



GEORG-AUGUST-UNIVERSITÄT
GÖTTINGEN

DIVERSITY STRATEGY
OF THE UNIVERSITY OF GÖTTINGEN

The inclusive and transformative diversity strategy of the University of Göttingen was developed in a participatory process and discussed by all relevant bodies of the University, including the Senate, and approved by the Presidential Board. The version published here has guided the University's work on building diversity since 2016.

From 2016 to 2019, the University of Göttingen successfully participated in the diversity audit „Shaping Diversity“ of the Stifterverband and was certified on 20 February 2019. The audit was used to implement the diversity strategy.

If you have any questions or suggestions regarding the further development of the diversity strategy, please contact:

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FOREWORD BY THE VICE PRESIDENT FOR LEARNING, TEACHING AND EQUAL OPPORTUNITIES



DEAR MEMBERS AND ASSOCIATES OF THE UNIVERSITY OF GÖTTINGEN,

I am pleased that you would like to learn more about our diversity strategy.

The University of Göttingen strives to support its members and associates in the best possible way, so that they can develop and enhance their capabilities, successfully complete their studies and achieve outstanding professional success.

The starting point for this is the capability approach: The extent to which people can realise their abilities and be “successful” in their studies or at work or in research largely depends on how well individual capability and priorities as well as institutional and social circumstances interact.

For educational institutions such as the University of Göttingen, this means not only creating an appreciative research, work and study environment that is as free of prejudice as possible, but also incorporating individual potential, creativity and innovation as well as protection against discrimination. At the same time, this means improving the framework conditions for learning, teaching and research and in the scientific support services. This is decisive in making the University of Göttingen enduringly attractive for the best students, researchers and employees.

The University of Göttingen has set down this approach in its diversity strategy. This is *inclusive*, insofar as it aims to further develop the University in a diversity-oriented manner „for the good of all“. It is also *transformative*, since the University as an *engaged university* wants to have a transformative effect on its regional, urban and wider environments and initiate further diversity-oriented development there, too.

This inclusive and transformative diversity strategy is simultaneously the (interim) result, starting point and framework of the diversity-oriented organisational development at the University of Göttingen. By successfully participating in the Stifterverband's diversity audit from 2016 to 2019, the University of Göttingen has taken decisive steps towards implementing its diversity strategy. Even after the award of the certificate for the „Shaping Diversity“ audit, this strategy remains a constant benchmark for further diversity work at our University.

The fact that the University of Göttingen was able to implement the audit process so productively and successfully implement several sub-projects was only possible thanks to the high degree of commitment of numerous participants at centralised and decentralised levels. I would like to express my appreciation and sincere gratitude to them all. I would also like to thank the Equal Opportunities and Diversity Unit, and in particular its head, Dr. Doris Hayn, and the head of the division „Diversity“ of the Office, Dr. Daniela Marx, for the structured design of this process.

The inclusive and transformative diversity strategy of the University is at the same time part of the organisational change process itself. It is continuously developed in interaction with discussions in the social and political sciences and internal university debates, against the background of new findings from research and practice and especially with the concrete actions of all those who study and work at the University of Göttingen.

Helping to shape this process is both a central concern and a great pleasure for me. For this reason, I would also be delighted to receive any suggestions you may have for the further development of the diversity strategy.

Prof. Dr. Andrea D. Bührmann

*Vice President for Teaching, Learning
and Equal Opportunities*

Göttingen, May 2019

PREAMBLE

The Georgia Augusta is closely linked to the values of the Enlightenment. As a university with a strong research basis and an international orientation, it is part of an outstanding research environment (Göttingen Campus). The University of Göttingen places great importance on excellent results in learning, teaching, the promotion of early-career researchers and research. It therefore promotes a scientific and working culture that provides equal opportunities for all members and associates of the University and encourages them to develop their talents and potential, regardless of gender, age, sexual orientation, religion or belief, disability or chronic illness, ethnic and social origin and regardless of their different backgrounds of experience and life situations. Through this recognisable culture of equality and diversity, the University of Göttingen will attract more outstanding researchers, lecturers and students in the long term in the context of the Göttingen Campus.

