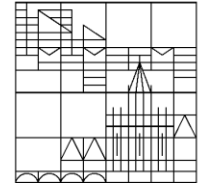




Deutscher Akademischer Austauschdienst
German Academic Exchange Service

Universität
Konstanz



Female Leadership in Academia and Management in Germany and Ukraine



DAAD-DIES Project FLAMINGU 2020-2023

Report for the Advisory Board and the participants of the final conference in October 2023 in Konstanz
(Lina Kurchenko, Marion Woelki)

Overview

1. Introduction
 2. Project members
 3. Advisory board
 4. Project goals and target groups
 5. Project grassroots: Understanding gender competence
 6. Scope of actions:
 - ✓ Action 1: Gender analysis of existing legal documents and designing new documents and regulations
 - ✓ Action 2: Creating new organisational structures, processes and positions to support equal opportunity
 - ✓ Action 3: Rooms allotment, renovation and equipment
 - ✓ Action 4: Gender library, information resources and PR
 - ✓ Action 5: Empowerment training course for women managers
 - ✓ Action 6: Train the trainer course and work shadowing for the project team
 - ✓ Action 7: Quality management: monitoring gender equality progress in KNEU and surveys
 - ✓ Action 8: Coronavirus and war-related project adjustment: gendered impact survey
 - ✓ Action 9: Networking and visibility
 - ✓ Action 10: Follow-up conference
 7. Obstacles to the project. Failures and adjustments
 8. Spillover effect of the FLAMINGU project: THE Impact Ranking
- Appendix 1.** International publications on gender by Ukrainian team members
- Appendix 2.** New EU grants with gender focus won by KNEU team members

1. Introduction

Female Leadership in Academia and Management in Germany and Ukraine (FLAMINGU) is a bilateral capacity building project (further the „Project“) by the University of Konstanz and the Kyiv National Economic University named after Vadym Hetman (KNEU). The Project ran between 2020-2023 within the “Dialogue on Innovative Higher Education Strategies“ programme (DIES Grant: No. 57514585) jointly coordinated by the German Academic Exchange Service (DAAD) and the German Rectors' Conference (HRK) and funded by the Federal Ministry for Economic Cooperation and Development (BMZ). DIES projects aim at improving the institutional higher education management as well as aligning their systems with the national and regional development goals.

The strategic goal of the FLAMINGU project is to strengthen the institutional and internationalisation of the KNEU by supporting gender equality and fostering gender equitable academic management. It is the first joint project in the sphere of social responsibility in over three decades of co-operation history of the University of Konstanz and the KNEU, and it is a state-of-the-art international equal opportunity project in Ukrainian higher education. It helped the Ukrainian partner to become the undisputed national leader in gender equality among universities by reaching the top position in United Nations' SDG 5 (Gender Equality) category of the global Times Higher Education Impact Ranking 2023 for Ukraine.

The project suffered from the difficult conditions of the Covid pandemic and war in Ukraine from 2022, but was able to achieve some goals due to effective measures.

2. Project Team **- University of Konstanz -**



Marion Woelki

Director Equal Opportunity Office
Head of the FLAMINGU Project



Lana Daudrich

Consultant Diversity and
Antidiscrimination,
FLAMINGU Project Coordinator



Agnieszka Vojta

Exchange Programs Coordinator
Eastern Europe
FLAMINGU Project Member

Project Team

- Kyiv National Economic University named after Vadym Hetman -



Evhenia Kolomiyets-Ludwig

Director of Center of International
Academic Mobility
FLAMINGU Project Manager
2020-2022 and Consultant



Lina Kurchenko

Associate Professor
German Department
FLAMINGU Project Coordinator 2020-2021;
Since 9/2023 – Consultant for Language
and Culture, FLAMINGU Project Member at
the University of Konstanz



Kateryna Ilikchiieva

Advisor for Equal Opportunities, Diversity
and Inclusion
FLAMINGU Project Manager and
Coordinator 2022-2023

Project Team
- Kyiv National Economic University -



Svitlana Tsymbaliuk

Dean of the Personnel Management,
Sociology and Psychology Faculty
FLAMINGU Project Member



Oksana Vinska

Associate Professor
Department of European Economy and
Business
FLAMINGU Project Member

3. Advisory Board

University of Konstanz

Vice Rectors for International Affairs, Equal Opportunity and Diversity (consecutively)

- Prof. Dr. Silvia Mergenthal (2020)
- Prof. Dr. Dorothea Debus (2021-2023)

