

MAYNOOTH UNIVERSITY GENDER EQUALITY ACTION PLAN 2018-2022

Maynooth University's 2018 Athena SWAN Bronze Award represented a key milestone and recognition of our University community's commitment to advancing gender equality. Maynooth University was the first Irish institution to apply under the [expanded version of the charter](#) that includes Arts, Humanities and Social Sciences disciplines as well as Science, Technology, Engineering, Mathematics and Medicine. It also incorporates intersectionality, taking into account the numerous factors that can overlap with gender inequality, including the intersections between gender, race and ethnicity.

The cornerstone of Maynooth University's Athena SWAN application was its comprehensive Action Plan, which is underpinned by the University's [Equality and Diversity Policy](#). The Maynooth University [Gender Equality Action Plan \(GEAP\)](#) has been extended to 2022 as the University prepares to renew its Bronze Award.

Significant progress has been made on key actions including: the appointment of our Vice-President for Equality, Diversity and Interculturalism, [Dr Gemma Irvine](#) and the establishment of the [EDI Office](#); the development of a Gender Identity and Expression Policy encompassing transgender and gender diverse staff and students; and the development of the [National Gender Equality Dashboard for Higher Education Institutions](#) by [AIRO](#) (All-Island Research Observatory), which Maynooth University hosts and which is an important resource for the sector.

Five Maynooth University Departments now hold Athena SWAN Bronze Department awards, and many more have started their critical reflective analysis and are progressing their applications. It is particularly timely that our Institutional Athena Swan Bronze renewal will coincide with the development of our new Maynooth University Strategic Plan. This gives us an excellent opportunity to envision a university that is equal, diverse, and inclusive, and develop a proactive strategy and action plan to achieve this.

Horizon Europe has set out four mandatory process-related requirements for Gender Equality Plans as follows:

	Horizon Europe GEP process requirements	Maynooth University
1	Publication of a formal document	The GEAP is available on a publicly accessible website.
2	Dedicated resources in gender equality	The Vice-President for Equality and Diversity is a member of the University Executive (senior management team) and leads the MU Equality, Diversity and Inclusion Office and dedicated team, which has responsibility for gender equality.



3	Data collection and monitoring of gender	Relevant gender-disaggregated data is collected and monitored through surveys, HR systems and student data systems. Specific data-related actions are included in the GEAP (2.4, 2.5, 2.6, 2.7, 2.8).
4	Training and awareness raising on gender equality/unconscious bias	The MU EDI Office provides dedicated training on equality, diversity and inclusion and on mitigating bias (Actions 6.2, 6.5). MU recruitment training for interview board members includes bias training (Action 3.1).

There are also five thematic areas that Horizon Europe requires an institution to address either in the Gender Equality Plan (GEP) or through broader Equality, Diversity and Inclusion action plans. The following table demonstrates how Maynooth University meets these GEP requirements:

	Horizon Europe GEP thematic requirements	MU GEAP/University Strategy
1	Work-life balance and organisational culture	MU GEAP contains seven actions dedicated to institutional culture and organisation, twelve actions dedicated to incorporating an intersectional approach to gender equality and nine actions dedicated to family-friendly policies and procedures.
2	Gender equality in recruitment and career progression	MU GEAP contains seven actions dedicated to recruitment and promotion procedures with associated targets. MU GEAP Action 3.1 aims to embed recruitment and selection policies, procedures and practices that are gender-sensitive. The GEAP also contains eight actions dedicated to career development, including staff mentoring and leadership programmes (Actions 4.1, 4.2, 4.3).
3	Gender balance in leadership and decision-making	Through MU GEAP Action 1.2, a requirement of appointment to President will be demonstrable experience of leadership in advancing gender equality. Action 7.1 aims for all key decision-making bodies and chairs comprise of at least 40% women and 40% men.
4	Measures against gender-based violence including sexual harassment	MU is actively working to implement the Framework for Consent in HEIs: Safe, Respectful, Supportive and Positive: Ending Sexual Harassment in Irish Higher Education Institutions through the Maynooth University Action Plan to Tackle Sexual Violence and

		Harassment . MU has also implemented the Speak Out Reporting Tool for staff and students to anonymously report incidents and find information and contact details on relevant Maynooth supports and specialist external supports.
5	Integration of the gender dimension into research and teaching content	The MU EDI Office and MU Research Development Office provide support for the integration of gender into research content. Action 6.4 and 6.5 include workshops for graduate students and staff.