In the spring of 2016, the University of Göttingen, with the broad participation of representatives from the Presidential Board, Senate and Committee for Gender Equality and Diversity, faculties, departments and staff units, central institutions, staff council, students, the Studentenwerk (student services organisation) and the Representative for Dis-

abled Persons developed this diversity strategy and ratified it in the Diversity Steering Committee.

The Committee for Equality and Diversity endorsed the strategy on 30 June 2016. The Senate discussed the strategy on 26 October 2016.

The diversity strategy of the University of Göttingen has a programmatic character. It combines the manifold, already existing diversity-related activities at the University of Göttingen into a common goal and implementation outlook and enables a bundling of all forces for a continuous further development, towards an organisation in which diversity is the norm.



GOALS

With our diversity strategy, we are embracing the challenges arising from social change in a future-oriented university. We recognise the heterogeneous nature of the members and associates of the University, see diversity policy as a cross-sectional task of University development and open ourselves up to new target groups.

Cross-sectional task means that not only individual representatives and trained specialists, but *all* members and associates of the University are called upon to shape a diversity-appropriate implementation of *all* structures and processes in *all* fields of action – such as research, learning, teaching, knowledge transfer and science management.



New beginnings – cherry blossoms on campus

With a diversity-based organisational structure and culture, we want to unleash the ideas and creative potential for innovative research and teaching and contribute to the realisation of educational opportunities for students and early-career researchers from different backgrounds.

This requires an environment for studying and working in which stereotypes and prejudices are reflected upon and eliminated. All associates of the University of Göttingen should receive appreciation and support. Such an environment should contribute to enabling outstanding performance.

By combining diversity policy with the reduction of discrimination, we want to strengthen the future viability of the University of Göttingen. The University has incorporated this commitment in its mission statement in 2006 and underscored it by signing the Charter of Diversity in 2015. It has already taken a number of steps towards broad awareness raising and empowering students for academic and professional success, which are also framed by sustainable structural changes.



Change of perspective

DIVERSITY STRATEGY OF THE UNIVERSITY OF GÖTTINGEN

The University of Göttingen is committed to a diversity strategy that takes into account its special characteristics:

The University of Göttingen strives to enable *excellent studying and working* for all members and associates. At the same time, the University is continuously expanding the „Pool of Excellence“ in research, teaching, knowledge transfer and knowledge management.

The University of Göttingen is developing an *organisational structure and culture that is geared towards diversity*, that offers members and associates of the University *equal opportunities and protection against discrimination*, and that improves general conditions for all.

The University of Göttingen bases its efforts and activities on an *understanding of diversity* that encompasses differences and similarities. It understands diversity as normality, not as deviation.

The University of Göttingen takes into account the interaction of different dimensions of diversity (*intersectionality*) in privileges and disadvantages. It begins on the basis of needs and experiences and, where necessary and sensible, focuses on specific target groups.

The University of Göttingen uses the *capability approach*, i.e. people's resources are regarded as a starting point for their academic and work achievements. They are supported in their efforts to develop and improve their skills so that they can successfully complete their studies and achieve outstanding professional success.

The University of Göttingen acts as an *engaged University*. This means that it works in many ways beyond its borders – into the Göttingen Campus, the city, the region and society. Within the scope of its capabilities, it makes it clear that dealing with diversity is one of the great social challenges of our time and that additional resources are required for this.

The University of Göttingen is committed to a *research-based diversity strategy* that takes current research results as well as good practice into account.

BACKGROUND OF THE DIVERSITY STRATEGY

STRATEGIC ANCHORING OF DIVERSITY

Diversity is already firmly rooted at the University of Göttingen as a key element of the strategy and as a development goal, and thus, also as part of our profile development:

MISSION STATEMENT OF THE UNIVERSITY 2006

„The University of Göttingen seeks to contribute to the realisation of equal opportunities and the overcoming of all gender-related, ethnic, cultural, social and religious disadvantages that oppose this.“

TARGET AGREEMENT OF THE UNIVERSITY WITH THE STATE OF LOWER SAXONY 2010–2012

Strategic core targets: Implementation of the DFG's research-oriented gender equality standards and the gender equality programme within the framework of the Female Professors Programme, further development of the family-friendly University; Goals: Equality and diversity aspects are taken into account in quality development, in the promotion of academic careers and in student guidance, student finance and career advice.

