		October
	Annual visit by SDU's International Gender Advisory Board (IGAB)	IGAB's annual visit includes a Masterclass for SDU's GEC's, a public event such as a symposium, as well as a GE review with the Executive Board, where IGAB serves as a 'Critical Friend' to SDU	October
	<i>Strategic discussion of SDU's equality endeavours in SDU's Executive Board</i>		December

¹⁰ FAC / C-Adm schedule process and procedures according to local contexts and constraints

YEAR 2

YEAR 2			
	Process steps - general overview	Process steps in detail: Activities and actors	Time
Spring semester YEAR 2	Process plan for the year's GEP-steps is scheduled	<ol style="list-style-type: none"> On its first annual meeting, SDU's GEC define and verify a comprehensive process plan for the preparation of the annual GE Action Plans at SDU on the basis of this document, including: <ul style="list-style-type: none"> Setting deadlines for forwarding the FAC / C-Adm GE Action Plans to GET, who will compile the SDU GE Action Plan on behalf of C-GEC. Determining the plan for 'Critical Friend'-visits to the respective FAC /C-Adm for the year. Coordinating the GEP with the processes for formulating SDU's quality assurance programme reports as well as the regular study environment and work-place assessments Involving the collegiate bodies at SDU-level Determining the time for the annual strategic discussion and approval of GE Action Plans by the Executive Board. Local GEC forward the year's plan for the preparation of FAC / C-Adm GE-AP to the FAC / C-Adm management, including a proposal for the distribution of tasks and responsibility across organizational levels and GEC in the annual process-plan (section D in the GE-AP); ensuring that the FAC / C-Adm GE-AP is discussed by the management; and the involvement of local collegiate bodies. On the basis of the GEC's proposal, FAC / C-Adm management approves the year's plan, including the distribution of tasks and responsibility (including GEC's tasks and responsibilities) as well as collaboration with other parts of the organization, such as the health and safety organization. (GET can be invited to participate). 	January
	Implementation, Initiation (GEP Yr1): <ul style="list-style-type: none"> For HUM, ENG, C-Adm: 1-2 (new) focal areas / activities are selected and initiated (at department- and faculty level) 	<ol style="list-style-type: none"> As part of the initiation of the GEP cycle (GEP Yr1), HoD / HoDiv at HUM, ENG, C-Adm meet individually with two representatives from the local GEC and two representatives of GET (as well as other relevant local actors, where desired) in order to brainstorm about one to two possible (new) initiatives to form the basis for the coming GEP cycle's equality work at the department. HoD / HoDiv is responsible for the implementation of the selected measures at his/her department / division. HoD / HoDiv (HUM, ENG, C-Adm) assess who to involve from his/her department / division to involve in the process of identifying, selecting and defining the equality measures to be initiated in the GEP cycle – as well as to what extent and how. HoD / HoDiv initiates measures. HoD / HoDiv can draw on GET to the extent he/she so desires. 	Feb-April
	Implementation, Continuation (GEP Yr2): <ul style="list-style-type: none"> For SCI, HEALTH, BSS 	Select measures / activities continue (GEP Yr2): Departments / Administrative Divisions and FAC / C-Adm continue the equality endeavours, they defined and initiated in the previous year (their GEP Yr1). HoD as well as Dean can draw on GET to the extent he/she so desires.	Jan-July
	<i>Data in Gender Statistics are published</i>		

YEAR 2, cont.

	Process steps - general overview	Process steps in detail: Activities and actors	Time
Spring semester YR2, cont.	All FAC / C-Adm prepare a GE Action Plan, to be sent to GET ¹¹	<ol style="list-style-type: none"> Once every GEP cycle, HoD / HoDiv describe their equality endeavours. These descriptions serve as input to the FAC / C-Adm GE Action Plans, section C and E. This takes place in their GEP Year 2, thus SCI, HEALTH, BSS submit a status update (Section C) and a full summary of the current GEP cycle and action plan for the upcoming cycle (Section E). These descriptions are forwarded to the local GEC. GEC compiles the FAC / C-Adm GE Action Plan. For SCI, HEALTH, BSS, this includes sections A, C, D, and E. For HUM, ENG, C-ADM, this includes sections A, B, and D. Dean / University Director (and their respective management groups) Approve their annual GE Action Plan. FAC / C-Adm forward their GE Action Plan to GET. 	April
	GET compiles SDU's GE-Action Plan, in Danish and English	GET receives FAC / C-Adm GE Action Plans and the basis of these as well as the strategic equality endeavours at SDU -level, GET compiles the executive SDU GE Action Plan.	May
	The Central GEC visits SCI, HEALTH, BSS as 'Critical Friend'	Every second year, C-GEC visits the FAC / C-Adm who are in their GEP Year 2, for so-called 'Critical Friend' visits – thus SCI, HEALTH, BSS host meetings, where the FAC / C-Adm management and representatives of C-GEC discuss and qualify their GE Action Plans and ongoing equality endeavours, as well as key indicators and activities.	May-June
	C-GEC processes SDU's GE Action Plan	C-GEC process and forward draft of the executive SDU GE Action Plan. At this meeting, GEC's tasks and responsibilities is discussed as well as the collaboration with other parts of the organization, such as the health and safety organization.	June
Fall semester YEAR 2	Measures are implemented according to GE Action Plans at all organizational levels	SCI, HEALTH, BSS, HUM, ENG and C-Adm (at FAC / Dept and C-Adm / Div level) as well as GET and (all) GE Committees continue implementing the initiated in the current GEP-cycle at all organizational levels	Aug-Dec
	GET prepares proposal to Executive Board	On the basis of the draft approved and forwarded by C-GEC, GET prepares a proposal to the Executive Board	August
	<i>Executive Board processes and approves SDU's GE Action Plan, which is published on SDU.dk in Danish and English</i>		October
	Annual visit by SDU's International Gender Advisory Board (IGAB)	IGAB's annual visit includes a Masterclass for SDU's GEC's, a public event such as a symposium, as well as a GE review with the Executive Board, where IGAB serves as a 'Critical Friend' to SDU	October
	<i>Strategic discussion of SDU's equality endeavours in SDU's Executive Board</i>		December

