

Terms of Reference (ToR)

Diversity & Inclusion TU Delft

2018-2024



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Author: S.A. Benschop LL.M.

Senior policy advisor HR & coordinator D&I Office TU Delft

S.A.Benschop@tudelft.nl

Summary

In this policy framework a set of principles and long-term goals are set out that form the basis of TU Delfts' Diversity & Inclusion (D&I) policy. Moreover this document aims to give overall direction to D&I planning and development and explains the positioning of the D&I office within TU Delft.

Vision

The D&I Office aims at making a sustainable impact on improving campus culture, our demographic composition and our educational standards. We do that by focussing on seven thematic priorities in this policy framework.

A diverse TU Delft-community is the foundation for achieving knowledge and provides the conditions for the meaningful exploration and exchange of ideas. Moreover diversity unlocks innovation and drives growth -a finding that should intensify efforts to ensure that senior leaders both embody and embrace the power of differences.

For the success of this vision it is necessary to effectively execute the short and long-term goals, as well as monitoring the effects of these decisions on students, employees, and all other stakeholders, and adjusting policies when deemed necessary. Moving upward and improving diversity and inclusion in a highly competitive and complex environment is the challenge TU Delft faces.

Conditions

To achieve the D&I vision dedicated capacity via a substantial D&I Office is needed. This D&I Office will work together with departments, individuals and local D&I initiatives/office, across the TU Delft to promote a respectful, accessible and inclusive community for all staff and students. The D&I Office will develop policies, provides information, consultation and support to the TU Delft community on Diversity & Inclusion (D&I) issues.

The Diversity & Inclusion Office should consist of the following individuals:

- **Diversity Officer (a role at the professorial level, 0,4 fte max)**
- **Diversity & Inclusion Coordinator (0,8 fte, Scale 12)**
- **Diversity & Inclusion Policy Advisor (0,8 fte, Scale 11)**
- **Diversity & Inclusion Office Assistant (0,4 fte, Scale 8)**

A dedicated **D&I office space** where the team works and individuals can come to talk to professionals on D&I topics is *a conditio sine qua non* for embedding D&I in the culture of the TU Delft community.

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1. Background

Introduction

TU Delft is moving towards a more holistic approach to institutional inclusion and diversity. This is evident from the commitments outlined in the Strategic Framework 2018-2024 to improve campus culture. These Terms of Reference (ToR) provide a set of principles and short- and long-term goals that, when accepted by the Executive Board, can form the basis of TU Delft's Diversity & Inclusion (D&I) endeavours. More specifically, this ToR aims to give an overall sense of direction regarding D&I, and provides a set of indicators accompanied by a timeline. Also, this ToR explains the need for dedicated capacity in order to achieve the necessary progress on this topic.

The topic of diversity and inclusion is one that organisations all over the world are currently exploring, usually also in relation to challenges around the recruitment of talented individuals¹. Challenges can pertain to topics such as:

- Responding to the vast numbers of millennials entering and reshaping the workforce and student population;
- Addressing the low representation of women and marginalised groups in leadership positions;
- Dealing with an aging workforce and talent pool;
- Finding the right talent to drive expansion in, and collaboration with new geographical markets;
- Overcoming the restrictions on organisations' growth resulting from the low availability of key skills;
- Managing a multi-generational workforce and student population with evolving responsibilities for dependants (including employees with both children- and elderly parents).
- Responding to the rising percentage of specific population segments by recruiting talent that mirrors the diversity of those customers.

Within Dutch academia there is greater awareness of, and knowledge about, D&I management and therefore almost all Dutch universities have established a D&I Office on campus². Where the focus in the past was primarily on increasing the female percentage studying or working in science, the thematic priorities of the D&I offices have broadened. As one can see later in this document (§4), we have identified seven thematic areas that encompass D&I policy at our institution.

¹ <https://www.pwc.com/gx/en/about/diversity/global-diversity-week.html> .

² The LNVH network (Landelijk Netwerk Vrouwelijke Hoogleraren) is currently making an overview of the existing D&I Offices in Dutch academia, their staffing, their budget and their organisational position. The report will be discussed in the next meeting of the LanDo network (Landelijk Netwerk Diversity Officers) in September 2019.

Why Diversity is key

A diverse TU Delft community is the foundation for achieving broad knowledge and provides the conditions for the meaningful exploration and exchange of ideas. Moreover diversity can improve the quality of research and as a consequence unlock innovation, improve education, and drive scientific growth. This stresses the importance to intensify efforts to ensure that everybody within the TUD Delft community embraces the power of differences. Senior leadership in the academic staff as well as the support staff should pave the road by exemplary behaviour. Studies demonstrate that overtime such an organization will outperform their peers.

