

Gender Equality Plan

2019

Technische Hochschule Ingolstadt (THI)

Documentation of the implementation of previous and future planned
measures to promote equality between men and women in
science and research

(as of 31.12.2018)

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1 Executive Summary

Technische Hochschule Ingolstadt (THI) participated in the Female Professors Program I (PP I) and II (PP II) in 2009 and 2013. Mainly due to this participation, the share of female professors could be significantly increased from four female professors in 2009 (=7.8%) to 18 female professors in 2018 (=12.9%).

In accordance with the cascade principle of gender classification, the proportion of women among scientific staff and students in MINT degree programs was also increased.

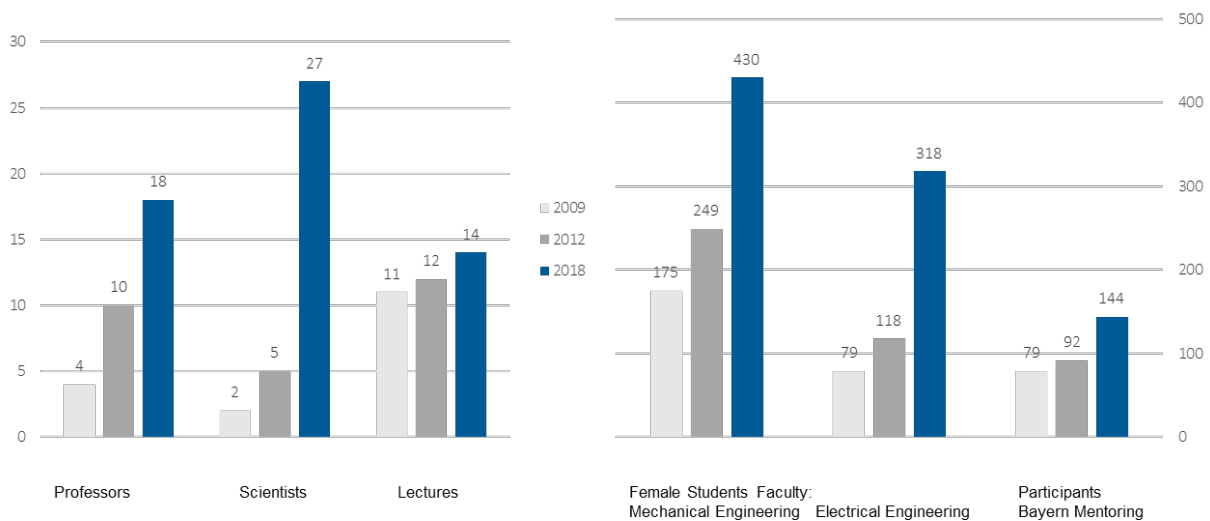


Figure 1: Development of the proportion of women as a quantitative effect of the promotion of women at PP I and PP II

In addition to the quantitative successes, THI was also qualitatively successful, e.g. with the reduction of female dropouts in the MINT area below the average dropout rates, the promotion of female doctoral students, the talent promotion with a focus on female students or the certification as a family-friendly university in 2010, 2013 and 2016. Measures of PP I and PP II that were not successfully evaluated were discontinued (e.g. women's tutorials).

The overall positive developments at THI in terms of gender equality are the result of sustainable and continuously developed gender equality work, on the basis of which the following gender equality concept for the future is built. This focuses strongly on the expansion of THI from the current 5,850 students to 10,000 students by 2030; with a focus on MINT fields. The university's goal in this expansion is to place particular emphasis on gender equality at the levels of students (e.g. through appropriate study programs), young female scientists (e.g. through a fund to promote female researchers) and female professors (e.g. through the appointment of early professors). Therefore, THI applied for three early professorships for the funding period of five years in connection with the equal opportunities future concept.

2 Status quo and Evaluation of Gender Equality Measures

Founded in 1994, THI currently has 140 professors and about 580 employees working, researching and teaching. They supervise 5,850 students, about two-thirds of whom are in engineering and computer science; about one-third are in economics.

THI is one of the most research-intensive HAWs in Germany. This is evidenced by the proportion of professorships active in research, the volume of third-party research funding and the number of scientific employees. With about 60 professors who are very active in research, including about 20 research professorships with at least 50% research relief, and about 150 scientific employees, THI has a research volume of about 15 million euros per year. This corresponds to about one third of the university budget and has almost tripled in the last four years.

Research at THI is organized in three research institutes - CARISSMA, the research building and nationwide scientific control center for vehicle safety; IIMo- the Institute for Innovative Mobility and InES - the Institute for New Energy Systems as well as individual fields of competence. The research projects are bundled in the Center for Applied Research (FORTEC), which is also home to the Graduate Center as the central umbrella organization for all aspects of doctoral studies. The three research institutes fulfill the criteria of research foci and are identified in the HRK research map.

With regard to equality, THI has achieved successes in recent years, especially with the support of the female professor program. The proportion of female professors has thus been increased to 12.9%; however, this rate is not yet satisfactory overall from an equality perspective.

2.1 Strategic Anchoring of Equality and Data Monitoring

The goal of equal opportunities and gender mainstreaming has been anchored in the university's mission statement since 2009. With the equality concept created in 2009, THI defined its goals for equal opportunity and gender mainstreaming and anchored this elementary basic idea ("Equal opportunity is our guiding principle, regardless of gender, origin, position and religion") in the guiding principles in 2010. The following are the results of the goals set out in the 2009 equality concept. An annual report has been established and is regularly submitted to different boards, such as the Senate, the Steering committee for Gender & Diversity as well as the LaKoF (Landeskonferenz der Frauen- und Gleichstellungsbeauftragten).

