

KÖZÉP-EURÓPAI EGYETEM (CENTRAL EUROPEAN UNIVERSITY) GENDER EQUALITY PLAN - 2023-2025



INTRODUCTION

Közép-európai Egyetem (KEE) is committed to promoting the values of open society, democracy, and critical reflective thinking both externally and among its own walls. In line with these efforts, KEE's first Gender Equality Plan aims to advance the status of gender equality by transforming its organizational practices, cultures, and structures that create and maintain gender imbalances and inequities. It targets both underlying assumptions and KEE's visible structure and practices.

KEE's Gender Equality Plan 2023-2025 is an organic continuation of Central European University's first [Gender Equality Plan](#), designed for the period of 2019-2022 in the frame of the [SUPERA](#) project. Building on the achievements and learning from the lessons, it seeks to further address the already identified problems, their causes, and desired outcomes, fully aligning its actions with the new Gender Equality Plan designed for CEU PU. KEE's Gender Equality Plan recognizes KEE as an organization on its own and covers all the areas necessary for a higher education and research institution. The document's contents follow those of the CEU PU Gender Equality Plan 2023-2025, thus the two GEPs substantially overlap. The overwhelming majority of the issues identified and the proposed actions to address them are shared by both Gender Equality Plans serving the same community. Differences appear predominantly in KEE-specific details.

However, the peculiar situation of KEE calls for an unusual parallel approach to the promotion of gender equality. While implementing the Gender Equality Plan presented on these pages in the upcoming three years, a baseline assessment will be carried out with the involvement of the whole community during the first year, to gain a close insight into the actual status of gender equality at KEE. This endeavor is justified by the length of time, and the significant transformation CEU has experienced since the first baseline assessment in 2018. With the Senate's approval, new items and suggested actions will be incorporated into the current Gender Equality Plan

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1. Institutionalization of Gender Equality at KEE

Actions, indicators, and units involved

Actions	Indicators	Units involved	Timeline
1.1. Conduct a baseline assessment of gender equality for KEE	Baseline assessment report completed	IRO, HRO, BFO, DI, SUN, IAS	June 2023
1.2. Revise the KEE Gender Equality Plan 2023-2025 based on the findings of the study	Revised Gender Equality Plan 2023-2025 presented to the KEE Senate	KEE Senate	Fall 2023
1.3. Set up a dedicated Gender Equality Team	KEE Gender Equality Team created	DI, IAS and interested KEE administrative units/employees	June 2023
1.4. Communicate employees' responsibility to promote gender equality	Employees' responsibility is discussed during onboarding and in communication materials.	HRO, Communication Office	September 2023
1.5. Produce Gender Equality Plans with yearly workplans every three years	Gender Equality Plans and workplans approved by the Senate every three years	HRO, BFO, COO, DI, IAS, SUN, KEE Senate, Office of the Academic Secretary	Next Gender Equality Plan with yearly workplans are ready by 2025
1.6. Produce a Gender Pay Gap report yearly	Yearly Gender Pay Gap reports	HRO, BFO, IRO	Annual pay gap reports in every June
1.7. Establish regular monitoring, evaluating and planning	Data driven analyses, reports, action items are included in the yearly workplan	HRO, BFO, COO, DI, IAS, SUN, KEE Senate	Starting with Fall 2023

2. Gender equality in leadership and decision making

Actions, indicators, and units involved

2.1. Achieve and secure minimum 60-40 % gender balance in KEE leadership

Actions	Indicators	Units involved	Timeline
2.1.1. Conduct a consultation with stakeholders about making gender balance in governing bodies a goal for the institution	Discussion on the importance of gender balance in governing bodies held, decision is made	Pro-Rector for Budapest and KEE, KEE Senate	2023
2.1.2. If gender balance has been identified as a goal, design a long-term strategy for achieving and sustaining gender balance in KEE's decision-making bodies and positions	Strategy developed, policy or similar institutionalized regulations adopted	KEE Senate and all future decision-making bodies	2023