Professor Eeva Leinonen
President
Maynooth University

Date: 9th March 2022

Maynooth University Gender Equality Action Plan (MU GEAP) 2018-2022

No.	Description of Action	Source ¹	Lead	Timescale
1.1	<p>At the final selection step, in the appointment for new Presidents, in so far as is possible, the final pool of candidates will comprise an equal number of women and men. If it has not been possible to achieve gender balance in the final selection step, the interview panel will account to the Governing Authority for why this was not possible</p> <p>In the search and selection process, measures to promote gender equality will be included, and applicant data at each stage will be collected by gender</p> <p>Governing Authority will provide a report to the Higher Education Authority (HEA)</p>	<p>Gender Equality Taskforce Action Plan (henceforth referred to as Taskforce GEAP²) pg. 30-31 Leadership</p> <p>MU Strategic Goal 6.1.2</p>	Governing Authority	Will apply to all future appointments for President
1.2	<p>In the appointment process for a new president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality</p>	<p>Taskforce GEAP pg. 30-31 Leadership</p> <p>MU Strategic Goal 6.1.2</p>	Governing Authority	Will apply to all future appointments for President
1.3	<p>Appoint a Vice President (VP), through a publicly advertised process, with responsibility for equality, diversity, inclusion and inter-culturalism (EDI) who will be a member of the University Executive (UE) and report directly to the President. Post to be advertised Q3 2018</p>	<p>MU – Athena SWAN GEAP (henceforth referred to as MU AS GEAP) Action 3.1</p> <p>MU Strategic Goal 6.1.1</p>	President	2018-2019

¹ Indicates whether an action was identified in the original MU Athena SWAN Action Plan (as a result of the critical self-analysis) or added in during the update to incorporate the MU Strategic Goals, HEA Expert Group Report recommendations and the Gender Equality Taskforce Actions

² Gender Equality Taskforce Action Plan, 2018 which incorporates and builds on the HEA Expert Group Report, 2016 recommendations

No.	Description of Action	Source ¹	Lead	Timescale
1.4	In the appointment process for senior leadership positions in the University (including Vice Presidents, Deans, Heads of Departments), evidence of leadership in advancing gender equality will be taken into account	Taskforce GEAP pg. 30-31 Leadership MU Strategic Goal 6.1.2	President, Director of HR	Commence 2020/ Ongoing
1.5	Launch a guidance framework for staff with a leadership position in the University on how to integrate gender equality in all processes and decisions made	Taskforce GEAP pg. 30-31 Leadership MU Strategic Goal 6.1.2	VP E&D	2020
2.1	Establish an independent, academically led Gender Equality Steering Group (GESG) and working groups that are representative of the University community The GESG will meet 6 times a year and the working groups 3 times a year to support and advise on full implementation of the GEAP The GESG will act as the self-assessment team (SAT) for future Athena SWAN institutional awards	MU AS GEAP Action 3.3; Taskforce GEAP pg. 34 Embedding Culture MU Strategic Goal 6.1.1	GESG Chair	2018-2022
2.2	The MU GESG will be represented on the joint Governing Authority/Academic Council EDI Committee by the GESG Chair or her/his nominee	MU AS GEAP Action 5.6.4 MU Strategic Goal 6.1.1	VP E&D	2019/ Ongoing
2.3	Appoint a full-time Athena SWAN Project Officer by Q2 2018	MU AS GEAP Action 3.2 MU Strategic Goal 6.1.1	President, Athena SWAN Chair, HR	2018
2.4	Undertake an annual EDI survey of all University staff	MU AS GEAP Actions 3.4, 3.7,6.6 MU Strategic Goal 6.4.4	VP E&D, Director of HR	2018/Annual