Targets	Status 12/2018
Increase in the proportion of women professors from 9.1% to 10.9% (plus 20%)	12.9 % Female professor quota - target exceeded
Increase in the proportion of women in leadership positions and committees	Target not met
Increase in participants in Bavaria Mentoring from 118 to 130 participants in 2018	144 female participants - target exceeded
Increase in the proportion of women among MINT students from 15.2% to 18.2% (up 20%)	20 % proportion of women - target exceeded

Increase in the proportion of women among scientific staff from 14.4% to 18.2% (up 20%)	25 % share of women - target exceeded
Implementation of activities within the framework of the "Family-friendly university".	Measures implemented

Figure 2: Gender equality goals in the HEP 2014-2018

2.2 Evaluation of equality in the different qualification levels

2.2.1 Female students

The proportion of female students at THI has increased continuously from 25% to 32.3% since the beginning of 2000, despite maintaining the focus on technology and economics. The proportion of female students in the economics programs is currently around 60% and around 20% in the technical faculties, with a disproportionate increase in female students in the STEM area in particular.

The introduction of courses geared to the target group of female students has increased the proportion of female students in departments where women are classically underrepresented. The bachelor's degree program "User Experience Design", which was introduced in the winter semester 14/15, is an information technology program with a design focus and is in high demand among women (approx. 40% female students). The bachelor's degree program in industrial engineering and the newly introduced English-language bachelor's degree program in engineering and management are also in high demand among female students, each with a share of approx. 30% women. There, the business and internationalization affinity among female students is specifically advertised.

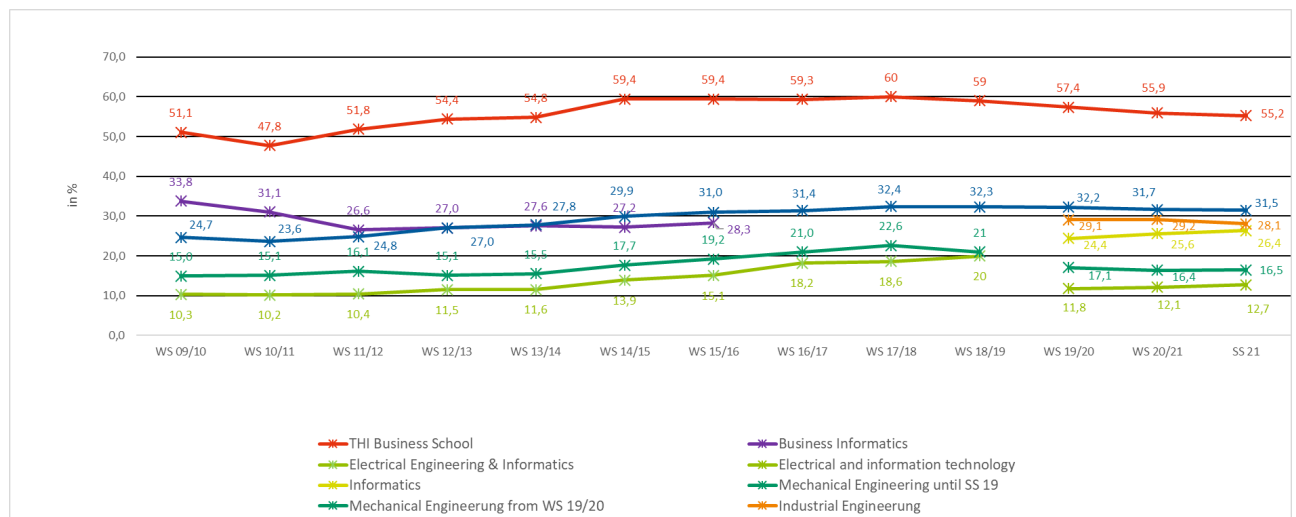


Figure 3: Proportion of female students over time

2.2.2 Female junior scientists

Since the beginning of 2009, the number of female junior scientists has increased disproportionately - from two or 6.25% in 2009 to 27 or about 25% in 2018. The majority of female junior scientists are employed in the three research institutes CARISSMA, IIMo and InES or in one of the smaller research competence areas. Some of the junior researchers are also employed in the faculties, especially in the Business School, which does not have an independent research institute in economics. The Female

Professors Program I and II supported this expansion through female research assistantships, which were created as a funding measure of the university within the framework of PP II.