2.2. Mainstream gender in decision-making processes

Actions	Indicators	Units involved	Timeline
2.2.1. Run Gender Impact Assessments of KEE's existing policies and regulations with a non-binary approach to gender	Revised, gender-sensitive policies and regulations	Pro-Rector for Budapest and KEE, KEE Senate, Office of the Academic Secretary	2024
2.1.3. Make Gender Impact Assessments a regular part of the approval process of new or amended Policies and other relevant institutional regulations	The Office of Inclusion, Diversity and Equality is consulted during the design phase of institutional regulations; Gender Impact Assessment is incorporated as a requirement in the approval process of official documents at KEE; policies and other regulations are gender sensitive.	COO, Pro-Rector for Budapest and KEE	2024

2.3. Mainstream gender competence in recruitment for open positions

Actions	Indicators	Units involved	Timeline
2.3.1. Systematize the use of the following boilerplate in all job ads: "the institution is strongly	Boilerplate systematically included in all job advertisements	HRO	2023

Actions	Indicators	Units involved	Timeline
committed to the promotion of gender equality and equal opportunities within our institution. Previous training, work experience and/or engagement with matters of equality, diversity and inclusion at the organizational level will be an asset”			
2.3.2. Include gender equality and diversity-related questions when interviewing candidates	Questions on equality and diversity are part of job interviews; attitude towards promoting (gender) equality and diversity is taken into account when evaluating the candidate’s package	HRO	2023
2.3.3. Make Gender Equality, Diversity and Inclusion an explicit and visible element of KEE’s mission, vision and values	Gender Equality, Diversity and Inclusion are explicitly mentioned in KEE’s Mission Strategic Plan, or similar documents	KEE Senate, Pro-Rector for Budapest and KEE	when KEE’s Strategic Plan is ready
2.3.4. Display the Progressive Pride Flag during Pride Month (June) and the Pride-related events in Budapest at the entrance of Nador 15 building	LGBTQIA2S+ flag is displayed every year	Facilities Services	every June and during the Pride-related events from 2023

3. Gender equality in recruitment, retention, and career progression

Actions, indicators, and units involved

For all employees

3.1. Make all phases of recruitment gender sensitive

Action	Indicators	Units involved	Timeline
3.1.1. Prepare guidelines for gender sensitive recruitment	Guidelines adopted and made available	COO, HRO	2023
3.1.2. Distribute Gender-sensitive Recruitment Guidelines for search committees	Guidelines distributed to search committees	HRO	2023

3.2. Develop a gender-sensitive application portal for job openings

Actions	Indicators	Units involved	Timeline
3.2.1. Configure the Online Application Platform in a gender-sensitive manner that allows for monitoring the legal gender and preferred gender of applicants	All gender sensitive HR data needed for diagnosis and monitoring are available	Legal Counsel, HRO	2023
3.2.2. Provide applicants with the option of informing KEE the name they want to be addressed by	Option to provide a preferred name is available in the portal and functioning	HRO, IT	2023

3.3. Mainstream gender in the upcoming HR management system

Actions	Indicators	Units involved	Timeline
3.3.1. Incorporate all data needs for high-quality gender equality institutional analysis and monitoring into the design and implementation phases of the new HR integrated system.	All gender-sensitive HR data needed for diagnosis and monitoring are available	Legal Counsel, HRO	2023
3.3.2. Ensure GDPR compliance for data collection, storage, access and processing	GDPR team's approval for all data collection, storage, access, processing	GDPR team	2023

3.4. Increase salary transparency

Actions	Indicators	Units involved	Timeline
3.4.1. Upload academic salary bands by rank to HRO SharePoint website	Academic salary bands are uploaded and accessible for employees	COO, HRO	2023
3.4.2. Upload administrative salary bands by rank to HRO SharePoint website	Administrative salary bands by rank are uploaded and accessible for employees	COO HRO	2024
3.4.3. Systematically distribute and analyze the Gender Sensitive Exit Questionnaire to employees who voluntarily leave the institution for further analysis in a gender disaggregated manner	Gender Sensitive Questionnaire automatically shared with colleagues leaving the institution voluntarily and analyzed	HRO	ongoing