INSTITUTIONAL STRATEGY II OF THE UNIVERSITY 2011/12

„In addition to gender equality, we will therefore also show a diversity strategy here. The creativity that corresponds to the Göttingen Spirit is based on the fact

that the potentials of both sexes, all age groups, different ethnic, religious and social groups, people with different sexual orientations as well as people with disabilities can unfold. To actually take these diversities into account in everyday life is a challenge that the University has by no means fully mastered yet. It sees the need to establish institutional ways to reflect on and promote diversity, to make it liveable and to open up new opportunities to learn from it.“

STRATEGIC MEASURES OF THE UNIVERSITY 2012

„Only a recognisable culture of equality, diversity and family-friendliness at the Göttingen Research Campus will make the location attractive for outstanding researchers and teaching staff in the long term“; expansion of gender and diversity research into a research focus; concentrate on equality and diversity issues in measures to promote early-career researchers.

INTERNATIONALISATION STRATEGY OF THE UNIVERSITY 2013

“The conceptual basis of the internationalisation strategy of the University of Göttingen is to understand cultural diversity as a resource whose use represents a decisive added value for research and teaching”.

UNIVERSITY DEVELOPMENT PLAN 2013–2018

“The University wants [...] to increase its efforts for successful diversity management. [...] The University management and the Senate will resolutely and creatively advance strategies for the inclusion of all employees and include these strategies as quality criteria in planning, decision-making and implementation processes. The expansion of interdisciplinary and transdisciplinary gender and diversity research and corresponding degree programmes is intended to give the University an enhanced profile, including in the field of gender equality.”

IMPLEMENTATION AND FURTHER DEVELOPMENT OF THE EQUAL OPPORTUNITIES CONCEPT OF THE UNIVERSITY AS PART OF THE PROFESSORS PROGRAMME II 2014

“Accelerate cultural change: The greatest gender equality policy challenge of

the next few years will be the expansion of a science and work culture that is fair to all genders and families [...]. Such a cultural change requires [...] the interlocking of gender equality policy with diversity mainstreaming, which is in the process of being established .”

CHARTER “FAMILY LIFE AND ACADEMIA”, UNIVERSITY STATEMENT ON THE SIGNING IN 2014

“The University of Göttingen is aware of its responsibility for the compatibility of science/studies/working life and family. It is committed to enabling all its members and associates to have time for family and caring commitments through equal opportunities-oriented, family-friendly studying and working conditions. Family is understood as a social relationship in which people assume responsibility for each other in the long term.”



TARGET AGREEMENT OF THE UNIVERSITY WITH THE STATE OF LOWER SAXONY 2014–2018

Enabling participation and mobilising educational potential; realising gen-

der equality (...) through the further expansion and professionalisation of gender equality work at central and decentral levels..

UNIVERSITY OF GÖTTINGEN: POSITIONS AND PROSPECTS 2014–2024

“The University pursues a comprehensive equality and diversity strategy and thus promotes equal opportunities for all its members and associates regardless of age, sexual orientation, religion or belief, disability or chronic illness, ethnic and social origin.”

CHARTER OF DIVERSITY, SIGNED BY THE UNIVERSITY IN 2015

“The diversity of our employees with their different abilities and talents opens up opportunities for innovative and creative solutions. The implementation of the ‘Charter of Diversity’ in our organisation aims to create a working environment that is free of prejudice. All employees should be valued – regardless of gender, nationality, ethnic origin, religion or worldview, disability, age, sexual orientation and identity.”



charta der vielfalt

UNTERZEICHNET

PERSPECTIVES FOR CAREER PATHS AT THE UNIVERSITY OF GÖTTINGEN 2015

“Gender equality, family-friendliness and diversity are important cross-sectional dimensions of personnel development at the University.”

WELTOFFENE HOCHSCHULEN GEGEN FREMDEN- FEINDLICHKEIT

STATUTES OF THE UNIVERSITY OF GÖTTINGEN 2016

“The University actively contributes to the realisation of equal rights for all people in its fields of activity [...]. In particular, it promotes the enforcement of equal rights for women and men, takes measures to prevent violations of the General Equal Treatment Act and ensures that university courses are as accessible as possible.”

INCLUSION AGREEMENT OF THE UNIVERSITY OF GÖTTINGEN 2018

“Inclusion is part of the diversity orientation of the University of Göttingen. [...] The long-term goal is to initiate fundamental structural changes and a sustainable cultural change at the University beyond individual measures such as advisory and support services for individual target groups.”