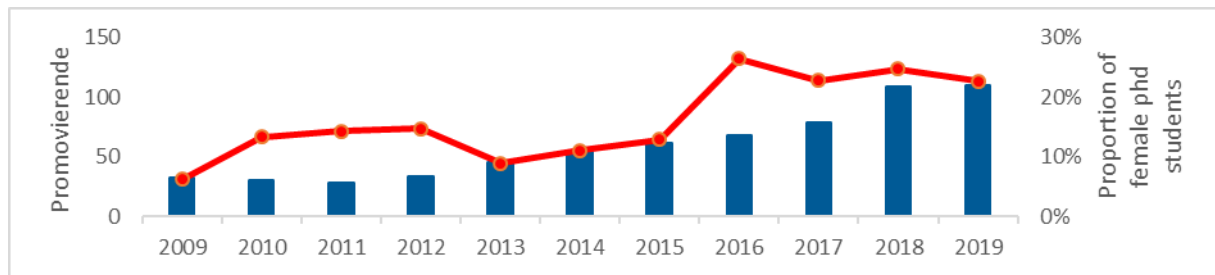


Figure 4: Increase in female doctoral students during the reporting period

2.2.3 Female professors

As of the winter semester 18/19, a total of 140 female and male professors are employed at THI, 56 of them in the Faculty of Mechanical Engineering, 44 in the Faculty of Electrical Engineering and Computer Science, and 40 in the Faculty of Business School. The number of professors has more than doubled since the first female professorship program was launched. 76 new professorships were appointed, 13 of them female. Despite maintaining the focus on technology and business, the proportion of female professors has increased since the winter semester 08/09 from 7.8% to 12.9% (winter semester 18/19) (see Fig. 5). This means that a recruitment rate of 17% was achieved among newly appointed professors.

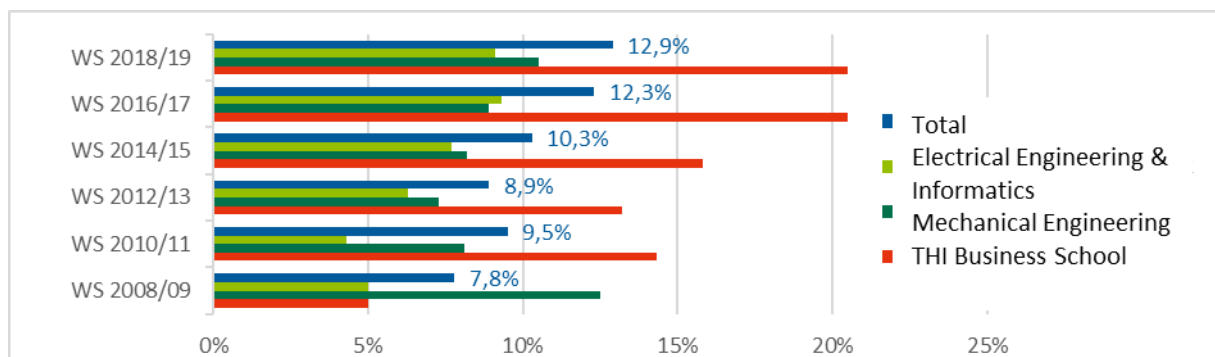


Figure 5: Development of the proportion of female professors until winter semester 18/19

Active efforts to promote women are also reflected in the disproportionately high share of women invited to test lectures. In the past years, more women than men were invited to test lectures in percentage terms and were then also disproportionately recruited. One exception is 2018, in which only three appointments were made.

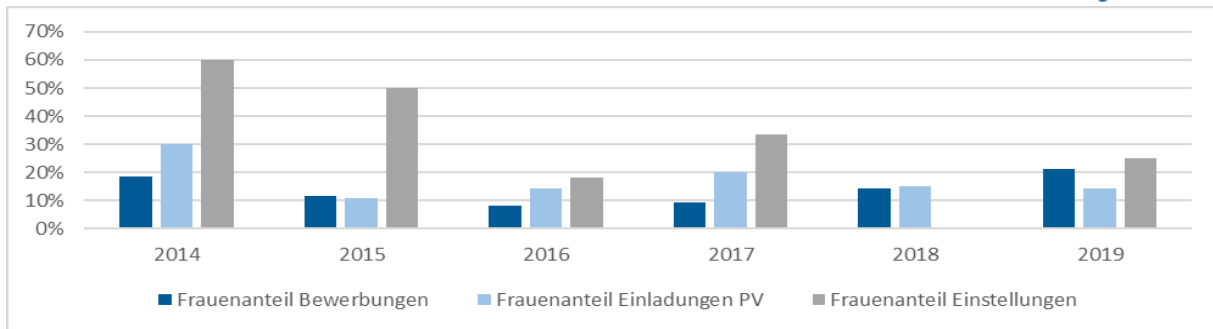


Figure 6: Proportion of women in applications, invitations and hires since 2014

2.3 Evaluation of equality in the organization and bodies

One of THI's equality goals is to increase the proportion of women in management bodies and functions. While in the administrative area more than two thirds of the management functions are occupied by women, women are underrepresented in the scientific management bodies. Especially in the technical faculty boards and self-governing bodies, it has not yet been possible to increase the proportion of women (see Fig. 7). Initial successes have been achieved in the area of course management, where the proportion of women is now 22%.

The reasons for the low representation of women in the technical faculty boards are the low total number of female professors in the technical faculties and the still ongoing on-boarding situation of newly appointed female professors, so that they have not yet been recruited for the highest levels of the boards. The higher number of female program directors gives hope that a change will also occur in the faculty boards in the future.

In order to implement its equality goals as effectively and efficiently as possible, THI has consistently built up organizational structures that promote equality in recent years. The highest strategic steering board is the "Gender & Diversity" steering committee, which has been firmly established at THI since the start of PP I. The committee is chaired by the president. The interests of female scientists and students at the university are represented by the University Women's Representative and the Faculty Women's Representatives. They are supported in their work by the Office of the Women's Representative which supports data monitoring and prepares the annual report for all main boards at THI.