For administrative staff

3.5. Create a proper, transparent structure with ranks and pay bands for KEE's administrative sector

Actions	Indicator	Units involved	Timeline
3.5.1. Finalize the process of writing and approving Job Descriptions for all administrative positions at KEE.	all job descriptions are finalized	HRO, Unit Heads	2023
3.5.2. Define transparent and meaningful administrative ranks	proper ranks are defined	COO, HRO	2023
3.5.3. Define transparent pay bands for each rank with an adequate (30% and 40%) width between maximum and minimum salaries	pay bands are designed	COO, HRO	2024
3.5.4. Clearly communicate pay bands to employees in all relevant communication platforms	Ranks and pay bands accessible on the internal SharePoint website, and in the employee manual	COO, HRO	2024
3.5.5. Define the rank and pay band of new recruitments during preparing the profile and the job ad.	All new administrative hires coherently integrated into the new grading structure	HRO	2024-2025

3.6. Mainstream gender in the upcoming system of performance evaluation

Actions	Indicator	Units involved	Timeline
3.6.1. Design a gender-sensitive Performance Evaluation system	The Equal Opportunity Officer is involved in the design and implementation of the Performance Evaluation system	HRO	2024-2025
3.6.2. Monitor the results of performance evaluation in a gender disaggregated manner	First gender-disaggregated monitoring exercise conducted	HRO	2024-2025

For academic staff

3.7. Achieve gender balance across academic ranks

Actions	Indicator	Units involved	Timeline
3.7.1. Write Policy on Gender Balance in Research Projects and Research Groups at all ranks	Policy on Gender Balance in Research Projects and Research Groups is approved	Pro-Rector for Research and Faculty, HRO	2024
3.7.2. Collect and monitor the gender of applicants for researcher, post-doc and similar academic positions at the Budapest location in a digitalized manner	Online application portal launched with gender-sensitive data collection	HRO	2024

3.8. Ensure equal pay for equal work

Actions	Indicator	Units involved	Timeline
3.8.1. Monitor IAARS of Budapest based researchers for gender differences in academic workload	gender sensitive annual IAAR report and recommendations acted upon	IRO	every November starting from 2023
3.8.2. Monitor salaries adjusted by ranks	yearly reports on gender pay gap adjusted by rank	IRO	every June starting from 2023

4. Reconciliation of work and care duties

Actions and indicators

4.1. Accommodate and support employees with care-related responsibilities

Actions	Indicators	Units involved	Timeline
4.1.1. Finalize Comprehensive Care Policy for employees	Comprehensive Care Policy is introduced	HRO, COO, SLT	2023
4.1.2. Open child friendly office space	Child-friendly office space is available	Facilities	2023
4.1.3. Reach an institutional agreement on gender-sensitive timetables for scheduling events and work-related meetings and incorporate them in unit operations	Gender-sensitive meeting hours Policy adopted	SLT, COO, HRO	2024
4.1.4. Design an Absence Management Plan to cover for employees with care-related emergencies	Absence Management Plan for different types of responsibilities is introduced	COO, HRO	2024

5. Gender dimension in curricula and research

Actions and indicators

5.1. Improve the presence of gender components in curricula and research

Actions	Indicators	Units involved	Timeline
5.1.1. Adapt existing guidelines created by H2020 projects on improving gender diversity in curricula and research by tailoring them to programs and areas of research running in Budapest, incorporating best practice examples from our own academic community.	Summary of guidelines tailored to the needs of Budapest programs are available	Yehuda Elkana Center for Teaching, Learning, and Higher Education Research, Interested members of Budapest-based academic body	2024-2025
5.1.2. Collaboratively design and make widely available a Toolkit with methodological guidance for those members of the academic community who wish to critically review their syllabi from a gender-sensitive approach. Provide a toolkit for faculty to help mainstream gender in their courses in non-degree programs	Toolkit designed, endorsed, and made available in an online format	Yehuda Elkana Center for Teaching, Learning, and Higher Education Research, Interested members of Budapest-based academic body	2024-2025
5.1.3. Build capacity in ACRO to review research proposals with gender-sensitive lenses and encourage researchers to incorporate a gender dimension in their projects if needed.	Agree on a strategy with ACRO; equip ACRO staff; resource center available in ACRO SharePoint	ACRO	2023-2024

