

UM Diversity&Inclusivity

2020 – 2023

Constance Sommerey, November 2019

Inclusivity is one of the main goals of the UM Strategic Programme *Community at the Core*. In the past two years of Diversity&Inclusivity (hereafter D&I), we have

- Done exploratory research in the UM community (Sustainable Employability Monitor, interviews, focus groups, workshops, etc)
- Committed to becoming a more family-friendly universities for those with caring responsibilities
- organized internal events and events with other higher education and business organizations on various topics relating to D&I in order to raise awareness, share best practices or show our public commitment to the realization of certain specific objectives
- supported and gained insights into grass root UM community ideas (D&I Grants, support for organizations).

Based on these insights and experiences, we have identified four specific action areas in our UM D&I Strategy for the period 2020-2023. In order to realize the proposed measures, D&I personnel needs to be increased and we should place the many D&I activities in a central D&I Office. This document presents a short summary of the D&I Strategy, an overview of the related tasks and the rationale behind the D&I Office.

UM D&I Strategy¹

UM D&I policy has two main aims:

- Diversifying employee and student population
- Creating an inclusive atmosphere in which all talents and competencies can be mobilized for the well-being of UM community members and for the well-being of the organization itself

In order to achieve these aims, we can identify four core areas that ask for specific policy interventions, trainings or awareness raising.

These areas are:



¹ Adopted by Executive Board September 2018

ATTRACTING & RETAINING talent is about attracting a more diverse group of administrative and academic staff as well as students, and to help this diverse group successfully mature in our organization. This effort demands the broadening of our conceptualization of 'talent' in recruitment and retention efforts. If we want to harness diversity's benefits as increased creativity and be an important role model organization within Limburg, the Netherlands and academia we have to rethink our recruitment strategies to attract a more diverse pool of students and employees and also live up to raised expectations in the day to day organization of work and study. We also have to rethink our career development efforts for underrepresented groups and individuals with diverse career plans and life choices.

WHAT?	WHO?
Recruitment Scripts (digital and physical) Disability Vision and Support	HRM & D&I Office D&I Office in collaboration with HRM and SSC
Inclusion International Staff + Students Career Management Policies	KCIS, AA, SSC, MarCom, D&I Office HRM
Career counselling & training 1 st Generation Students Plan	Staff Career Centre, D&I Office D&I Office, Taskforce FGS, ROA
Student Retention	Edlab, D&I Office

FOSTERING cultural change is the core area for activities that portray that equity and inclusivity are core values of our organization and that raise awareness for these values. Culture change is essential as it is the only way to sustainably become inclusive. It also means that we not only attract more diversity, but that we have to *practice what we preach* in order to retain our employees and students. Activities in this area are the D&I Grants, events and symposia, rethinking current curricula (within the framework of Global Citizenship Education), marketing & communication, but also the recurring employee and student surveys with a special focus on inclusivity belong to initiating, monitoring and fostering cultural change.

WHAT?	WHO?
D&I Grants qualitative and quantitative reports on development of strategy (UM level and faculty level)	D&I Office D&I Office
Student & Employee Monitoring Support for D&I Initiatives	HRM, SSC, D&I Office D&I Office
D&I ILOs in UM programmes	D&I Office (as part of Global Citizenship Education taskforce)
Events (internal and with external partners) External Commitments, representation and audits	D&I Office D&I Office
YUFE WP7 Diversity & Inclusivity	D&I Office

STRENGTHENING diversity competencies is important throughout our organization if diversity management is to be successful. Teaching staff needs to be trained in the necessary skills in order to navigate UM’s international classrooms. Students need the same skills to successfully partake in PBL and for participating in the global job market after graduation. Diversity competencies are also relevant for researchers, as content and presentation of research projects is increasingly tested on its diversity dimensions in funding applications. All staff, from junior colleagues to those in leadership positions has to be diversity sensitive to create an inclusive UM. This can be achieved through relevant trainings, but the importance of diversity competencies also needs to be institutionalized in our quality cycles (student evaluations, BKO portfolio, yearly talks).

WHAT?	WHO?
Trainings	Staff Career Centre, EDLAB, D&I Office
Institutionalization	Academic Affairs, BKO and CPD coordinators of faculties, D&I Office

MAKING family-friendly HR and Education policies- UMCares offers the chance to attract a more diverse pool of talents, increase employee satisfaction due to better work/study-life balance and has a positive effect on absenteeism and personnel turnover. By recognizing and facilitating the caring responsibilities of UM community members, by appreciating different ways of life, different needs at different moments in life and creating the necessary conditions so that diverging career models can be fulfilled, UM can offer more equity in career development. UMCares aims to structurally improve the commensurability of professional and private responsibilities, allowing for flexibility in time of need and thereby contributing to community satisfaction and sustainable employability.