No.	Description of Action	Source ¹	Lead	Timescale
2.5	Develop a comprehensive EDI data collection system in HR	MU AS GEAP Actions 3.8; Taskforce GEAP pg. 39 Data MU Strategic Goal 6.4.4	Director of HR	2019/ Ongoing
2.6	Develop an internal gender equality data system for student data	MU AS GEAP Action 3.8 MU Strategic Goal 6.1.2	VP E&D, Vice-President Academic (VPA)	2020/ Ongoing
2.7	<p>Conduct an annual MU EDI audit and publish an EDI report incorporating survey and institutional data.</p> <ul style="list-style-type: none"> - Template for data gathering issued to appropriate offices and returned at the end of December each year to the VP E&D; - Data to include: pay, recruitment and promotions, key decision-making bodies, leaver data, attendance at training, student data, intersectionality data including gender, race and disability, transgender issues, communications and outreach, relevant policies/procedures updates; - Annual report presented to UE, Academic Council, and Governing Authority by the end of May each year; - Annual report published online by June each year. 	<p>MU AS GEAP Action 3.4, 5.6.11</p> <p>MU Strategic Goal 6.1.2</p>	VP E&D, Equality Officer, Athena SWAN Project Officer	2018/ Annually
2.8	<p>Design and populate a Gender Equality Dashboard using data from HEA returns, Q1 2018. [MU INNOVATION]</p> <p>Launch the national Gender Equality Dashboard in Q4 2019 in partnership with the HEA</p>	<p>MU AS GEAP Action 3.8</p> <p>MU Strategic Goal 6.4.1</p>	VP E&D, Athena SWAN Data Analysis Working Group	2018-2019/Annual
2.9	Introduce standard exit interviews for all staff who leave the University	<p>MU AS GEAP Action 4.6</p> <p>MU Strategic Goal 6.1.2</p>	Director of HR	2019/ Ongoing
2.10	The institution will apply for Institutional Bronze Athena SWAN renewal in	Taskforce GEAP Pg. 24-	President,	2022

No.	Description of Action	Source ¹	Lead	Timescale
	<p>November 2021</p> <p>MU was awarded an Institutional Bronze Award under the expanded Athena SWAN Charter in April 2018 (that included AHSS and intersectionality) and was the first Irish institution to achieve this.</p>	<p>25: Athena SWAN</p> <p>MU Strategic Goal 6.4.2</p>	<p>VP E&D, Chair GESG</p>	
2.11	<p>Prepare for an Athena SWAN Silver Institutional Award application in November 2025 (as per official HEA correspondence), by incorporating an analysis of 'impact' when assessing progress of the actions listed in this Action Plan and in Departmental Action Plans</p>	<p>Taskforce GEAP Pg. 24-25: Athena SWAN</p> <p>MU Strategic Goal 6.4.2</p>	<p>VP E&D, Chair GESG, Athena SWAN Project Officer</p>	<p>2019 - 2022</p>
3.1	<p>Review and update recruitment and selection policies, procedures and practices currently used to ensure that they are gender-sensitive</p>	<p>MU AS GEAP Action 5.1.1; Taskforce GEAP Pg. 26-27: Recruitment and Promotion Procedures and Practices</p> <p>MU Strategic Goal 6.4.3</p>	<p>Director of HR, VP E&D</p>	<p>2018-2019</p>
3.2	<p>Targets for academic recruitment by discipline:</p> <ul style="list-style-type: none"> - Increase female applications in STEM from 27.1% (3-year average 2014-2016) to 30% by December 2019, 33% by December 2020, and 35% by December 2021; - Increase female applications for postdoctoral positions in STEM subjects from 29.3% (3-year average) to 38% by 2021; - Increase the percentage of women shortlisted in STEM from 37.3% to 45% by 2021; - Increase female applications in AHSS from 45.2% (2014-2016) to 50% by 2021; - Maintain the number of women shortlisted in AHSS (51.1% over 2014-2016) 	<p>MU AS GEAP Action 4.1, 4.3, 5.1.1;</p> <p>MU Strategic Goal 6.4.3</p>	<p>Director of HR, VP Research, Dean of Science & Engineering (SE)</p>	<p>2018-2022</p>
3.3	<p>Review and update promotion policies, procedures and practices currently used to ensure that they are gender-sensitive</p>	<p>MU AS GEAP Actions 5.1.4, 5.1.5, 5.1.6, 5.1.8;</p>	<p>President, Director of HR, VP</p>	<p>2018-2019</p>