¹¹ FAC / C-Adm schedule process and procedures according to local contexts and constraints

Appendix C: Actors, responsibility and tasks in relation to SDU's GEP

There are a number of responsible actors in SDU's GEP – their responsibility and tasks in relation to SDU's GEP are described in the following:

SDU's Executive Board – responsibility and tasks in relation to SDU's GEP

Responsibility:

The Executive Board defines and ensures the overriding direction and framing for SDU's strategic equality initiatives.

The Executive Board is responsible for ensuring the orientation and involvement of SDU's advisory and collegiate bodies on an ongoing basis.

Tasks:

The Executive Board

- Processes SDU's GE Action Plans once a year
- Hosts and participates in review meetings with IGAB and GET once a year
- Ensures ongoing communication of SDU's strategic equality initiatives to the organization

SDU's central GE Committee (C-GEC)– responsibility and tasks in relation to SDU's GEP

Responsibility:

C-GEC is responsible for initiating the preparation of the annual GE Action Plans and for 'Critical Friend'-visits at FAC and C-Adm.

C-GEC has its own rules of procedure (in Danish) that specify composition and mandate¹².

Tasks:

On its first annual meeting, SDU's GEC define and verify a comprehensive process plan for the preparation of the annual GE Action Plans at SDU, including:

- Setting deadlines for forwarding the FAC / C-Adm GE Action Plans to GET, who will compile the SDU GE Action Plan on behalf of C-GEC
- Processing of the executive SDU GE Action Plan
- Determining the plan for 'Critical Friend'-visits to the respective FAC /C-Adm for the year
- Determining the time for the annual strategic discussion and approval of GE Action Plans by the Executive Board

Each year, the Central GE Committee visits half of SDU's main fields (faculties and central administration) at so-called 'Critical Friend'-visits, where representatives from C-GEC will meet with FAC / C-Adm management and local GEC to discuss and assess their equality efforts and questions / issues in relation to their GE Action Plan (one half one year, the other half the next year).

These visits comprise the backbone in the follow-up of SDU's local equality endeavours. The visits qualify C-GEC's work as advisory body to the Executive Board. The visits will typically take place in the spring semester of the second year of the GEP cycle for the respective faculty / central administration.

¹² <https://sdunet.dk/da/administration/raadnaevnudvalg/cliu/om> - this will be revised, fall 2021

C-GEC is tasked with processing and proposing the draft for the executive SDU GE Action Plan, when it has been prepared by GET and before it is forwarded to the Executive Board.

Deans and university director– responsibility and tasks in relation to SDU's GEP

Responsibility:

Dean / University Director is responsible for initiating the preparation of the FAC / C-Adm GE Action Plan with input from HoD / HoDiv.

Dean / University Director is responsible for allocating resources for administrative support and data access and processing as well as for the preparation of the GE Action Plan.

Dean / University Director is responsible for ensuring the orientation and involvement of local advisory and collegiate bodies on an ongoing basis.

Tasks:

- At FAC, the dean initiates the preparation of the FAC GE Action Plan once a year. This takes place in collaboration with the local GEC and with input from departments regarding their local measures. The Faculty management can choose to initiate measures and activities that include the whole faculty. Please note, that the extent and requirements of the GE-AP differs in the two GEP-years.
- At C-Adm, the university director initiates the preparation of the C-Adm GE Action Plan once a year. This takes place in collaboration with the local GEC and with input from divisions regarding their local measures. The C-Adm management can choose to initiate measures and activities that include the whole administration. Please note, that the extent and requirements of the GE-AP differs in the two GEP-years.
- FAC / C-Adm forward their approved GE Action Plan to GET, who compiles the executive SDU GE Action Plan
- Dean / University director invites and hosts meetings according to the defined process plan. These meetings include a critical friend visit by C-GEC in the second GEP-Year.