Chief of International Office
Dr. Johannes Dingler

Chair of Business and Economics
Prof. Dr. Dr.h.c. Thomas Deißinger

Junior Professor for Educational Science:
Prof. Dr. Axinja Hachfeld

Kyiv National Economic University

Vice Rector for Research, Education and International Relations

Prof. Dr. Sc. Viktor Chuzhykov

Head of Department of Business Economics and Entrepreneurship
Prof. Dr. Sc. Inna Riepina

Gender Equality and Social Inclusion Advisor, USAID Energy Security Project
Dr. Yulia Galustian

Team Leader in EU4Gender Equality Reform Help Desk implemented by NIRAS
Dr. Oksana Kisselyova

Internal Expert

Head of the Quality Management Unit, University of Konstanz:
Dr. Christine Abele

4. Project Goals

Sensibilisation and empowerment

- Encouraging and empowering women researchers and managers at KNEU to take on leadership
- Sensibilising the University management to gender equality issues

Amending the University regulations with gender equality goals, adjusting the University structures

- Revision of existing documents from the gender perspective
- Designing new gender-responsive regulations, processes and structures
- Sensibilising the University management to gender equality issues

Advanced training for women academic managers and researchers

- Designing the advanced training program
- Training for trainers in gender equality for the KNEU project team
- Empowerment training for women academic managers and researchers

Networking

- Networking of equal opportunity change agents within KNEU
- Participation in existing and initiating new national and international gender equality networks

4. Project Target Groups

Direct target groups in KNEU

- Academic management, e.g. female deans of faculties and chairs of departments, especially women in deputy positions
- Key administrative positions and change agents
- Project team members as gender competence multipliers

Indirect target groups

- Advanced training course participants
- Students via integration of gender components into curricula and research
- Employees via introducing equal opportunity approach
- Civil society via best practice transfer and role models
- Other higher education entities via best practice transfer and networking support

5. Project Principle for gender mainstreaming: Promote Gender Competence inside an institution



Marion Woelki presenting the idea of gender competence to the team

Willing:

Ready to change perspective and attitudes, adopt the equal opportunity approach, sensitize leading positions

Knowing:

Increase awareness of power structures, gender theory, results of gender studies, methods...

Doing:

Implement actions, institutionalize gender equality in academia and management, foster role models, empower women

6. Scope of Actions

- 1. Gender analysis of existing legal documents and designing new documents and regulations**
- 2. Creating new organisational structures, processes and positions to support equal opportunity**
- 3. Rooms allotment, renovation and equipment**
- 4. Gender library, information resources and PR**
- 5. Empowerment training course for women managers**
- 6. Train the trainer course and work shadowing for the project team**
- 7. Quality management: gender-segregated personnel data collection, monitoring, analysis, and quantitative surveys**
- 8. Coronavirus and war-related project adjustment: gendered impact survey**
- 9. Networking and visibility**
- 10. Final conference**

Action 1: Gender analysis of existing legal documents and designing new documents and regulations

The following KNEU legal acts were reviewed and subjected to gender analysis:

- the Statute
- the Collective Bargaining Agreement
- the Code of Ethics
- the Development Strategy
- the Internationalisation Strategy
- the Regulations on Creating Individual Educational Pathways for Higher Education Graduates
- the Anti-Bullying Regulations
- the Regulations on the Prevention and Combating of Sexual Harassment and Discrimination

Amendments were proposed for the Collective Agreement, the Code of Ethics, the Development Strategy, the Regulations on the Creation of Individual Educational Pathways for Higher Education Graduates. Some of them were accepted (changes in the Code of Ethics, in the Regulations on the formation of individual educational pathways for university graduates).

The Programme for the Implementation of the policy of equal opportunity, diversity and inclusion in 2023-2027 was drafted and discussed with the Academic Councils of several faculties.

Action 2: Creating new organisational structures, processes and positions to support equal opportunity



The project team member Kateryna Ilikchiieva, a PhD in law, attorney and national advisor, was appointed as advisor on EODI

A position of Advisor on Equal Opportunity, Diversity and Inclusion (EODI) was created, enforced by the Rector's Order dd. 31.03.2021. The main tasks of the Advisor are as follows:

- counselling participants of the educational process on issues of equal rights, opportunities and non-discrimination;
- making proposals to the Rector and the Academic Council of the University on the implementation of the government policy and international legislation on non-discrimination;
- providing comprehensive support for the preparation, implementation and updating of the Equal Opportunities Plan and reporting on its implementation.