WHAT?	WHO?
Policy development and implementation	Project Manager UMCares, HRM, SSC, faculties
UMCares events	D&I Office, Project Manager UMCares
UM Cares contact point for managers, HR advisors and concerned members of UM community	D&I Office

Together, these four core areas help to structure the efforts of UM D&I Policy in the upcoming years. The division into areas offers the possibility to structurally focus on different aspects of our organization, from recruitment, academic affairs, teaching development, facility management, student services, and employer branding to HR policies. These four core areas also reveal the challenges of actively managing diversity: all levels and layers of the organization are vital in D&I policy’s success and there is a lot to be done. The D&I Office aims to facilitate the cooperation between different units and offers the needed expertise and personnel on a central level to address relevant management, AA, HR and student services issues.

UM D&I Office

In general, most people in our community want to work towards a more inclusive organization. That being said, the decentralized structure of our organization leads to a whole conundrum of approaches to increase inclusivity without a clear red thread and with at times conflicting solutions when comparing organizational units. It is very clear that, in order to reach our objectives as set in the D&I policy, to get an overview of ongoing activities and to standardize where necessary, there needs to be a more global view and contact point for D&I activities and policy solutions.

The D&I Office aims at taking such a global position; gathering information about different organizational practices, offering advice, and developing, when necessary, central policy and approaches in the area of D&I. CBB and MT have requested such a central contact point (independent of HR) in order to support the at times difficult task of negotiating needs and wishes of employees and students relating to D&I issues.

It also became increasingly clear that D&I is not exclusively an HR issue. While it certainly helped the Diversity Officer (hereafter DO) to start off as being part of HR and understand current HR developments in our organization, contacts to AA, SSC, student organizations and the faculties have been more difficult to establish or maintain because of the HR association of D&I. In order to reach the set objectives, D&I issues need to be approached much more holistically and addressing issues relevant to various target groups. The D&I Office should therefore be an independent unit in MUO. As such, we also follow the examples of many international higher education institutions with longer histories in D&I management.

In order to realize the UM's D&I Strategy as outlined below, the D&I Office will have (wo)manpower:

The D&I Office will consist of

- Diversity Officer as policy director (0.8fte)
- Senior policy officer (0.9 fte)
- Junior policy officer (1.0 fte)
- YUFE WP7 coordinator (0.2fte)
- D&I event manager (0.3 fte)²
- student assistant/student ambassador (0.3 fte)

The **DO** (0.8fte) manages the D&I Office. She provides strategic advice to the Executive Board, supervises the development of D&I strategy and policy, reports to and is conversation partner for all relevant organizational units and represents UM's D&I vision internally and externally. She will discuss concrete plans with the faculties. The DO strengthens the ties between relevant organization units so that staff and students can more easily find the appropriate contact for D&I related concerns. She also identifies, maintains and further develops networks and relationships with existing and potential new partners to exchange ideas and innovation in D&I. The distribution of the many tasks related to the D&I strategy will take place once the office is assembled.

² 0.3fte will be located in Marketing&Communications

The **senior policy officer** for D&I (0.9 fte) will develop and manage activities related to *UMCares*. She helps decentral organizational units to conceive and implement UM Cares policies and activities. She will also work closely with HR in order to harmonize (when necessary) CAO implementation related to caring responsibilities of staff. The distribution of the many tasks related to the D&I strategy will take place once the office is assembled.

The **junior policy officer** (1.0fte) will develop policy on multiple still to be allocated areas.

We will see where to include the **YUFE** tasks.

The D&I **Event manager** (0.3 fte) will organize multiple D&I events throughout the year such as the annual Diversity Day, D&I presence at INKOM, the annual FEM event, UMCares events, the yearly D&I Grant event and will further consolidate cooperation with external partners such as other national and international universities, Medtronic, Gemeente Maastricht, COC Limburg, Province of Limburg, Politie Limburg etc. The event manager also has the expertise to advise other UM D&I organizations, such as UMPride, on locations, catering, etc.

The D&I Office has one or two **student assistants** to help with administrative tasks and, more importantly, to be in touch with student wishes and concerns. The student assistant therefore also has an ambassador task and will be appointed with this role in mind. One student assistant will support FEM activities.