No.	Description of Action	Source ¹	Lead	Timescale
		Taskforce GEAP Pg. 26-27: Recruitment and Promotion Procedures and Practices MU Strategic Goal 6.4.3	E&D	
3.4	Produce a policy proposal for the University as to how periods of leave (including maternity and adoption leave) can be formally taken into account in the promotions process	MU AS GEAP Action 5.1.3 MU Strategic Goal 6.4.3	Promotions Review Group	2019
3.5	<p>Improve awareness and knowledge of what is required, and when to apply, for promotion:</p> <ul style="list-style-type: none"> - Implement a revised webpage with links to University policy, forms, guidance and additional resources Target: Increased awareness and knowledge of promotion processes reported in next staff survey - Hold workshops for each faculty, and briefing sessions for Heads of Department (HoD), with a gender equality dimension included, to increase awareness and knowledge of what is required and when to apply for promotion and to particularly encourage female applicants Target: 100% of eligible applicants will be invited to attend workshops with a targeted participation rate of 75% eligible female staff Target: Minimum of 80% of all HoDs will be trained by 2020 	MU AS GEAP Actions 5.1.6, 5.1.7, 5.1.8 MU Strategic Goal 6.4.3	HR, VP E&D, Faculty Deans	Q4 2019-2022
3.6	<p>Targets for promotion:</p> <ul style="list-style-type: none"> - Increase the percentage of total applications from women for promotion to Senior Lecturer from 42% to 50% by 2021; - Increase percentage of applications by women for promotion to Senior Lecturer in STEM from 33% to 38%; - Increase the percentage of applications from women for promotion to 	MU AS GEAP Actions 4.3, 5.1.4 MU Strategic Goal 6.4.3	President, Director of HR, VP E&D	2019-2022

No.	Description of Action	Source ¹	Lead	Timescale
	Professor B from 34% to 40% by 2021;			
3.7	<p>Targets to increase the percentage of women who are appointed at Professor A level:</p> <ul style="list-style-type: none"> - The number of Professors who are female will increase from 28% (December 2018) to 33% in 2020, 37% in 2022 and 40% in 2024. - To help achieve this, the University will apply for 9 SAL Initiative posts, the majority of which will be in STEM (2019-2021). 	<p>Taskforce GEAP pg 27-28 Positive Action</p> <p>MU Strategic Goal 6.4.3</p>	President	2019/ ongoing
4.1	Launch a new mentoring programme with a gender equality focus for early career female academics, including a female-to-female mentoring stream, that includes training for mentees and mentors (senior academics)	<p>MU AS GEAP Action 5.3.3</p> <p>MU Strategic Goal 6.1.2</p>	Director of HR	2020-2022/ Ongoing
4.2	Initiate a leadership programme tailored to the particular challenges in achieving equality in academic, research and Administration, Technical and Professional (ATP) areas that women are significantly underrepresented in	<p>MU AS GEAP Action 5.6.14</p> <p>MU Strategic Goal 6.1.2</p>	Director of HR	2020-2022/ Ongoing
4.3	Participate in the Aurora programme	<p>New action</p> <p>MU Strategic Goal 6.1.2</p>	VP E&D, Director of HR	2018-2022
4.4	Monitor the impact of training initiatives for staff and disaggregate data on uptake and impact by gender (and other protected grounds in the future)	<p>New action</p> <p>MU Strategic Goal 6.1.2</p>	Director of HR	2019-2022/ Ongoing
4.5	Review Performance Management and Development Systems (PMDS) in other Irish Universities and make a recommendation to UE	<p>MU AS GEAP Action 5.3.4; Taskforce GEAP pg 38 Workload</p> <p>MU Strategic Goal 6.1.2</p> <p>MU Strategic Goal 9.1</p>	Director of HR	2019-2022
4.6	Introduce a University Workload Allocation Model (WAM) enhancing transparent processes and procedures in the allocation of work	<p>MU AS GEAP Action 5.6.6; Taskforce GEAP pg.</p>	Director of HR	2019-2022