Why Inclusion is key

Inclusion is the process of improving the ability to actively participate in university life for academics, support staff and students. Having a inclusive culture that values diversity will further reduce institutional silo's and improve information sharing within TU Delft and with other stakeholder parties. It will also improve improving their position in society through enhanced opportunities, access to resources, increased visibility and voice, and respect both individual rights and group rights.

Embracing diversity and inclusion

In sum, research on diversity and inclusion provides evidence that organizations that embrace these values are more capable than their less diverse counter parts in attracting top tier talent; develop stronger relationships with academic- and support staff, students and stakeholders; improve the efficiency of research, education, innovation and decision making; and increasing student and staff engagement and satisfaction³.

³ Why Diversity Matters, McKinsey (2015).

2. TU Delft D&I terms of reference

History of the ToR

This ToR has been formed under supervision of the Diversity Officer and was written by the coordinator D&I, who is also a senior policy adviser HR. A university wide D&I Team acted as a sounding board.⁴ This ToR is related to various key documents such as the Strategic Framework 2018-2024, the new HR People Strategy and relevant faculty plans. The ToR is the basis for a cohesive campus wide work plan.

It is advisable that the work plan proposed in this ToR is implemented at all levels at TU Delft. The support for the primary processes is organised within the University Corporate Office. At the same time, the University Corporate Office is also a key player in implementing the actions of the work plan.

For the success of this vision it is necessary to effectively execute the short and long-term goals, as well as monitoring the effects of these decisions on students, employees, and all other stakeholders, and adjusting policies when deemed necessary. Therefore it is crucial that the administrative levels and the support organised within the University Corporate Office will:

- Reinforce the coherence of D&I strategy and policy at the institutional, faculty, departmental and support levels **by working together**.
- Encourage management dialogue as well as coordination and interactions between these levels on the themes mentioned in the Terms of Reference D&I.
- Monitors and evaluates the implementation of the proposed actions stated in the Terms of Reference D&I.

The draft version of this policy framework has been discussed with several stakeholders of the TU Delft in a consultation round held in 2019. These include the Board of Professors, members of the University Corporate office, the Student Council and the Works Council, DEWIS and TrueU.

Advice #1: create a dedicated D&I Office

It is advised that a dedicated D&I Office is created to be able to achieve the goals identified in the TU Delft Strategic Framework 2018 - 2024 and this ToR. The D&I Office will work as a knowledge centre and from that perspective be a linking pin between all members of the TU Delft community. Among other things, the D&I Office will:

1. Plan, guide and advise the academic community of TU Delft on diversity, equity, inclusion and related matters. Works in close collaboration with senior management to create, implement and monitor various D&I programs.

⁴ <https://www.tudelft.nl/over-tu-delft/werken-bij-tu-delft/nederland-tu-delft/waarom-werken-bij-tu-delft/diversity-inclusion/diversity-office-diversity-team/> .

2. Take a leading role in implementing strategic initiatives, including the creation of a culture for equity, diversity, and inclusion.
3. Take a leading role in developing training initiatives on D&I topics such as: cultural competency, gender differences, disability, sexual harassment, thus contributing to building a climate of equity and inclusion.
4. Supports campus D&I councils and event programming. Engages staff and students to build a welcoming and inclusive culture at TU Delft.
5. Represents the TU Delft to external organizations and agencies.
6. Serves as a central resource for student, faculty, staff and the academic community on issues related to D&I, discrimination, harassment. Keeping in mind the roles and duties of the confidential advisers, and scientific integrity advisers.
7. Establishes and maintains an internal reporting system to allow for effective measurement of the ToR D&I.
8. Provides analyses of relevant legislation and regulations related to D&I.
9. Gathers, researches and analyses data for use in statistical calculations and reporting in order to meet legal and policy requirements, including creating workforce analysis reports and makes recommendations for action.

Where faculties create local D&I initiatives and/or D&I teams, it is advised that they seek cooperation with the 'Central D&I Office' (and vice versa) in order to share expertise and create synergy. In order to facilitate this process, the Diversity Office will initiate two meetings a year with the local teams.

