# The "Equator" Index is based on outputs for promoting gender equity at The Academic College of Tel Aviv-Yaffo 

## Strategic Plan for the Years 2021-2025

The Academic College of Tel Aviv-Yaffo was established in 1994 as a public higher education institution. In the academic year 2020-2021, about 4,000 students were enrolled in first and seconddegree programs. The college has six schools: the School of Management \& Economics, the School of Computer Science, the School of Behavioral Sciences, the School of Government and Society, the School of Nursing Sciences, and the School of Information Systems. The Academic College of Tel AvivYaffo sees itself as an academy rooted in the community, championing the integration of students into the space in which the college operates and the development of educational programs with an affinity for field experiences. In addition, the college sees itself as influenced by and influential in society, with the college's location in Yaffo, a mixed city, being a platform for dialogue and action. The values of equality are a central part of the college's worldview, hence the fact that promoting gender equity activities is an inherent and natural part of the Academic College of Tel Aviv-Yaffo.

An initial goal that will be achieved in the 2021-2022 academic year is establishing a working group on gender equity that includes academic and administrative staff members.

After examining gender equity at the college, we set ourselves a number of goals for the period in question. Some of them are the preservation of the existing situation (for example, maintaining gender equity at the ranks of Lecturer/Senior Lecturer) and some are targets for improving the existing situation. Two main issues were placed:

1. Promoting women to the ranks of Associate Professor and Full Professor.
2. Designing a gender-supportive institutional environment.

## Promoting women to the ranks of Associate Professor and Full Professor

This goal was chosen to be central, because at this stage there is a gender imbalance at these ranks. The college's policy is to achieve this goal by promoting female members of the existing senior academic staff rather than by recruiting external female academic staff members at the rank of Prof., except in special cases.

Steps will be taken to encourage and promote women to the rank of Professor, including: a) An annual follow-up conversation by the Vice President for Academic Affairs initiated with those female senior lecturers who are about to get promoted soon; b) Embarking on a writing retreat lasting several days. Its goals will be to create a space of time and place for writing articles or research grants, create a community of female researchers and promote collaborations and an encouraging and advancing message on behalf of the college; c) Granting financial support to female researchers who are potentially nominated for promotion (at the rank of both Lecturer and Senior Lecturer) for research purposes, such as employing a female research assistant, receiving scientific and linguistic editing services, and more.

These steps will be carried out, evaluated, and reviewed annually. We hope that their fruits will be more and more women promoted to the rank of Professor. As we wrote in the report, we aspire to have two female faculty members promoted to the rank of Associate Professor in 2021-2022, and during 2022-2025 - three such promotions each year.

Alongside the promotion of female senior lecturers, we will also engage in encouraging research and promoting young female researchers. In 2023-2024, we will begin running a mentoring program, in which veteran and senior faculty members will mentor young faculty members. The mentoring program will include individual components as well as group components, for both female mentors and female mentees. The goals of the program are to promote research and create a female research community. The female mentors will be rewarded for their activity whether by facilitating research expenses or by recognizing the mentoring activity as a criterion for rewarding excellence.

## Designing a gender-supportive institutional environment

This goal concerns several spaces and sub-goals:
Creating a safe space, both physically and verbally. The steps to be taken are: a) Implementation of educational software for academic and administrative staff on the subject of prevention of sexual harassment; b) Creating a process to prevent sexual harassment and a safe environment in the student dormitories recently opened at the college; c) Introducing an egalitarian language - the management of The Academic College of Tel Aviv-Yaffo decided to join the initiative of the Israel Women's Network and implement the principles of egalitarian language. This decision will be implemented through follow-up and monitoring (e.g., in writing tests and publications) and by designated workshops to be held if necessary.

Family Friendly Campus - Recognizing the college's female faculty members as having families and, in the initial stages of entering the academic world, even caring for young children, and out of a desire to strive for work-family integration and reduce the tension and conflict resulting from the intersections of these worlds, the college will promote rules that see female faculty members (and male faculty members) as subjects who run a family life. Thus, we will promote a practice according to which meetings at the college will not end after 16:00 o'clock, preference in assignments of teaching hours will be given to female (and male) faculty members who are parents of young children. Qualifying events (such as childbirth, bed rest, fertility treatments, and care for a sick family member) will be taken into account in promotion processes, so academic time rather than biological time will be counted for promotion and tenure. In addition, we would like to reduce teaching hours in these situations - subject to the approval of the Planning and Budgeting Committee (PBT) (it should be emphasized that unlike the universities, in the college we find that lack of flexibility in PBC rules is a significant barrier in efforts to promote gender equality). In addition, female faculty members will be offered annual workshops dealing with work-family balance management. The college currently has breastfeeding rooms.

Increasing awareness and preventing gender biases - in admission and promotion procedures, in teaching, and more. This goal will be achieved mainly through workshops that will be spread over the years and conducted for all faculty members and designated groups, In particular, the college management, members of the promotion committees, the forum of deans, and program heads. The workshops will deal with unconscious gender biases (in the years 2021-2025), gender in the academy, and gender-oriented teaching (in the years 2023-2025). Some workshops will be compulsory, and some will be optional.

Multiculturalism and gender - The Academic College of Tel Aviv-Yaffo champions multiculturalism, operates in a mixed city, and has inclusion and diversity, including designated programs for the ultraOrthodox population. In light of this, and due to the perception of the college's social role and recent events, we choose to place a unique emphasis on the encounter between multicultural and gender issues. The academic staff will be offered workshops on multiculturalism and gender. A discourse-
and-action group will be established for female Arab and Jewish students around gender issues and multicultural encounters (in light of recent events, we will be able to hold these activities already in the year 2022-2023).

In addition, encouragement and excellence scholarships (during the years 2022-2025) will be offered to female students from Arab society in order to encourage their integration into the college and academy.

In addition, in light of the Academic Council's approval to open the program for ultra-Orthodox women (for a bachelor's degree in Information Systems), we will hold a designated workshop for faculty members who will teach in the program and will facilitate the multicultural encounter.

In addition, in the coming years, we will work to promote gender equity: in the quantitative part we will work to maintain or improve gender equity in all sections, except for section 6 (external excellence scholarships), and in the qualitative part we will address all sections, except for section 3 (equality and fairness in employment).

To this end, we have set ourselves a number of goals:

1. A thorough examination of part-time employment (currently, there is gender inequality of 10 women/18 men) - whether it is voluntary, and if not, whether it is possible to reduce the number of part-time female faculty members.
2. The composition of the College's Board of Trustees is currently unequal ( 20 women/60 men) - the goal throughout the five-year program is to improve the balance of diversity and inclusion in the gender context among the Board of Trustees.
3. In all processes mentioned above, emphasis will be given to the School of Computer Science, which has a substantial gender inequality, both in the composition of the academic staff and among the students.
4. Gender-oriented thinking about the curriculum - In the years 2023-2024 and 2024-2025, we will suggest that the staff examine the possibility of addressing gender issues/theories in the curricula.
5. Emphasis will be placed on dealing with the damage caused by COVID-19, both with regard to this period in the promotion processes, similar to qualifying events, and with the participation of the college in a survey currently being developed by the colleges' Women's Advisory Forum, which aims to identify needs following the COVID-19 period among female faculty members. In light of the results of this survey, an action plan will be determined. Lessons will also be learned from this period. These will serve us in the future if needed.
6. The entire program will be accompanied by evaluation and measurement processes.

We hereby undertake to act to fulfill the goals of the strategic program and comply with the milestones specified therein.

[Signature]<br>Prof. Dror Verman<br>President

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