No.	Description of Action	Source ¹	Lead	Timescale
	Examine how workload allocation data can be analysed and aggregated to monitor for gender bias.	38 Workload MU Strategic Goal 6.1.2		
4.7	Provide HoDs with training on the allocation and monitoring of workloads during induction	MU AS GEAP Action 5.6.7 MU Strategic Goal 6.1.2	Director of HR	2020-2022
4.8	Revise sabbatical and research leave schemes to provide much more flexible forms of leave, including short periods of leave, that does not impose financial penalties and is incorporated into departmental workload allocations and models, which take account of gender equality	MU AS GEAP Action 5.3.5 MU Strategic Goal 6.1.2	VP Research	
5.1	Continue to implement and develop existing outreach activities in secondary schools in the region and on campus to encourage female students to study science subjects Collate and closely monitor gender-disaggregated data on staff and student outreach in STEM on an annual basis, addressing any imbalances if they arise	MU AS GEAP Actions 4.2, 5.6.13 MU Strategic Goal 6.2.2	Dean FSE, Admissions Office	2019-2022/ Ongoing
5.2	Experimental Physics will apply for Juno Supporter status and Juno Practitioner status	MU AS GEAP Action 4.4	Experimental Physics HoD	2018-2021
5.3	Develop the general visibility and visual website presence of women in STEM in the University, including by featuring this on the website during National Science Week	MU AS GEAP Action 5.6.15	Director of External Relations, Dean FSE	2018-2022
5.4	Launch two new Hume scholarships for excellent female research students in sciences and engineering (internal University scholarships)	MU AS GEAP Action 5.6.16 MU Strategic Goal 6.1.5	Dean FSE, Dean of Graduate Studies	2019-2022/Annual

No.	Description of Action	Source ¹	Lead	Timescale
6.1	Introduce an expanded/revised induction scheme that includes compulsory EDI training for new staff and training on the University's equality and sexual harassment policies	MU AS GEAP Action 5.1.2; Taskforce GEAP pg. 36 Awareness MU Strategic Goal 6.1.2	Director of HR, VP E&D	2018-2022/ Ongoing
6.2	Invite all HoDs (academic and central service units) to participate in EDI training including unconscious bias training	MU AS GEAP Action 5.3.1; Taskforce GEAP pg. 36 Awareness MU Strategic Goal 6.1.2	Director of HR	2018-2022
6.3	Redesign and redevelop the existing online Equality and Diversity programme (LEAD), including a new focus on intersectionality, to complement face to face training opportunities	MU AS GEAP Action 5.3.2; Taskforce GEAP pg. 36 Awareness MU Strategic Goal 6.1.2, 6.3.1	VP E&D, Director of HR	2019-2022
6.4	Host workshops for academic and research staff and postgraduate students on EDI, including consideration of the sex/gender dimension in research content	New action MU Strategic Goal 6.1.2, 6.3.1	VP E&D, VP Research	2019-2022/Annual
6.5	Run workshops on unconscious bias, diversity & inclusion for Graduate Skills module <i>GST1: Professional Development & Employability</i> each semester	New action MU Strategic Goal 6.3.1	Dean of Graduate Studies, VP E&D	2019-2022/ Biannual
6.6	Presentation on EDI (including gender equality) in MU for induction of new students during orientation week	New action MU Strategic Goal 6.3.1	VP E&D	2019 Annual
7.1	Continue to ensure that all key decision-making bodies and chairs comprise of at least 40% women and 40% men	MU AS GEAP Action 5.6.8; Taskforce GEAP pg. 32-33 Governance MU Strategic Goal 6.1.4	President VP E&D	2018-2022/ Ongoing
7.2	Conduct a review of the role of HoD including how it can be made more attractive	MU AS GEAP Action 5.6.3	VP E&D,	2019-2020