Training courses "Inclusion and Accessibility of Teaching" and "Equal Opportunity and Diversity Policy at the University" were developed by the Advisor on Equal Opportunity, Diversity and Inclusion in 2022. The first round of "Inclusion and Accessibility of Teaching" was held in May 2023.

Action 3: Rooms allotment, renovation and equipment

Two rooms in the central building of the KNEU were allocated for the Project needs:

- smaller office for the Advisor for Equal Opportunities, Diversity and Inclusion (#537), and
- a more spacious one (#535) - for the project activities (online and offline round tables, trainings, networking etc.).

Both rooms were technically equipped from the project budget. The renovation of the premises, as well as furniture provision were the KNEU contribution to the Project. The official opening of these two offices took place in December 2021 (in a hybrid format, with the German part of the team via Zoom - because of COVID-19 restrictions).



*Left: Office of the Advisor
on Equal Opportunities,
Diversity and Inclusion
(room #537, 54/1,
Peremohy Ave., Kyiv)*



*Right:
Office of the FLAMINGU
Project
(room #535, 54/1,
Peremohy Ave., Kyiv)*

Action 4: Gender Library, Information Resources and PR

4.1. Gender Library



Rector of the KNEU Dmytro Lukianenko at the opening ceremony of the Equal Opportunity Advisor's Office and the Gender Platform with the Library on December 16, 2021

Thanks to a special project budget line a number of books on gender issues have been bought to initiate a Gender Library in the KNEU. On the opening ceremony day some of the guests came also with gifts - books and journals on gender issues. That was an unexpected addition to the Gender Library.

Project symbols and logos have been worked out and used for the Project's visibility: two roll-ups for both the University of Konstanz and the KNEU, pens, folders, notepads and stickers for the Project's trainings participants.

4.2. Project information and PR measures

 Kyiv National Economic University named after Vadym Hetman



University » International relations » DAAD-DIES Project FLAMINGU

DAAD-DIES Project FLAMINGU



From January 1, 2020 to December 31, 2023 GENIUS

(https://kneu.edu.ua/ua/University_en/international_connections/center_international_academic_mobility/Gender_Project_KNEU/) together with the University of Konstanz implements the project "Female Leadership in Academia and Management in Germany and Ukraine" (FLAMINGU) financed by DAAD from the funds of Federal Ministry of Economic Cooperation and Development of Germany (Grant No. 57514585).

The project aims at creating structures to ensure equality, empower women research and teaching staff and establish gender parity at KNEU. Its task is to lay the foundation for the implementation of European standards of equality by introducing appropriate structures, documents and processes, sensitizing the university management for gender issues, promoting the advancement of women to leadership positions and training the management staff.

The FLAMINGU project team from KNEU is:

- Yevgenia Kolomiets-Ludwig - Director of the Center for International Academic Mobility, Associate Professor of Business and Corporate Law, Ph.D. - project leader
- Lina Kurchenko - Associate Professor of German, Ph.D. - project coordinator
- Svitlana Tsybaliuk - Dean of the Faculty of Personnel Management, Sociology and Psychology, Doctor of Economics
- Oksana Vinska - Associate Professor of European Economics and Business, Ph.D.
- Kateryna Ilkchileva - Associate Professor of the Department of Constitutional, Administrative and Criminal Law, Ph.D.

KNEU Web Page of the Project

Information on the Project has been placed and regularly updated on the web-sites of both partner universities:

<https://www.uni-konstanz.de/gleichstellungsreferat/gleichstellung-in-wissenschaft-und-studium/netzwerke-und-kooperationen/kooperation-ukraine/>

https://kneu.edu.ua/en/University_en/international_connections/daad-dies_flamingu/

On the Ukrainian FLAMINGU web page of the KNEU, along with Project information, you can find the list of EU and German equal opportunity networks that support active recruiting of women researchers (transferred by the University of Konstanz).

https://kneu.edu.ua/ua/University_en/international_connections/daad-dies_flamingu/

On the web page of the Advisor on Equal Opportunity, Diversity and Inclusion a list of Ukrainian and international laws and regulations on gender equality has been published: https://kneu.edu.ua/ua/advisor_eodi/legal_acts/

Besides, news on equal opportunity in academia and beyond are being distributed via the social network Facebook:

<https://www.facebook.com/profile.php?id=100076141783388>

and <https://www.facebook.com/genius.ua/>

Action 5: Empowerment training course for women managers

The Project could not have been that successful if it hadn't been strongly supported by female managers of KNEU – the change agents. In order to increase gender awareness and motivate women for taking over ever more leadership, an advanced training program “Empowerment and Networking for Women in Academia and Management” was designed and implemented. Eleven women – mainly heads and deputy heads of faculties, institutes, and departments – and the Ukrainian part of the project team successfully accomplished the training course.