Advice #2: Equip the D&I Office as follows

It is advised that the D&I Office needs the following positions in order to perform the tasks outlined above, in total 2,0 fte extra funding is needed:

- Diversity Officer: a role at the professorial level, max 0,4 fte (not funded from the Board)
- Diversity & Inclusion Coordinator 0,8 fte, Scale 12
- Diversity & Inclusion Policy Advisor 0,8 fte, Scale 11
- Diversity & Inclusion Office Assistant 0,4 fte, Scale 8

The three D&I office employees are preferably placed in University's Administrative Office (Bestuursbureau) to ensure a neutral and domain-transcending location in the organization. The three D&I employees will report to the Deputy University Secretary, who will act as their hierarchical line manager ("1ste beoordelaar R&O"); the TU Delft Diversity Officer will act as their daily functional superior ("2de beoordelaar R&O"). The Diversity Officer will directly report to the Executive Board and is appointed for a period of 5 years. The Vice Rector Magnificus will act as his/her hierarchical superior.

The current D&I team that consist of volunteers, will in the future function as a sounding board. The composition of the current D&I team can be found in Appendix 3: Membership D&I Team.

Concerning the Diversity Officer it has to be mentioned that the current construction is that the Diversity Officer is an appointed role that has to be fulfilled on top of the regular tasks. In the current situation the Diversity Officer is professor as well as vice Dean. This means that the attention that is available for the role of Diversity Officer is limited by these important and demanding tasks. On the subjects of diversity and inclusion a lot is (justly) expected, but because of the limited capacity the risk of derogation within the TU Delft community and to the outside world is eminent. Its making it difficult to stress the urgency of the matter and generate the needed focus within the TU Delft community. Therefore the roll needs to be formalised to a function with a job description and actual capacity in time.

Advice #3: Evaluation of the D&I Office

It is advisable that the D&I Office will be evaluated after two years and after five years. The proposal for a new work plan and budget will be created after a positive midterm evaluation (after two years in 2021) and ratified in the fifth year (in 2024). The Diversity Office employees will be offered a temporary employment contract for a period of one year with the prospect of extension. The Diversity Officer will be appointed in this role for a period of five years.

3. Mission

“The D&I Office strives to understand and connect with the TU Delft’s community to grasp the experiences and needs of the university’s individuals and groups. These insights will then be used for suggesting and offering solutions to the decision-making entities. The D&I Office will work in the spirit of TU Delft - with scientific rigor and a focus on principles to understand the experiences and needs of different groups, in regard to diversity and inclusion.”

The current TU Delft’s D&I Team formed early 2018 and is tasked to advise the TU Delft community on issues of D&I ranging from small to big on campus.

In the beginning stage, the focus is on crafting an aligned, curious and empathetic work unit itself. The D&I Office fosters, and role models a mind-set that allows for different opinions and practices regarding all aspects of life such as work and study, and personal matters as they impact the functioning and well-being of TU Delft’s students and employees on campus.

The TU Delft believes that educational standards, and the community well-being will improve through inclusion of all those who study and work in this university. Therefore, TU Delft will benefit from:

- An integration of students and employees from different backgrounds and with different experiences and needs, requires discussion on the ideal way to integration.

An open environment to explore different pedagogical methods that might sooth a rather different demographic, such as those who are not part of the young full time student body.

- Accountability and repercussions for behaviours and human errors that violate the code of conduct and create a hostile environment for students and staff.
- A scientific, i.e. investigative, phased, and prototyping approach to tackling issues of diversity and inclusion. And including putting into practise what is already known.

Issues of diversity can include, but are not limited to, an experience of discrimination on the basis of one of the following factors:

- Race/ethnicity
- Gender
- Disability status
- Sexual orientation
- Family status
- Financial status
- Part-time or full-time care for children
- Responsibility for the care of other people
- Immigration status
- Religious background
- Cultural background

English proficiency

4. Seven themes

The current D&I team has chosen seven themes as key to its work plan. With these seven themes we foresee that TU Delft will be able to make a sustainable impact on further improving campus culture, our demographic composition and our educational standards. These themes may of course change over time and should enable the TU Delft's academic community to be a vibrant and inclusive community.