6. Organizational culture, gender biases and stereotypes

Actions and indicators

6.1. Improve gender balance in academic events.

Actions	Indicators	Units involved	Timeline
6.1.1. Revise and clarify the scope and enforcement of the Gender Equity in Events Policy	Clear enforcement mechanism is adopted	Pro-Rector for Budapest and KEE KEE Senate	2024
6.1.2. Open a complaint channel for noncompliance with the Policy	A functional complain channel is set up	Pro-Rector for Budapest and KEE	2024

6.2. Make classroom interaction gender sensitive

Actions	Indicators	Units involved	Timeline
6.2.1. Provide guidelines for Faculty teaching in Budapest nondegree programs on how to integrate gender sensitivity in their pedagogical practices, with special emphasis on affirming and supporting gender non-conforming/non-binary identities	Guidelines are prepared, endorsed, and distributed	Yehuda Elkana Center for Teaching, Learning, and Higher Education Research	2024
6.2.2. Deliver training sessions on above guidelines to Faculty teaching in Budapest nondegree courses	Training sessions are delivered	Yehuda Elkana Center for Teaching, Learning, and Higher Education Research	2024

6.3. Make course evaluations more gender sensitive

Actions	Indicators	Units involved	Timeline
6.3.1. Monitor classroom environment by making gender sensitivity part of non-degree course evaluations	Gender sensitive course evaluation questionnaire introduced in non-degree programs	All units delivering non-degree teaching in Budapest	2023-2024

6.4. Make facilities on campus gender inclusive

Actions	Indicators	Units involved	Timeline
6.4.1. Make available free menstrual hygiene products on campus if the pilot project in Vienna is successful	Free menstrual hygiene products are available on campus	Facilities	2023
6.4.2. Start a discussion on how to create a menstruation friendly campus	Survey on community needs is run and results are analyzed	IRO	2023
6.4.3. Have health-related info brochures for trans people available in the KEE medical center and online	Health-related info brochures for trans people are available in the KEE medical center and online	Medical Center	2023

6.5. Increase awareness of equal opportunity-related policies in the KEE community

Actions	Indicators	Units involved	Timeline
6.5.1. Continue the delivery of onboarding sessions for incoming employees on Gender Equality policies at KEE	Onboarding sessions with gender equality related content delivered regularly	HRO	Ongoing from 2023
6.5.2. Run info sessions for unit heads	Info sessions for unit heads offered	HRO	2023-2025
6.5.3. Incorporate a quiz on KEE's policies as mandatory requirement for incoming non degree students and employees	Quiz is incorporated in onboarding and orientation sessions	HRO, heads of units performing non-degree teaching	2023
6.5.4. Update relevant KEE Webpages and SharePoint sites regularly	SharePoint and KEE website are up-to-date	Owners of the given digital interfaces	ongoing

6.6. Systematize the use of gender sensitive language in KEE documents and communications

Actions	Indicators	Units involved	Timeline
6.6.1. Adapt and adopt the gender-sensitive communication guidelines prepared during the SUPERA project by consortium partners, including the use of gender-sensitive language for KEE's documents and communications	Guidelines adapted and endorsed by leadership; CEU documents and policies revised, and necessary modifications made	Communications Office, Academic Secretary	2025

6.7. Promote an institutional culture welcoming of the LGBTQIA2S+¹ community

Actions	Indicators	Units involved	Timeline
6.7.1. Deliver mandatory training for all current employees and incoming non-degree students on how to be supportive of trans, queer, and non-binary community members	Training sessions are delivered	HRO	2025
6.7.2. Deliver specific training for psychological counsellors and medical staff at KEE on gender diversity	Training delivered for psychological counsellors and medical staff	HRO	2025
6.7.3. Deliver voluntary training on unconscious biases for employees	Training sessions on unconscious bias are offered	HRO	2023, annually

¹ Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit, and the countless affirmative ways in which people choose to self-identify.