The Empowerment Training (unfortunately, only online) was delivered in five consecutive workshops by Hanna Fearn, a German business strategy advisor and change expert, in December 2020 - April 2021. In 2022, Svitlana Rak, a Ukrainian-Swedish expert in public presentation, trained on the “Rules of a Successful Speech”. Due to the war, the training programme was amended by an extraordinary module “Basics of Trauma, Psychological First Aid and Interventions to Strengthen Resilience”, delivered by the German psychologist and University of Konstanz alumna Eva Barnewitz. Sebastian Tillman from the Equal Opportunity Office finalised the series with „Bias Literacy Training“ in 2023. 16 participants successfully completed the 120 hours advanced training course and received certificates issued by the course arranger, the University of Konstanz.

A powerful practical addition to the theoretical modules is the new practice of networking. The Project team initiated, and the equal opportunity advisor continued a tradition of Gender Parties, where change agents meet to informally communicate and celebrate their success at the new KNEU Gender Platform premises, equipped in the framework of the Project.

Action 6: Train the trainer course and work shadowing for the project team

One of the Project aims was qualifying the Ukrainian project team as trainers. An advanced train-the-trainer (ToT) programme was designed and implemented in order to increase their gender knowledge, upgrade their training skills, and add the German and EU context. Thus, the sustainability of the Project has been ensured by qualifying the five Ukrainian project members to be multipliers of gender competence according to international standards.

The advanced ToT training course was delivered by internal and external experts on equal opportunity in higher education and embraced following modules:

- Implementation of Equality Politics in Academia (Marion Woelki, University of Konstanz)
- Quality Management Surveys at the University (Christine Abele, University of Konstanz)
- The Concept of Gender Equality Plan and its Main Stages in the EU (Lorena Pajaros Sánchez, Gender Equality Academy and SUPERA, Spain)
- Training of Trainers (Natalya Chermoshentseva, Oksana Hlebushkina, NGO “New Generation”, Ukraine)

The advanced training programme was accompanied by individual internships and work shadowing in the Equal Opportunity Office at the University of Konstanz. It allowed the Ukrainian project members a deeper insight into equal opportunity work routines and fostered the interpersonal exchange of best practices. All Ukrainian project team members except Oksana Vinska visited Konstanz, even during the war and some pandemic-driven restrictions, to have an individual work shadowing programme at the university:

- Lina Kurchenko (01.04. — 30.05.2022)
- Evhenia Kolomiyets-Ludwig (02.05 — 30.05.2022)
- Kateryna Ilikchiieva (15.05 - 30.05.2022 and 02.11. — 10.11.2022)
- Svitlana Tsymbaliuk (19.03. — 01.04.2023)

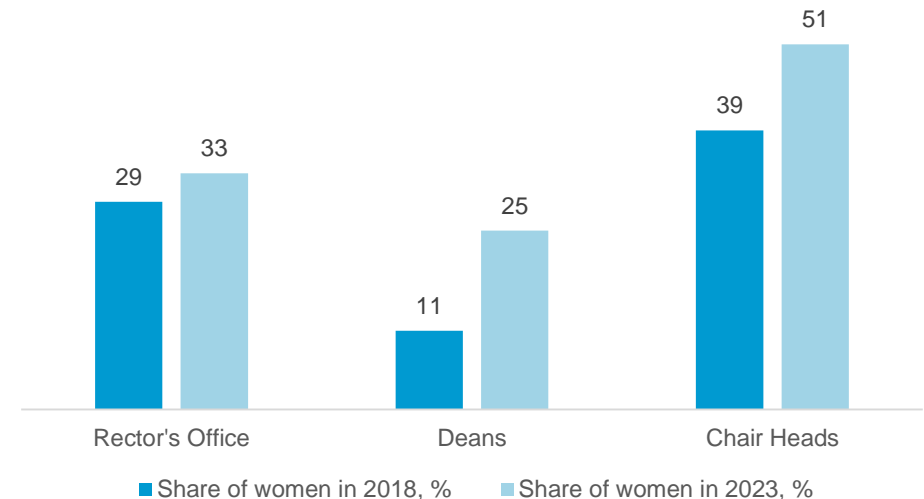
Action 7: Quality management

Action 7.1. Monitoring gender equality progress in KNEU

The team members collect gender segregated data on KNEU management to track the organisation's progress.