No.	Description of Action	Source ¹	Lead	Timescale
	to eligible female candidates	MU Strategic Goal 6.1.2	Director of HR	
7.3	Seek approval from Academic Council to pilot anonymous marking, before rolling it out for all official University examinations	MU AS GEAP Action 5.6.1 MU Strategic Goal 6.1.2	VPA	2019-2022
7.4	Launch new policy on anti-bullying, harassment and sexual harassment (incorporating dignity at work) for staff and students and expand relevant contact officer network Target: Percentage of female survey respondents in 2017 who were confident that their HoD would appropriately manage complaints about gender-based bullying will increase from 64% to 80% by 2021	MU AS GEAP Action 5.6.2 MU Strategic Goal 6.1.2	Director of HR, VP E&D	2017-2019
7.5	Develop a strategy for providing a more balanced representation of the University's public image, e.g. conferrings, honorary degrees, promotional materials, Dean's lecture series, alumni lectures	MU AS GEAP Action 5.6.12 MU Strategic Goal 6.1.2	Director of External Relations	
7.6	Review how ongoing building developments can better support an inclusive campus, incorporating gender equality as a principle	MU AS GEAP Action 6.5, 6.6 MU Strategic Goal 6.1.2	VP E&CD, VP E&D	2018-2022/ Ongoing
7.7	Continue to develop the presence of Athena SWAN activities online and on-campus	MU AS GEAP Actions 3.5, 5.6.9 MU Strategic Goal 6.1.2	Athena SWAN Project Officer, GESG, and Working Groups, EDIC	2018-2022/ Ongoing
8.1	Continue to include questions on intersectionality in our staff surveys and collate this data as part of the recruitment processes	MU AS GEAP Actions 3.9, 5.1.1 MU Strategic Goal 6.4.4	VP E&D, Director of HR	2018-2022/ Ongoing
8.2	Adopt a leadership role in convincing the HEA and the Government to take proactive steps to generate absent sectoral data on the intersection of gender	MU AS GEAP Action 3.10	VP E&D	2019-2020

No.	Description of Action	Source ¹	Lead	Timescale
	with race and ethnicity and other protected characteristics	MU Strategic Goal 6.4.1		
8.3	Develop a strategy to address the underrepresentation of women from racial, ethnic and cultural minorities in all grades of staff	MU AS GEAP Action 4.5 MU Strategic Goal 6.1.2	VP E&D, Director of HR	2018-2022
8.4	Advance EDI studies at MU, including funding a four-year dedicated PhD bursary to complete research on gender inequality as experienced by racial, ethnic and cultural minorities in Irish HEIs	MU AS GEAP Action 3.11 MU Strategic Goal 6.1.5	GESG Chair, Dean of Graduate Studies	2020-2023
8.5	Host an annual Intersectionality Lecture Series to highlight and give visibility to excellent research on racial, ethnic and cultural minority issues	MU AS GEAP Action 5.6.10 MU Strategic Goal 6.1.5	GESG Chair, Intersectionality WG Chair, Equality Project Officer	2020-2022
8.6	Become a designated University of Sanctuary	MU AS GEAP Action 4.2 MU Strategic Goal 6.2.1	Faculty Deans, Sanctuary Committee	2018-2019
8.7	Establish a Research and Teaching Network on EDI at MU which would make use of in-house expertise across the three Faculties	New action MU Strategic Goal 6.1.5	EDIC, Faculty Deans	2020/ Ongoing
8.8	Launch a 'Gender Identity and Gender Expression Policy' for trans and gender diverse staff and student	MU AS GEAP Action 6.1 MU Strategic Goal 6.1.2	Director of HR,	2017-2018
8.9	Hold gender identity awareness training for front-line staff and line managers	MU AS GEAP Action 6.2	VP E&D	2018-2022/ Ongoing
8.10	Review procedures for staff and students seeking a preferred name change and recommend a policy	MU AS GEAP Action 6.3	VP E&D, Registrar, Director of HR	2018/ Ongoing
8.11	New building developments/redevelopments will include provision for gender-neutral/accessible toilet facilities	MU AS GEAP Action 6.4	Director of Estates	2018/ Ongoing