2.4 Recruiting and personnel development

At the beginning of 2019, THI created a new department, Service Recruiting and Personnel Development, to which the role of the Equal Opportunity Officer and the Office of the Women's Representative have been organizationally assigned. This strategic reorganization is also intended to strengthen in particular the personnel recruiting of female scientists and the employer branding of THI, including as a family-friendly university.

In recruiting, among other things, a new position was created for active sourcing, which targets women in industry and science for vacant positions at THI in social networks such as XING and LinkedIn. Furthermore, the job advertisements were examined for gender-sensitive language and revised both

in terms of text and imagery. In the guidelines for addressing the genders, managers and members involved in the personnel selection process find assistance for internal and external communication as well as for the wording of job advertisements. The first targeted training sessions on this topic have been held, and further training measures for consistent gender-sensitive and appreciative language are planned on an annual basis. In addition, a handout on the topic of "Avoiding discrimination and prejudice in professional experience" is initiated.

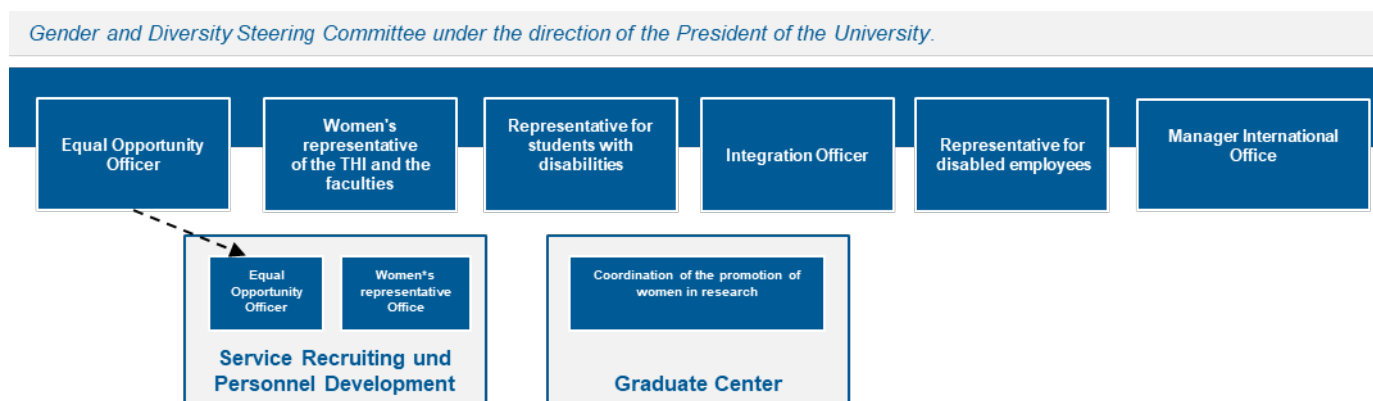


Figure 7: Gender equality structures at THI

2.5 Financial resources for gender equality work

Since 2014, THI has invested around 1.5 M-€ in measures to promote equality as part of PP II (see appendix). The focus has been on the creation of female academic staff positions. The funds were also used to finance a share of the non-scientific staff positions for gender equality work as well as various material expenses, e.g. structural measures to attract female MINT students, expansion of childcare and family-friendly work structures.

2.6 Evaluation of gender equality measures according to PP I and PP II

2.6.1 Measures for female students and schoolgirls

In order to attract female students to courses of study IN which women are underrepresented (MINT subjects), the following measures from the Equality Concept I and II were implemented:

1) MINT offerings for schoolgirls and schools

A special focus of the offerings for female high school, middle school and junior high school students is on MINT topics in order to create an early understanding of the contents of a technical degree and to reduce fears of contact. To this end, THI organizes MINT events several times a year (see Appendix 8 "Overview of participants in MINT student projects").

For 6th grade girls, the action day "Mädchen machen Technik" (Girls do Technology) is held during the summer vacations, where girls can gain insights into the world of technology and, for example, gain initial experience in controlling robots using Lego Mindstorms. The MINT Action Day for female students from the 10th grade onwards offers the opportunity to conduct experiments, visit lectures, laboratories and the library, and solve small research tasks in groups. Every year, THI participates in the nationwide Girls' Day, which it has expanded with an offer from the Girls' Day Academy. During

the taster weeks for schoolgirls and schoolboys, They get the opportunity to get to know various courses and projects of the university live. At the annual Researchers' Camp, which is organized as a two-day event together with companies (Audi / Airbus), female high school students are the target group. In addition, THI regularly organizes project days for girls at the 27 local partner schools in. The school program in the MINT area is supplemented by the current 15 female study ambassadors, who act as female role models at parents' evenings and study information days at schools and talk about their experiences with studying at a technical university. The MINT projects for female students have been well attended for years, even if the large number of offers has led to a certain saturation tendency. Against this background, the institutional cooperation with the schools in the region is to be further strengthened in addition to the individual events.

2) BayernMentoring with the three programs study IN, work IN and look IN

Since WS 05/06, THI has been offering the study IN and work IN programs as part of BayernMentoring, in which female students in technology and computer science are supported. As part of PP I, BayernMentoring was expanded in the winter semester 10/11 to include the look IN program, in which female students pass on their personal experiences to high school students and thus support them in choosing their future field of study. Since the program began, the number of participants has risen from a total of 20 to 144. The number of female students in look IN has been declining since 2017/2018. To counteract this, THI has further expanded its collaborations with regional schools and added additional offerings, such as the Girls' Day Academy for partner schools.