Women in KNEU Management, 2018 versus 2023

- The gender dimension of KNEU academic management, 2018 versus 2023, displays progress in female advancement at all management levels, as the female share has grown from 29% to 33% in the Rector's Office, 11% to 25% among Deans and 39% to 51% among Chair Heads.
- However, the EU threshold for organisations with gender balanced management stands at 40%, which indicates the need to increase the representation of women at the rector's office and deans management levels.



Action 7.2. Gendered perceptions of professional development in academia: survey results

In order to study the conditions that contribute to the professional realisation of the faculty members in the academic environment, the project team conducted surveys in 2019 and 2023. Correspondingly, 285 and 303 KNEU faculty members participated in the survey.

Main conclusions made based on the survey

- In 2023 99% of women felt confident in their professionalism, compared to 93% in 2019 (+6%).
- The share of women who are satisfied with the realisation of their potential increased to 67% of respondents, compared to 53% in 2019 (+14%). At the same time, the share among women remains 9% lower compared to men.
- The share of women who believe that their achievements are adequately recognized has hardly changed: 38% and 40% in 2019 and 2023 respectively. In addition, the share of such women is 21% lower than men.
- The share of women wanting to take up leadership positions has decreased by 3%. In 2023, the share of such women was 12% lower than men. However, men's ambition for leadership positions also slightly decreased (-2%).
- On a positive note, the share of women who believe that men should have the privilege of obtaining top positions decreased by 7%. The number of women and men with such beliefs in 2023 was 12% and 20% respectively.
- The share of women who believe their gender impedes their career development decreased by 2% and in 2023 was equal to 9%. In 2023, 5% of men also said their gender impedes their career development, compared to 0% in 2019.

Action 8: Coronavirus and war-related adjustment – gendered impact survey

The survey conducted in 2023 also studied the impact of the COVID-19 pandemic and war on professional growth and research activities.

Main conclusions made based on the survey

- The COVID-19 pandemic had a positive impact on professional growth: 46% of women and 34% of men perceived the positive effect due to distance learning opportunities and online resources.
- As for research activities, the COVID-19 pandemic had a more negative impact: 45% of women and 52% of men said that research activities had not become more active during the COVID-19 pandemic.
- The war had a negative impact on the professional growth of 49% of women and 64% of men. At the same time, 12% of women said that the war positively impacted their professional growth. It primarily concerns the part of the academic staff who went abroad after Russia's full-scale invasion of Ukraine.
- The war also had a negative impact on the research activities of 57% of women and 62% of men.
- Based on the study results, we can assume that women proved to be more resilient to challenges and showed greater readiness to mobilise resources in a crisis.

Action 9: Networking

Action 9.1 Project meeting in Warsaw

October 27 - 28, 2022: The annual FLAMINGU project meeting was held in Warsaw instead of Kyiv because of the war. University of Warsaw (UW), a partner of University of Konstanz, and Warsaw School of Economics (SGH), a partner of KNEU, hosted two days of project activities and contributed to international networking with the following reports and joining the discussion:

– **Dr Anna Cybulko, Ombudsman (UW)**

“Rules and practice of Ombudsman office - over 10 years of building an institution” and “Experiences in dealing with cases of discrimination, sexual harassment and mobbing”

– **Dr hab Julia Kubisa, prof., Rector’s Plenipotentiary (UW)**

“Preparations of GEP, process of institutionalization of gender equality policies at UW and current equality research at UW”.

– **Anna Grędzińska, Chief Equality Specialist, Anti-discrimination Coordinator for Rector’s Committee for Prevention of Discrimination (UW)** “Work-life balance and support for families - projects at UW”.

– **Dr hab Joanna Wąsowska, Vice-Head of HR Recruitment and Development (SGH)**

“Early Stage Female Researchers - mentoring and support project for women”

– **Prof. Hanna Majkowska-Godlewska, Rector Plenipotentiary for Equal Treatment (SGH)**

“Equal treatment - Find out about your rights and procedures”

– **Iga Magda, PhD., Assoc. Prof., Institute of Structural Research (SGH)**

“Female Leadership in Academia: Experience and Challenges”

Action 9.2: Networking with the German gender expert community

Lina Kurchenko, the Ukrainian project coordinator in 2020-2021, moved to Konstanz in March 2022 following the invitation of the German teammates. After a workshadowing programme in the Equal Opportunity Office (March-April), she was involved into networking activities with bukof – Bundeskonferenz der Frauen- und Gleichstellungsbeauftragten an Hochschulen (Federal Conference of Women’s and Equal Opportunity Officers in HEIs), were Marion Woelki, the Director of the Equal Opportunity Office of the University of Konstanz, heads the Gender Equality and Internationalisation Commission (GIInter).