The seven thematic areas are:

TOPIC
<p>1. Gender equality</p> <p>Address particular barriers faced by women in academia and support the career progression of academic, research and professional women staff and students alike. Maintain a specific focus on the particular challenges faced by women in STEM disciplines.</p>
<p>2. Gendered Research and Innovation (GRI)</p> <p>In its ERA policy framework and in its Horizon 2020 funding programme, the European Commission, emphasises the importance of integrating gender/sex analysis (gender mainstreaming) in research and innovation (R&I) content.⁵ The approach taken at the EU level is a model that can serve to inspire national and local approaches; it should be continued and strengthened. Moreover the approach shows there is a clear need for integrating GRI in research areas of STEM and explains the role of Social Sciences and Humanities research in GRI. Therefore, all recommendations published in the advisory paper of LERU - no.18 (Buitendijk & Maes) - September 2015 as well as the established and emerging practice at LERU and CESAER universities, and other institutions/organisations will be carefully considered.</p>
<p>3. Study success and representation</p> <p>Provide enhanced outreach to underrepresented minority students at TU Delft and address disadvantages in student learning, attainment and issues in student satisfaction in relation to study success, including the student path from grad to doctorate and their progress towards becoming faculty members. Attention to mental health and wellbeing issues of students should be part of the approach. Creating and maintaining an environment for work and study that is inter-culturally</p>

⁵ Gender mainstreaming has been embraced internationally as a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

Gender mainstreaming ensures that policy-making and legislative work is of higher quality and has a greater relevance for society, because it makes policies respond more effectively to the needs of all citizens – women and men, girls and boys. Gender mainstreaming makes public interventions more effective and ensures that inequalities are not perpetuated.

Gender mainstreaming does not only aim to avoid the creation or reinforcement of inequalities, which can have adverse effects on both women and men. It also implies analysing the existing situation, with the purpose of identifying inequalities, and developing policies which aim to redress these inequalities and undo the mechanisms that caused them. See: <http://eige.europa.eu/gender-mainstreaming>.

inclusive, supportive of student and staff, parents and encourages authenticity and upholds the dignity and respect of all. Bottom up approaches are crucial in achieving these objectives.

4. Institutional support & wellbeing for students and staff

University leaders should address mental health issues of students and staff by launching a framework for university leaders aimed at embedding mental health and wellbeing across all university activities. This for example also includes providing adequate training for institutional support officers such as confidential advisors, psychologists, study advisors. In particular providing training opportunities aimed at providing health and wellbeing services to a diverse student and staff population as well as monitoring the teaching practices and work load associated with different majors, with regard to standards of excellence, to identify areas of concern.

The VSNU (Dutch University Association) could provide guidance through encouraging universities to focus on this important issue and work closely with other universities to design a programme to significantly improve the mental health support available to students and staff.

5. Further professionalize recruitment practices vis-à-vis diversity and inclusion

Identify opportunities and barriers related to recruitment progression and management of a diverse body of staff, and achieve greater diversity at senior levels of the organisation TU Delft.

6. Religion and spirituality

TU Delft is proud of its vibrant and diverse multicultural community and recognises the importance that faith, belief and spirituality play in the lives of many people.

7. Disability support services for staff and students with disabilities

Setting up a clear and transparent long term plan to make it easy to hire and accompany staff- and attract and accompany students with a disability. This should also encompass assistance and support during the full cycle of employment and study. The plan describes the process how jobs/ tasks/ experiences can be made suitable and matches will be made, how job support will be arranged and the funds which can be requested.

5. Work plan 2019-2024

The above-mentioned seven themes / objectives are achieved through the following concrete activities and tangible results set out in this work plan:

TOPIC 1. Gender Equality				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
1. Creation of Gender Equality Plans per faculty to increase the number of women in senior academic or professional roles; engage leaders in progressing gender equality. ⁶ These plans will be based on aligned management information so it can be used for decision-making, and for the coordination, control, analysis, and visualization of information on gender within the organization.	Deans	A. Every faculty will have a Gender Equality Plan in place that at least consists the following elements: <ol style="list-style-type: none"> 1. Analysis of gender trends within data on recruitment, retention and progression. 2. Offers positive action, sponsorship, networking and development opportunities for women. 3. Promotes visibility of senior women, role models, male and female gender champions 	DEWIS & HR	1-3- 2020
2. Guidelines for the Aspasia Grant 50% part Aspasia ensures that more female assistant professors progress to the level of associate or full professor. Aspasia was set up by the Ministry of Education, Culture and Science, the Association of Universities in the Netherlands and NWO. The grant is intended to encourage the promotion of female Vidi grant candidates to an associate professorship and female Vici grant	Valorisation Centre	A document with TUD guidelines describing which activities are eligible to be funded, taking into account the requirements of NWO Aspasia, aimed at supporting female scientific staff to grow in their scientific career.	HR & Valorisation Centre	1-1-2020

⁶ Een nieuw fundament: beeld van de bètasector, C De toetsbare ingrediënten – inclusief SMART criteria – voor de integrale versterking van het onderzoek, onderwijs en andere aspecten die gerealiseerd gaan worden door bovenstaande investeringen (p. 44 e.v.).