3) Tutorials for female students.

The offer of tutorials in mathematics specifically for female students, which was introduced as part of PPP II, was not sufficiently accepted by the target group. Since there was no demand for a gender-specific orientation in this area, THI has since discontinued the offering.

4) Part-time business administration course in the Business School

In the course of PP II, the THI Business School introduced a part-time bachelor's degree program in business administration in addition to the existing full-time bachelor's degree program in business administration in the winter semester 16/17. The part-time program was established especially for students who have a justified need for part-time study due to special life situations. The content of the part-time program corresponds to that of the full-time Bachelor of Business Administration, but students have more time available, for example, to take better care of their children or relatives. The interest of the relevant target group in the part-time degree program is currently still low, despite advertising the program. A decision on whether to continue the program will be made after the pilot period of five years has ended.

2.6.2 Measures for young female scientists

To date, the following measures from PP I and PP II have been implemented to recruit and promote young female scientists:

1) Promotion of women in the Graduate Center

The promotion of young scientists with a special focus on female scientists has been coordinated centrally at THI in the Graduate Center since 2013. At the end of 2018, 97 young researchers were being supervised there in their doctoral studies. The Graduate Center pursues the goal of promoting and networking young researchers as well as ensuring and further developing quality standards for the

doctoral process. It also serves as an information and recruitment platform for students interested in working in research. Female students in particular are addressed through these activities and are supervised by the head of the Graduate Center.

As part of the doctoral training program for young scientists, modules in the areas of research skills, entrepreneurship, and industrial property rights, as well as two elective modules in specific disciplines, were offered starting in the summer semester of 2016. Here, too, female doctoral candidates are specifically asked about their individual further qualification wishes and appropriate qualification measures are organized. The proportion of female doctoral students at the Graduate Center has increased from 6.25% in 2009 to 16.3% at present.

2) Talent promotion of female students and young scientists

Within the framework of THI's talent promotion program, special attention is paid to the promotion of female students and young scientists. Female students have been disproportionately represented in the four cohorts of THI Talent to date. Through the talent management program, THI has also succeeded in nominating female students and young female scientists for prizes and awards; for example, the Dualissimo Award for particularly successful dual students in 2017 and 2019 went to a female student at THI. The Bavarian Ministry of Science's prize for female engineers was awarded to a female graduate of THI in 2016 and 2018. In addition, female THI students were recently awarded the 2nd prize of the UX Challenge 2018 as well as the Alfred Gernaldi Prize 2017. By actively supporting prizes and awards, THI aims to create incentive mechanisms for students and promote positive female role models in MINT fields.

3) Individual support in finding doctoral degree funding opportunities.

Currently, THI does not yet have a doctoral degree funding program. The scientific employees are almost exclusively financed by private and public third-party funded projects and carry out their cooperative doctoral studies within this framework. Since it is often not possible to successfully complete a doctorate during the term of the third-party-funded project, it has so far always been necessary to find individual opportunities to continue, which has been successful in most cases. A further development of this instrument is planned in PP III in the form of the research promotion fund.

2.6.3 Measures for female professors

The following measures to increase the proportion of women in top academic positions have been implemented at THI as part of the Equal Opportunity Concepts I and II:

1) Lectureship program "rein-in-die-hörsäle" (LAP) with alumni effect.

THI actively supports the qualification program "rein-in-die-hörsäle" of the LaKoF (Landeskonferenz der Frauen- und Gleichstellungsbeauftragten) Bayern, which supports particularly qualified women with a university degree who aspire to a career as a university professor. The program is aimed at women who have the necessary qualifications for an appointment or will acquire them in the foreseeable future. Since 2014, THI has been able to acquire twelve female lecturers from the "rein-in-die-hörsäle" lectureship program. The success of the program is also reflected in the fact that newly appointed female THI professors participated in the program prior to their appointment and are now active in the alumni network.

2) Use of profile databases and expert networks

As an additional information and recruitment tool for female university professors, THI uses the profile databases of LaKoF. Prior to the publication of the professorship, the text of the advertisement for new

appointments is entered into the database by the women's representative and a search is carried out for female experts in the advertised subject areas. Qualified female scientists are thus identified at an early stage and contacted directly by THI. So far, however, it has not been possible to recruit any junior staff from this source. The databases and networks of female experts will continue to be used to recruit new professors, and additional channels will be developed in parallel through active sourcing.

3) Use of personnel agencies in all appointment procedures as a quality feature

The involvement of a recruitment agency in appointment procedures has been established at THI since the winter semester 11/12. The agency evaluates the candidates according to a standardized criteria scheme, which has since been supplemented by the criterion of "gender sensitivity". A representative of the personnel agency assesses the candidates in a personal interview, among other things, for their gender ability. The agency's personality assessment has since established itself as an important and valued basis for the appointment committee's decision.

4) Ensuring equal representation in the appointment committees

Since 2010, care has been taken in the appeals process to ensure that the appeals committees have increased parity of representation. This goal is consistently demanded by the university management as part of the approval process for the composition of the appointment committees. However, due to the large number of job advertisements in recent years, it has not been possible to consistently achieve a high level of female representation on the appointment committees due to the multiple workloads of female professors in addition to the women's representative.