The networking resulted in a series of presentations on gender aspects of Russia’s war against Ukraine:

- War in Ukraine from the Gender Perspective / GIInter, Marburg, 9.05.2022
- Escape, Security, Women: Gender Aspects of the War in Ukraine / bukof annual meeting “Geschlechtergerechtigkeit verbündet: Allyship und Verbündetenschaft in intersektionaler Gleichstellungsarbeit”, Bad Hersfeld, 28.09.2022
- The Situation of Ukrainian Female Refugee Researchers in Germany / GIInter, Online, 8.11.2022

Besides, she delivered a series of lectures and speeches with the University and the city of Konstanz community:

- The War in Ukraine: the Gender Aspects, Studium Generale of the University of Konstanz, 26.04.2022
- The War in Ukraine from the Gender Perspective, Diversity Days in Konstanz, Rosgarten Museum, 31.05.2022
- Refugees in Germany: What Happened? What’s Now? What’s Then? Konstanz, Café Mondial, 28.7.2022

Action 9.2. Networking with the German gender expert community (continued)

Kateryna Ilikchiieva, the Ukrainian project coordinator in 2022-2023, associate professor and attorney at law. After a work shadowing programme in the Equal Opportunity Office (May, November 2022) she developed and implemented the intensive course “Gender and Crime” with professors from Germany, Hungary, and Poland. The course included following topics:

- Gender Equality Policy: international and Ukrainian legislation
- The Istanbul Convention and its Implementation in German and Ukraine
- Combating against domestic violence and GBV in Germany and Ukraine
- Abortion in Germany, Hungary and Poland
- German-Ukrainian seminar: Presentation of a summary of individual work
- Sexual Exploitation and Abuse in United Nations Peace Operations

The final event of the course was the public hybrid lecture “Prosecuting Sexual and Gender Based Violence in Armed Conflict: Ukraine and Beyond” with Alina Pavliuk (the lawyer, analyst, project coordinator in the NGO ‘Ukrainian Legal Advisory Group’, Ukraine), Anna Adamska – Gallant (the head of the the Judicial Component of EU Pravo Justice Ukraine, attorney at law, expert in international humanitarian law and human rights, Poland), Julia Geneuss (the Professor in Criminal Law at the University of Konstanz, Germany), Krisztina Karsai (professor and head of the unit within the Institute of Criminal Law and Criminal Science at the University of Szeged, Hungary), Kateryna Ilikchiieva (PhD in Criminal Law and Criminology, associate professor, attorney at law, expert on gender equality and anti-discrimination), Liane Wörner (LLM (UW Madison), Dr. iur., Dr. iur. habil. (JLU Gießen), is Full Professor for Criminal Law, Criminal Procedure, Comparative Criminal Law, Medical Criminal Law and Legal Theory and Director of the Centre for Human | Data | Society at the University of Konstanz, Germany)

The course was supported and funded by the DAAD.

Action 10: Final Conference - Programme

- **04.10.23, 17:00-19:00, R611, Public Panel Discussion**

FLAMINGU: Female Leadership in Academia and Management in Germany and Ukraine

With: Prof. Dr. Sabine Boerner, Dr. Oksana Kysseliova, Prof. Dr. Inna Riepina, Prof. Dr. Liane Wörner

Moderator: Prof. Dr. Axinja Hachfeld

- **05.10.23, 10:00-12:00, E610**

Meeting Advisory Board FLAMINGU Project

Moderator: Dr. Evhenia Kolomiyets-Ludwig

- **05.10.23, 14:00-17:00, E610, Workshop for the Project Team**

Revision of the 2020-2023 Project Activities

Dr. Sebastian Tillmann

- **06.10.23, 10:00-17:30, E610, Workshop for the Project Team**

Tool Shop Project Management

Trainer: Dr. Raban Fuhrmann

7. Obstacles to the project: Failures and adjustments

Some objective circumstances, the main of which were the COVID19 pandemic peaking in 2021 and Russia's war against Ukraine lasting since February 24, 2022, comprised serious threats to due implementation of the project. Both events are global social stressors and they had not been mitigated in the risk analysis of the project. Irrespective of inevitable failures, especially those regarding international mobility, public events and on-site trainings, the project went on – though in a significantly modified form.