VIelfalt [®]
GESTALTEN
DIVERSITY-AUDIT
DES STIFTERVERBANDES

—
ZERTIFIKAT 2019

MISSION STATEMENT FOR TEACHING AND LEARNING AT THE UNIVERSITY OF GÖTTINGEN 2018

“The close integration of digitisation, internationalisation and diversity orientation as well as research-oriented teaching create important prerequisites for a quality-assured and successful course of studies at the Göttingen Campus.”

TARGET AGREEMENT OF THE UNIVERSITY WITH THE STATE OF LOWER SAXONY 2019–2021

“The University of Göttingen regards the establishment of equal opportunities as a quality criterion and cross-sectional task. [...] In 2019, the University will successfully complete the diversity audit of the Stifterverband and further develop University structures, processes and procedures on the basis of the audit results in a diversified manner. The sub-projects conceived in the auditing process will be successfully continued and the sub-projects “Development of a Handbook on Accessibility in IT” and “Handbook on Diversity in Personnel Processes (in particular personnel selection)” will be implemented by the end of 2019. The goal will be achieved when these two diversity audit sub-projects are implemented by the end of 2019.”

STARTING POINTS OF THE DIVERSITY STRATEGY: STRENGTHS, CHALLENGES AND DEVELOPMENT POTENTIALS

The debate on diversity takes place at the University of Göttingen on different levels and is supported by the commitment of various stakeholders. The diversity strategy was developed from the analysis of strengths, challenges and development potentials.

STRENGTHS

Diversity is already an integral part of the University of Göttingen's strategy and is embedded as a development goal.

Diversity-related activities are developed and implemented simultaneously top-down and bottom-up. The commitment to the further development of the University of Göttingen in line with its diversity is supported by a large number of stakeholders at centralised and decentralised levels.

For about ten years, numerous diversity-oriented measures have been implemented that address individual or several target groups or are designed to be cross-target (sometimes without the diversity 'label').

The existing activities are focused on the diversity-oriented design of the University of Göttingen and/or at reducing discrimination (e.g. by linking proven policies of gender equality and inclusion of people with disabilities with diversity policies).

The University of Göttingen has an innovative internationalisation strategy that contributes to the promotion of diversity at the University of Göttingen.

The Diversity Steering Committee already coordinates the activities of different stakeholders.



University offer: Anti-discrimination counselling for students

CHALLENGES AND DEVELOPMENT POTENTIAL

The development of a diverse organisational structure and culture requires ...

... a more systematic focus on *all employees and associates* who are in research or provide research support - in addition to prospective and current students.

... that, in addition to the dimensions of the General Equal Treatment Act (ethnic origin, gender, religion or belief, disability, age, sexual identity), *other dimensions of diversity* such as social

origin, educational biography, life situations/social status/personal goals, health and financial situation are taken into account. For students, learning styles, language skills and previous knowledge/strengths are also relevant, for employees, qualification/training, pay grade, length of employment and role.

... the continuing development of both *cross-target group-oriented*, intersectional and *target group-oriented* measures.

... that individual solutions (individual case decisions) are combined even more with *structural solutions*.



Kick-off event for the diversity audit

... infrastructural *barriers* to be *dismantled*, including architectural barriers.

... a focus on the further development of *structures and processes*.

... responsibility for this to be demanded from all members and associates of the University of Göttingen (*mainstreaming*), instead of delegating it to individuals.

... sensitisation on a broad level and thus promotion of *motivation* for participation.

... the combining of existing approaches for the recording of diversity by *diversity*

monitoring in order to reflect (quantitative) changes over time and at the same time to (qualitatively) record the situation of students and employees as well as the handling of diversity and the effect of measures.

... even more work to be done in the *Göttingen Campus* and beyond, in the city and region of Göttingen as well as in society.

... the creation of clear *structures of responsibility and work*, the combining of existing strengths and for these to be provided with the appropriate *resources*, so that diversity policy can be established sustainably.



Active discussions during the kick-off workshop

IMAGE RIGHTS

S. 3: Christoph Mischke
S. 5: Klein und Neumann
S. 6, 7, 14, 15: Peter Heller

University of Göttingen

Prof. Dr. Andrea D. Bühmann

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