5) Partnership with the Munich Dual Career Office (MDCO)

The cooperation with the network partners of the MDCO has been continuously expanded in recent years and is regularly offered in the context of appointments. For example, the new professor receives a flyer and further information about the possibility for the partner to receive holistic advice and start-up assistance for his or her career as a scientist in the Munich Metropolitan Region. The demand for the offers of the MDCO is taken up so far only limited, since the service offers are less attractive due to the distance to Munich for the applicants at THI. THI needs to offer more services locally, even though the MDCO network has provided important impulses and best practices for the recruitment and development of young female scientists.

2.6.4 Overarching measures

The university has held the "family-friendly university" certificate since June 2010. This certificate was reaffirmed in 2013 and again in 2016. As part of the certification, comprehensive support measures have been set up to improve the compatibility of family and study/work. These include a counseling service for students and employees, a parent-child office and rooms for diapering and breastfeeding, as well as quota places for university employees in a daycare center near campus. Telecommuting positions for employees were also established, the number of which has now increased to 117, as well as flex days that can be requested to work in the home office, for example, during a tradesman's visit. In 2017, the THI Family Day was held for the first time on the school-free Day of Prayer and Repentance, during which the children of THI employees can get to know their parents' workplace and are looked after by trained educators. The THI's training program was expanded to include a comprehensive range of health-promoting measures, including an annual health day.

At the same time, the marketing and the language rules were revised in a gender-appropriate manner. In 2017, a new website was created for the gender equality offerings at THI. A guideline against discrimination and a guideline for gender appropriate language were also developed.

3 The future concept of equality

3.1 Strategic goals

In January 2018, the Bavarian Council of Ministers approved the expansion of THI by 3,700 students to approximately 10,000 students. This will enable THI to implement its "Vision 10,000" by 2030.

The core topics of the university expansion are in particular the expansion of study programs in the area of digital skills, the development of teaching and research in the fields of life sciences/health at the main location and the expansion of the area of construction/energy/environment via a satellite campus in Neuburg/Donau with its own faculty of sustainable infrastructure. The focus of the expansion is on MINT degree programs, whose graduates are in high demand in the Ingolstadt region. Structurally, the number of faculties will be expanded from three to six as part of the planned university expansion; the proportion of MINT students will increase from the current 65% or 3,830 students to 72% or 7,200 students in 2030. Details are presented in the appendix.

With the planned growth to 10,000 students, primarily in the MINT fields, and the diversification of the fields of study and research, special attention must be paid to attracting female students, young scientists and university teachers.

Participation in the Female Professors Program III is intended to support the university in its goal of establishing the promotion of gender equality in the new 25 or so MINT degree programs to be established. This is intended to focus on the proportion of female professors, young female scientists and female students already in the development of these study programs and research offers and thus to generate multiplier effects in the further expansion.

3.1.1 Equality under the "Vision 10,000".

To emphasize the Vision 10,000, the university development plan THI 2030 was developed last year in an iterative coordination process between university management, faculties and organizational units. In the course of creating the new university development plan, a new mission statement for THI was also developed. This replaces the existing mission statement developed in 2011 with the perspective 2020.

Our mission statement: We develop personalities for the professional world of the future.

The core statements of the new mission statement are THI's claim as a university to train individuals equipped with scientific tools to shape the future and, as a scientific institution, to shape the future through innovation. The new mission statement was deliberately formulated in a concise and gender-neutral manner. The aim was to achieve the highest possible level of identification and memorability among all university members, irrespective of age, gender and origin.

As in the past, the topic of gender equality is firmly anchored in the strategic guidelines ("Mutual appreciation, tolerance, openness and credibility determine our actions. Equal opportunity is our guiding principle. We welcome cultural diversity and create a family-friendly university"). Details on the mission statement and guiding principles can be found in the appendix.

3.1.2 Equality in the target agreements with the ministry

With reference to the Innovation Alliance 4.0 signed in 2018, THI will sign an individual target agreement with the Ministry of Science in July 2019 with a planned term until 2022. For THI, the topic of equality is one of four central themes of the target agreement. Around 20% of the funds provided will therefore be used for measures to promote equality.

The primary goal is to further increase the proportion of women in top scientific positions at the university and to provide greater support for young female scientists.

The following specific goals are envisaged:

Goals
Increase the number of female appointments through an appointment rate that is 20% above the female professor rate as of December 2017.
Expand the number of female professors from 17 as of 12/2017 to at least 21 female professors 12/2021.
Increase the number of female PhD students from 17 as of 12/2018 to 21 PhD students 12/2022.
Expand BayernMentoring from 144 in 12/2018 to 150 female students in 12/2022.

3.1.3 Equality in the internal target agreements 2019-2022

In consultation with the faculties, institutes and organizational units, the equality goals were further specified and operationalized. All faculties have made a binding commitment to the university management to increase the number of female professors (see Fig. 13).

Thus, the internal target agreements with the perspective of the end of 2022 with a target of 13 female professors and an appointment quota of 30% female professors are above the external target agreements with the Ministry, which focus on December 2021. The internal target agreements assume the implementation of the Female Professors Program III as the initiator for this challenging women's advancement target.

	Business School	Electrical Engineering	Informatics	Mechanical Engineering	Economic Engineering	Sustainable Infrastructure
Status 2018 Female Professors	8 (20%)	0 (0%)	4 (20%)	4 (11%)	2 (10%)	Faculty not yet founded
Target 2022	4 appointments, as of 2 female	11 appointments, at least 3 female	13 appointments, at least 3 female	4 appointments at least 1 female	5 appointments At least 2 female	6 appointments At least 2 female

Figure 8: Internal faculty goals on appointments

4 Equality-promoting measures for the future

In addition to quantitatively increasing the proportion of women at all qualification levels, THI's future equality concept aims to establish new measures to promote equality with a focus on young female scientists and to provide targeted support for young female scientists. This is intended to achieve multiplier effects across all funding groups, particularly in university expansion, and represents the university's own contribution to promoting equality.