During the online project workshop dd. January 27, 2023, moderated by Dr. Christine Abele, Head of the Quality Management Unit of the UKN, a preliminary balance of achieved and not achieved goals was drawn. As a result, still achievable goals were sorted out and turned into an action plan. A child room in KNEU, public events in Ukraine including the final conference and German mobility to Ukraine including Ukrainian language and culture courses for the Konstanz team were abandoned as unachievable outcomes. Networking, developing the approved Gender platform and adopting essential documents incl. GEP were questioned due to obstacles of internal and external nature.

Aims and actions, which had been halted or (temporarily?) withdrawn:

- Gender codex and gender equality plan have not been implemented
- Kyiv project members conducting gender trainings in tandem and then independently did not take place
- Gender platform to be the center of gender competence and networking was not developed
- Some work shadowing did not take place
- Two Advisory Board meetings could not take place
- Language and culture course in Ukraine for the German team did not take place
- The Final conference takes place reduced in Konstanz instead of Kyiv

8. Spillover effect of the FLAMINGU project: THE Impact Ranking

The Project impact is clearly reflected in the KNEU's growing position in THE Impact Ranking. By the end of the Project it was ranked 301-400 in SDG5 (gender equality). Thanks to the Project, the KNEU has been in the top position among Ukrainian universities since 2020 (except 2022), and in 2023 the distance between the KNEU as a leader and other participants from Ukraine significantly increased.

The Times Higher Education Impact Rankings are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs). They use carefully calibrated indicators to provide comprehensive and balanced comparison across four broad areas: research, stewardship, outreach and teaching. This table on SDG 5 – gender equality measures universities' research on the study of gender equality, their policies on gender equality and their commitment to recruiting and promoting women. The total list represents 1081 institutions from 106 countries. This table represents the selection for Ukraine, with KNEU taking the lead by a wide margin.

THE Impact Rankings 2023: Gender equality

Rank	Name	Gender equality	Overall
301–400	Kyiv National Economic University	51.6–56.0	53.9–59.6
401–600	Kharkiv University of Humanities “People’s Ukrainian Academy”	43.7–51.5	7.9–53.8
401–600	Odesa I.I. Mechnikov National University	43.7–51.5	7.9–53.8
401–600	Zhytomyr Ivan Franko State University	43.7–51.5	7.9–53.8
601–800	Kharkiv National University of Radio Electronics	34.4–43.6	7.9–53.8
601–800	Lviv Polytechnic National University	34.4–43.6	66.9–72.6
601–800	National Aviation University	34.4–43.6	7.9–53.8
601–800	The National University of Ostroh Academy	34.4–43.6	7.9–53.8
601–800	National University “Yuri Kondratyuk Poltava Polytechnic”	34.4–43.6	7.9–53.8
601–800	Ostrogradsky National University of Kremenchuk	34.4–43.6	7.9–53.8
601–800	Poltava University of Economics and Trade	34.4–43.6	7.9–53.8
601–800	Sumy State University	34.4–43.6	72.7–76.7
801–1000	Bohdan Khmelnytsky National University of Cherkasy	22.1–34.3	7.9–53.8
801–1000	Chernihiv Polytechnic National University	22.1–34.3	7.9–53.
801–1000	Vasyl’ Stus Donetsk National University	22.1–34.3	7.9–53.8
801–1000	Ivan Franko National University of Lviv	22.1–34.3	7.9–53.8
801–1000	Kharkiv National Automobile and Highway University	22.1–34.3	7.9–53.8
801–1000	Kherson State Maritime Academy	22.1–34.3	7.9–53.8
801–1000	National Technical University of Ukraine – Igor Sikorsky Kyiv Polytechnic Institute	22.1–34.3	7.9–53.8
801–1000	Oles Honchar Dnipro National University	22.1–34.3	7.9–53.8
801–1000	V.N. Karazin Kharkiv National University	22.1–34.3	7.9–53.8
801–1000	West Ukrainian National University	22.1–34.3	7.9–53.8
1001+	National Transport University	5.0–21.9	7.9–53.

https://www.timeshighereducation.com/rankings/impact/2023/gender-equality#!/length/25/locations/UKR/sort_by/rank/sort_order/asc/cols/undefined

Appendix 1.