7. Gender-based violence and sexual harassment

Actions and indicators

7.1. Improve handling of harassment and sexual harassment cases

Actions	Indicators	Units involved	Timeline
7.1.1. Deliver info-sessions to the entire KEE community on the SpeakApp and the different complaint mechanisms.	Info sessions are delivered regularly	HRO, Units where non-degree teaching is present	Ongoing after SpeakApp has been launched
7.1.2. Regularize Ombudspersons Network (ON) elections	ON elections held, first KEE ON is set up	Senate Equal Opportunity Committee, University Disciplinary Committee	First election is held during Spring 2023

7.2. Training and information dissemination: Implement and enforce the different components of the CEU Policy on Harassment

Actions	Indicators	Units involved	Timeline
7.2.1. Deliver mandatory training for incoming employees	Training sessions are delivered regularly	HRO	2023-2024
7.2.2. Deliver mandatory training for security personnel, receptionists, cleaning and maintenance personnel (both employees and contractors)	Training sessions are delivered regularly	HRO, Event and Space Management Unit	2023-2024
7.2.3. Deliver mandatory training tailored for those taking complaints (Ombudspersons Network and members of the Disciplinary and the Grievance Committee)	Training sessions are delivered regularly	HRO	2023-2024
7.2.4. Deliver mandatory training specifically tailored for those providing health services (psychological counselling and medical staff)	Training sessions are delivered regularly	HRO	2023-2024
7.2.5. Deliver active by-stander training for employees	Training sessions are delivered regularly	HRO	2023-2024
7.2.6. Make user-friendly handouts of the Policy in both electronic and physical form to members of the KEE community, contractors, and externals	Handouts are distributed	HRO, BFO, Events and Space Management	2023

Actions	Indicators	Units involved	Timeline
7.2.7. Develop an Emergency Response Protocol with clear guidelines on how KEE employees and relevant contractors should react in case of a sexual harassment or sexual assault.	Emergency Response Protocol is approved	Legal Counsel	2023
7.2.8. Deliver mandatory training on the Protocol to employees and contractors likely to be reached out to in an emergency case	Training sessions are delivered	HRO, Facilities	2023, annually
7.2.9. Deliver voluntary training on the Protocol to employees	Training on the Protocol is offered to employees	HRO	2023, annually

7.3. Diagnose the prevalence and manifestations of other forms of Gender Based Violence at KEE and provide victims with resources

Actions	Indicators	Units involved	Timeline
7.3.1. Design and circulate a community-wide survey on experiences of Gender Based Violence at KEE	Survey is conducted, analysis is completed, and report is shared with the KEE community for deliberation	IRO	2024
7.3.2. Provide victims of Gender Based Violence with resources	A comprehensive catalog of resources is translated and uploaded to SharePoint site; Catalogues are distributed in the Budapest location and during orientation and onboarding sessions for non/degree students.	HRO	2023

8. Gender-sensitive data collection, access and processing

Actions and indicators

8.1. Collect gender-sensitive data at KEE

Actions	Indicators	Units involved	Timeline
8.1.1. Adapt the CEU Handbook of Gender Sensitive Data Collection and Analysis to KEE	The Handbook is endorsed	Pro-Rector for Budapest and KEE	2023
8.1.2. Develop a clearance system for accessing and processing personal data for IRO and IDEO officers that complies with GDPR and allows for high-quality institutional research on gender equality	IDEO and IRO access to data necessary to conduct calculations of gender-equality indicators is formalized	Legal Counsel, IRO, HRO	2023

8.2. Make data-management systems gender sensitive

Actions	Indicators	Units involved	Timeline
8.2.1. Improve quality of gender-related data, especially in HRO, and data linkages across databases	Linkages among HRO databases are improved	HRO, IT, Legal Counsel	2023-2024
8.2.2. Accommodate KEE's data-management systems and forms to allow trans/non-binary/gender non-conforming employees to choose their preferred gender markers and names, if different from their legal ones (i.e., in their login credentials, email address, etc.)	Option for employees to provide their preferred name and gender in the system is set up	HRO, IT	2023-2024