Students	Gender-attractive MINT degree programs Gender-focused talent development
Female PhD students	Women-focused scientist recruiting Establishment of scientific staff positions within the framework of PP III Research promotion fund for young female scientists BayernMentoring for young female scientists
Female professors	Career-qualifying offers for young female scientists Strengthening of personnel recruiting with a focus on female scientists Establishment of a THI (Family) Welcome Service for newly appointed scientists
general	Expansion of daycare contingent places Charta "Family at the University" Family-friendly committee and lecture times

Figure 9: Overview of future measures to promote equality

4.1 Promotion of female students in MINT fields

1) Gender-equitable structure and expansion of study programs

As part of the university's expansion with new MINT degree programs, the successful concept of the bachelor's degree program in user experience design is to be transferred to planned new degree programs in the MINT field. In this way, technical courses of study are to be developed that are also in high demand among prospective female students. For this purpose, engineering- and computer science-focused courses of study are to be linked with thematic content that is attractive to prospective female students. At THI, this applies to the new life science degree programs, which combine computer science (computational health) and electrical engineering (digital health technology) with a basic medical curriculum, which should encourage increased demand from female students. Compared to similar courses offered at other universities, these subjects are already in the early stages of study. Another example of this is the new bachelor's degree program "Technical Design", which is to be established in the 2019/20 winter semester and, as an engineering science program, is also intended to specifically appeal to prospective female students. In addition to these aspects, the curricular design of the respective modules must take gender-appropriate content into account.

2) Gender-focused talent development

In the summer semester of 2016, THI launched its talent development program for particularly successful and committed students. Each year, around 30 students are accepted into this gifted program, which runs for around one and a half years. The selection committee, headed by the Vice President of Teaching, has so far paid particular attention to promoting talented female students. In the future, the talent program is to be expanded even more to include gifted female students, among

other things with the goal of attracting female talent at an early stage to later work as a scientific employee in research areas at THI.

4.2 Promotion of female doctoral students

1) Women-focused scientist recruiting.

The recruiting of young scientists for scientific research activities at THI is to be consistently expanded. To this end, the best female bachelor and master students in higher semesters in particular are to be informed early and specifically by the Graduate Center about the possibility of doing a doctorate at the THI. The Graduate Center will also expand its doctoral advising services, especially for female students. Through the career portal and active recruiting via social media such as LinkedIn, further steps are to be taken to recruit female Master's graduates in particular from THI's alumni network for a doctorate. In addition, an annual "Research Day" will be established, which, in addition to lectures on "Doctoral Studies at THI", will present specific job openings and provide insights into the laboratories and current research work at THI. This day, special networking opportunities with female scientists at THI can be organized.

2) Establishment of scientific staff positions within the framework of PP III

Within the framework of PP II, it was possible to significantly increase the proportion of young female scientists, in particular by combining the appointment of female professors with the financing of a female research assistant position, which is offered the possibility of a doctorate. This successful model is also to be continued under PP III.

3) Research promotion fund for young female scientists

As a central personnel development measure to strengthen the next generation of female scientists, THI plans to set up a research promotion fund for young female scientists. This is intended to provide an effective instrument to actively promote young female scientists at THI and to help overcome existing obstacles in the context of a doctorate.

The research fund is intended to support young female scientists through various funding lines: The funding from the fund should be awarded competitively and be attractive in particular for the heads of institutions to recruit female doctoral candidates in a more targeted manner.

- Start-up funding for doctoral projects

The start-up support for doctoral projects is intended for graduates of a Master's program who are planning a cooperative doctoral project at THI. The funding is intended to enable the young female scientists to prepare a doctoral project at one of the research institutes of THI; a later externally funded activity at the research institute is planned for this purpose. During this phase, they will be paid by THI on a pro-rata basis as research assistants.

- Interim financing of young female scientists

For female doctoral candidates at THI, financing should be secured for the duration of the doctorate of three to four years. Due to the sometimes shorter duration of third-party funded projects, interim financing should be made possible through the fund. The supervisor of THI has the option of applying for interim financing for the doctoral position in order to bridge a period of up to one year in the absence of third-party funding.

- **Support for childcare and family tasks**

The fund will also be used to finance additional childcare places at the daycare center/kindergarten, with which THI has a cooperation agreement, especially for junior female scientists. This is intended to enable young female scientists to continue their doctoral projects without restrictions if the regular childcare for their children is not available or if scientific work takes place outside of the regular childcare, e.g. by attending scientific conferences, participating in qualification measures for young female professors and necessary scientific activities outside of normal working hours.

4) BayernMentoring for young female scientists (graduate IN)

The BayernMentoring program, which has been successfully established at THI for years and consists of the three stages look IN, study IN and work IN, is to be expanded in the future to include the target group of young female scientists. With the graduate IN program, young female scientists at THI will in future have access to experienced and successful mentors from science and research. This mentoring program is intended to offer a constructive exchange between female scientists with doctorates at the university or in research departments of companies and female doctoral candidates.