International publications on gender by Ukrainian team members

The empowered team members have significantly expanded their gender research activities and published numerous articles in indexed international journals. Main gender research publications by the Ukrainian team members:

- Tsymbaliuk, S., Kurchenko, L., Tokar V., Vinska, O., Shkoda, T. (2020). Gendered perceptions of professional development in academia: evidence from a Ukrainian university. *Problems and Perspectives in Management*, 18(1), 394-404. [http://doi:10.21511/ppm.18\(1\).2020.34](http://doi:10.21511/ppm.18(1).2020.34) (indexed in Scopus)
- Kurchenko, L., Kolomiyets-Ludwig, E., Ilnytsky, D. (2021). Women's Empowerment as a Tool for Sustainable Development of Higher Education and Research in the Digital Age. In Neimann, T., Felix, J. J., Reeves, S., & Shliakhovchuk, E. (Ed.), *Stagnancy Issues and Change Initiatives for Global Education in the Digital Age* (pp. 141-172). Hershey, Pennsylvania: IGI Global. <http://doi:10.2018/978-1-7998-4993-3.ch007> (indexed in Scopus)
- Kurchenko, L. (2021). Gender Problematics in the Western Philosophical Tradition. In Artemenko S., Gaievskaya O., Severyn-Mrachkovska, L. et al. (Ed.): *Interdisciplinary Discourse in Social Phenomena Research [collective monograph]* (pp.54-73). Kyiv: KNEU. https://ir.kneu.edu.ua/bitstream/handle/2010/36321/md_km_3.pdf?sequence=1
- Vinska, O., Tokar, V. (2021). Female economic participation and dynamics of GDP per capita in EU Member-States. *Vcheni zapysky universytetu KROK*. № (2) (62). Pp. 19–26. <https://doi.org/10.31732/2663-2209-2021-62-19-26>
- Tsymbaliuk, S., Volkovska, A. (2021). Analysis of institutional factors that cause gender pay gaps in Ukraine. *Social and labour relations: theory and practice*. Vol. 11, № 1. Pp. 1-13. [http://dx.doi.org/10.21511/slrrp.11\(1\).2021.01](http://dx.doi.org/10.21511/slrrp.11(1).2021.01)
- Vinska, O., Tokar, V. (2021). Cluster analysis of the European Union gender equality and economic development. *Business, Management and Economics Engineering Journal*. Vol. 11, № 2. Pp. 373-388. <https://doi.org/10.3846/bmee.2021.15382> (indexed in Scopus)
- Kurchenko, L. (2022). Invisible Barriers, Undeclared Wars: Subtle Resistances to Women's Leadership in Academia. In T. Neimann, J. Felix, E. Shliakhovchuk, & L. Hindman (Eds.), *Policy and Practice Challenges for Equality in Education* (pp. 1-23). Hershey, Pennsylvania: IGI Global. <https://doi.org/10.4018/978-1-7998-7379-2.ch001>
- Vinska O., Harbuza T., Teslenko N., Tokar V. (2023). Gender Dimension of the European Union's Communication Ecology Problems in High-Technology Sectors. In: Alareeni, B., Hamdan, A. (eds) *Explore Business, Technology Opportunities and Challenges After the Covid-19 Pandemic*. ICBT 2022. *Lecture Notes in Networks and Systems*, vol 495. Springer, Cham. pp 1303–1315 https://doi.org/10.1007/978-3-031-08954-1_113 (indexed in Scopus)
- Vinska, O., Tokar, V., Novak, N., Sierova, L. (2023). Clustering EU Member-States and Ukraine by Female Empowerment in Business. In: Hamdan, A., Harraf, A., Buallay, A., Arora, P., Alsabatin, H. (eds) *From Industry 4.0 to Industry 5.0*. *Studies in Systems, Decision and Control*, vol 470. Springer, Cham. https://doi.org/10.1007/978-3-031-28314-7_9 (indexed in Scopus)

Appendix 2. New EU grants with gender focus won by KNEU team members

The empowered team members have significantly expanded their applications for new grants, adding a strong gender focus to the variety of new topics:

Oksana Vinska has received several grants with gender focus from the EU (Erasmus Plus):

- Eu Migration Policy Within Hybrid Threats 101081717-eumpht-erasmus-jmo-2022-hei-tch-rsch
- Eu Economic Security 101083446-euecosec-erasmus-jmo-2022-hei-tch-rsch-chair
- Eu Female Empowerment For The Union Of Equality 101077151 -Eufeue -Erasmus -Jmo- 2022- Hei- Tch- Rsch
- The Eu Gender Security 101078301-eugensec-erasmus-jmo-2022-hei-tch-rsch

Evhenia Kolomiyets-Ludwig has been invited to join the research group AEQUITAS at the Comillas Pontifical University (Madrid, Spain), dealing with Women Business Career investigation:

- Gender issues in crisis management;
- Measurement of gender barriers through natural language processing and soft computing techniques in job offers;
- Gender issues in Business Law: comparative analysis of legislation.