No.	Description of Action	Source ¹	Lead	Timescale
		MU Strategic Goal 6.1.2		
9.1	Establish new Departmental and HR online supports for staff taking maternity/adoption leave and publish new guidelines both for staff taking leave and managers that will cover preparing for leave, expectations during leave and supports available upon return to work	MU AS GEAP Action 5.5.1	Director of HR with VP E&D	2018-2019
9.2	Centrally fund and offer a protected 3-month teaching-free period to staff after a period of maternity/adoption leave	MU AS GEAP Action 5.5.2	Director of HR with VP E&D	2018-2019/ Ongoing
9.3	Review policies and processes on maternity/adoption and paternity leave for research students and map the supports available to them	New action	Dean of Graduate Studies	2019/ Ongoing
9.4	Conduct an awareness raising campaign to highlight current and newly planned facilities on-campus for breastfeeding/expressing milk	MU AS GEAP Action 5.5.3	VP for Estates and Capital Development (E&CD), Director of HR, VP E&D	
9.5	Complete a full review of on-campus childcare requirements and facilities in order to formulate an evidence-based strategy in line with trajectories for growth in staff and student numbers. This will include conducting a dedicated survey of staff and students with children to establish future needs and to implement a plan	MU AS GEAP Action 5.5.5	Registrar, VP E&D, Childcare Review Working Group	2019-2022
9.6	Establish a Parents and Carers Network for staff and students	MU AS GEAP Action 5.5.4	VP E&D, MU Students Union (MSU)	2018-2022
10.1	<p>Agree with Departments/Faculties the timing of Athena SWAN Department Award applications</p> <p>3 Departmental SATs will be established in Geography, Business and Biology in January 2018 and meeting regularly by March 2018. These Departments will apply for award in November 2018 or April 2019</p> <p>Target:</p>	MU AS GEAP Action 3.6; Taskforce GEAP pg. 21	Faculty Deans, Athena SWAN Project Officer	2018-2022

No.	Description of Action	Source ¹	Lead	Timescale
	<p>April 2019 – 3 Departmental applications submitted; April 2020 – 3 additional Departmental applications submitted April 2021 – 3 additional Departmental applications submitted</p> <p>By 2021, 33% of all departments (at least 9 departments) will have submitted Athena SWAN applications.</p>			
10.2	<p>Ensure that Department/Faculty GEAPs are fully implemented within the set timeframe and set a pathway towards their Silver/Gold accreditation</p> <p>Support the integration of local actions with global action plans</p>	New action, linked to MU AS GEAP Action 3.6	Faculty Deans, Athena SWAN Project Officer	2018-2022
10.3	Establish an internal Athena SWAN Department Chairs' Network to share best practice across departments/faculties	New action, linked to MU AS GEAP Action 3.6	Athena SWAN Project Officer	2018/ Ongoing
10.4	Incorporate EDI analysis including gender equality and disability into departmental Quality Reviews	MU AS GEAP Action 3.6	VP E&D, Director of Quality	2020/ Ongoing