The fundamental basis of the graduate IN program is formed by the three modules Mentoring - Training - Networking. At the center is the mentoring module. In this one-to-one mentoring form, one mentor works with one mentee at a time. Mentor and mentee meet at regular intervals for personal discussions to ensure a constant exchange and to plan further steps in the qualification process. The program is supplemented by the Training and Networking modules. The Training module serves to promote the (key) competencies of the mentees that support them in their current qualification phase. The Networking module is designed to support the young female scientists in networking with personalities from business, science and society and to promote networking among the young female scientists themselves. Special events are planned for this purpose.

4.3 Future measures for female professors

To promote women in top scientific positions, the following future measures for prospective female professors are planned:

1) Career-qualifying measures for junior female scientists

Young female scientists at THI are to be actively supported on their way to a professorship. For this purpose, an appointment training for young female scientists is to be offered on a regular basis. The program is aimed at current doctoral students as well as female PostDocs who are planning to apply for a professorship. The program is intended to give young female scientists the opportunity to rehearse an appointment process as realistically as possible. The training includes a test presentation in front of an "appointment committee" followed by a discussion and a colloquium. In this way, the appointment situation can be rehearsed as realistically as possible. A supervisor should also be invited to the training session, who can then give feedback to both, the young scientist and the commission members, from a gender perspective on the one hand and from the perspective of the university on the other.

2) Strengthening personnel recruiting with a focus on "female scientists".

By expanding THI career website and using social media platforms, female scientists are to be specifically recruited for both professorships and doctoral positions. Interactive offers, videos and testimonials are planned, in which detailed information about the scientific career at THI is provided. There are also plans to set up social media career ambassadors who will use their personal network in XING, LinkedIn and other career networks to draw the attention of women with doctorates to professorships at THI and motivate them to apply. The THI's gender equality work is also to be given even greater focus in job advertisements.

The tenure-track program for universities of applied sciences adopted by the federal government can also become a building block in increasing the number of female junior professors. This will focus on promoting women in the conception phase. This applies both to the recruitment of female university graduates with experience in the field of tenure, who then obtain their academic qualifications through the tenure-track program, and to the placement of female scientists who gain their professional experience through the tenure-track.

3) Establishment of a THI (Family) Welcome Service for Newly Appointed Scientists

In addition to the services offered by the Munich Dual Career Service, a Welcome Service for newly appointed professors is to be established at THI, with special attention to the needs of female professors. The Welcome Service is intended to offer newly appointed professors and their families comprehensive advice and support to make their start at the university easier. As a central contact and contact point, it offers expert and competent advice on topics such as accommodation & housing, children & school as well as dual career & region.

4.4 Research and Gender

THI pursues the approach that research and innovation must be oriented towards the benefits for all people - regardless of gender, age or other aspects of diversity. In order to specifically attract women to research projects, the research fund is intended to support young female scientists through various funding lines, such as start-up funding for doctoral projects, interim funding for female doctoral students to finance projects, or support with family tasks, including childcare.

The special requirements of women are also taken into account in the research content, for example in the development of crash test dummies in the area of traffic safety or in the area of self-driving means of transport.

4.5 Further measures to promote equality in the future

1) Further expansion of childcare places at the university

One of the prerequisites for reconciling family, studies and career is reliable childcare. Due to the ongoing bottleneck in the availability of childcare places in the region, THI plans to expand its cooperation with "mobile familie", an association that offers flexible childcare options. To this end, additional contingent childcare places are to be created in cooperation with "bürgerhilfe Ingolstadt". Separate childcare places are also planned at the new campus location in Neuburg.

2) Signing of the "Family at the University" Charta

In order to exchange even more information with other universities in the regional and supra-regional university network on measures to reconcile family, career and studies, THI will sign the charta "Familie in der Hochschule" in October 2019 and thus join the Best Practice Club. There are already 111 universities represented here, which come together for regular working meetings.

3) Family-friendly committee and lecture times

In order to make it easier for university employees to combine their studies and careers with their family activities, the interests of university employees with children should be given even greater consideration in the future when determining committee and lecture times. The obligatory Monday for committee meetings as well as lead times of several weeks for the scheduling of committee meetings already create long-term planning security. In addition, care should be taken to ensure that individual lecture planning takes even greater account of family requirements than before, especially for professors with children.

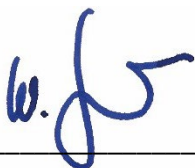
5 Financial plan for future measures to promote equality

THI has appointed a total of three early professorships plus female scientific staff via PP III.

For this purpose, 50% funding has been granted over five years from 2020 to 2025 on a total budget of €495,000 p.a. on average. (165,000 € p.a. per professorship) - a total funding of 1,237,500 €.

In addition to its own contribution of € 1,237,500 from the employment of an additional three female professors and three female research assistants, THI plans to contribute € 600,000 in additional measures to promote equality in the future during the funding period. These are divided among the measures described above as follows:

Funding initiative	Personnel/ Material costs (2020-2025)
Gender-equitable development/expansion of MINT study programs	50.000 €
Women-focused talent development	30.000 €
Women-focused recruiting	200.000 €
Research promotion fund for young female scientists	200.000 €
BayernMentoring for young female scientists	25.000 €
Career-qualifying measures for young female scientists	20.000 €
Establishment of Family-Welcome Service	40.000 €
Expansion of childcare places	35.000 €
Total	600.000 €



Prof. Dr. Walter Schober

President THI