Heads of Department and Heads of Division – responsibility and tasks in relation to SDU's GEP

Responsibility:

HoD¹³ / HoDiv has the responsibility of at least once every second year (GEP Year 1) of identifying focus areas and defining objectives¹⁴, that may be monitored and achieved within a to-year period. This includes status reporting of the initiatives to the Faculty / C-Adm as input to the annual FAC / C-Adm GE Action Plans.

HoD/ HoDiv is responsible for ensuring the orientation and involvement of local advisory and collegiate bodies on an ongoing basis.

Tasks:

HoD / HoDiv

- Formulate once every second year objectives for the department's / division's equality work and on this basis initiates 1-2 measures / activities within select focal areas, which may be implemented during the two-year GEP-cycle¹⁵. HoD / HoDiv are expected to involve (select) faculty / staff in this work

¹³ Heads of Faculty Administration enjoy the same status as HoD in this document

¹⁴ In order to ensure continuity and sustainable, long-term development, initiatives can be determined for longer periods than the two years of a GEP-cycle. This also entails objectives that have a longer timespan than the two years.

¹⁵ See note 11, above

- Involve relevant local actors, such as members of the local GEC
- Forward status reports regarding select measures to FAC / C-Adm for the annual GE Action Plan
- Invite sparring and support from the local GEC and GET

SDU's central administration – responsibility and tasks in relation to SDU's GEP

Responsibility:

Administrative divisions, functions and units in SDU's Central Administration (including SDU's Research and Innovation Office) in their capacity of having specific organizational functions and responsibility, have a special responsibility of ensuring that GE-perspectives are integrated in their concrete execution of tasks¹⁶. As a general rule, initiatives undertaken in this context form part of SDU's general strategic GE-efforts.

Tasks:

HoDiv / head of units / function

- Coordinates GE-initiatives and GEP-activities in relation to own organizational processes¹⁷ and measures in collaboration with GET and deans / Executive Board
- Involves relevant internal stakeholders and bodies
- Reports overview and description of how GE is integrated into measures and processes as input to SDU's annual GE Action Plan
- Invites the local and / or central GEC as well as GET for sparring and support

SDU's local GE Committees – responsibility and tasks in relation to SDU's GEP

Responsibility:

FAC / C-Adm GEC provide support and collaboration to HoD / HoDiv and FAC / C-ADM management in their equality endeavours. GEC are responsible for communicating the annual process plan as well as ensuring the discussion of the annual GE Action Plan in the respective management.

Tasks:

FAC / C-Adm GEC

- Spars with HoD / HoDiv on their invitation
- Spars with Dean / FAC management, respectively University Director / C-ADM management
- Initiates GE activities and measures at FAC / C-ADM level according to agreements with Dean / FAC management, respectively University Director / C-ADM management
- Contributes actively to FAC / C-Adm GE activities and implementation
- Prepares the annual FAC / C-Adm GE Action Plan

¹⁶ For instance, SDU's Study Service is responsible for ensuring the integration of GE-perspectives in relation to students, study environments and study administration and programme management; and SDU's HR-service is responsible for ensuring GE-perspectives in HR-administration, working environment and HR-development.

¹⁷ These include both regular, permanent processes, such as SDU's Programme Reports and Work Place Assessment (APV), as well as single, one-off tasks and activities, such as revision of Staff Policy Guidelines.

Regarding the cross-cutting distribution of responsibilities and tasks:

(FAC – Departments – Collegiate bodies – Local GEC /
C-Adm – Divisions – Collegiate bodies – C-Adm GEC):

To ensure that the implementation of equality measures and activities are based on local contexts and experiences (and in correspondence with the GEP PRINCIPLES), it is recommended that the preparation of the annual process plan explicitly takes account of the distribution of responsibilities and tasks including communication between GEC, management, collegiate bodies and departments/divisions.

SDU's Gender Equality Team (GET) – responsibility and task in relation to SDU's GEP

Responsibility:

GET supports and contributes with process assistance and GE expertise to department / division and FAC / C-Adm GE initiatives. This also includes processing and secretarial support in the preparation of the annual GE Action Plans.

GET serves as a contact point for SDU's IGAB and hosts IGAB's review-meetings with the Executive Board as well as SDU's national GE-symposia and GEC-masterclasses

Tasks:

GET

- Compiles the executive SDU GE Action Plan on behalf of C-GEC
- Prepares the report of SDU's GE efforts to the Executive Board
- Invites and facilitates SDU's annual IGAB-events (October): review-meetings with the Executive Board, SDU's national GE-symposia and GEC-masterclasses

Appendix D: Process overview