<p>candidates to a full professorship. Part of the grant is directly going to the female researchers, the other 50% is meant for other gender diversity activities.</p> <p>The Executive Board of TU Delft can decide which activities can be funded by the 50%. On February 16th 2017, the Executive Board decided to integrate the allocation of Aspasia in the D&I policy.</p>				
<p>3. Evaluate effectiveness/uptake of staff policy initiatives aimed at mitigating the impact of career breaks due to maternity/paternity leave on academic careers, particularly for women</p>	Deans, heads of department	Evaluation	DEWIS & HR	1-3-2020
TOPIC 2. Gendered Research and Innovation (GRI)				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
<p>1. Advocate widely for gender mainstreaming to be taken into account in research funding, design, implementation and application of research results, where applicable [and study materials/program curriculum].</p>	Deans, heads of department.	Advisory paper on gender mainstreaming	External gender consultant together with Strategic Development & Valorisation Centre	To be determined
<p>2. Create awareness of the importance of GRI throughout the university.</p>	Deans, heads of department	Communication plan	DEWIS & Communication	To be determined
<p>3. Provide tools for researchers to understand and apply GRI methods in their research fields, for instance through training, workshops, seminars or showcasing good examples.</p>	Deans, heads of department	Training and Toolset	Gender consultants/ experts together with Valorisation Centre and DEWIS	To be determined
<p>4. Emphasise that funding, innovation or publication opportunities will be missed if GRI methods are not applied.</p>	Head of Valorisation Centre	Communication plan	Valorisation Centre & Communication	To be determined
<p>5. Consider allocating internal funds to stimulate GRI and/or provide incentives for researchers to work on GRI proposals and projects, in particular in multidisciplinary collaboration.</p>	Deans, heads of department	Strategic plan	Valorisation Centre	To be determined
<p>6. Identify gender experts among the university's ranks of researchers. Encourage them to act as reviewers on the panels and committees that the EU and national funding agencies use to assess research proposals, and acknowledge their work.</p>	Deans, heads of department	Discussion in management teams of departments and shortlist provided to the European Commission DG Research& Innovation	Valorisation Centre	To be determined

7. Inform the university's research support services about GRI and make sure they are aware of the requirements in H2020 and Framework programme through training .	Head of Valorisation Centre	Create awareness through communication plan and training on the topic of GRI	Valorisation Centre and external gender consultants	To be determined
8. Promote integrating the outcomes of GRI into the teaching curriculum, to better prepare the leaders of tomorrow for dealing with personal and societal challenges.	Deans, heads of department	Rethink course design and integrate GRI in the teaching curriculum and train academic leaders in applying this in their teaching modules.	Education & Student Affairs & Human Resources	No capacity at ESA/ To be determined
9. Inform, as necessary, national (and other) governments as well as business leaders and others about the importance of including GRI in the national research and innovation agenda.	Deans, heads of department	Explicitly address GRI as a strategic theme and inform important stakeholders such as CESAER, LERU, VSNU, NWO, KNAW, LanDO,	Executive Board and deans	To be determined

TOPIC 3. Study success and representation

ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
1. Collect, review and monitor student attainment gap/continuation rate data by gender* and race. ⁷	Education and Student Affairs	Collect and analyse data on study success and performance, taking into account D&I aspects, where data permits	Education & Student Affairs together with university working group (consisting of Leiden, VU, UvA, UU).	No capacity at ESA/ To be determined
2. Support Faculties and Departments in investigating possible reasons for attainment gaps, with a view to changes in practice and culture to address them	Education and Student Affairs	Analysis and recommendations	Education & Student Affairs	No capacity at ESA/ To be determined
3. Integrate a strategy for health and wellbeing of students as a dimension to student satisfaction and study success.	Education and Student Affairs and Human Resources	Strategic Plan	Education & Student Affairs	No capacity at ESA/ To be determined

⁷ Een nieuw fundament: beeld van de bètasector, C De toetsbare ingrediënten – inclusief SMART criteria – voor de integrale versterking van het onderzoek, onderwijs en andere aspecten die gerealiseerd gaan worden door bovenstaande investeringen (p. 44 e.v.).

<p>4. Start outreach at a younger age ⁸</p> <p>Studies have shown that unconscious biases tend to form even before high school. Busting stereotypes by having engineering students, professionals visit primary schools, tell about their jobs and perform simple experiments raises a more accurate image of engineering studies. If capacity is limited, targeting primary schools where children with a migration background are known to reside in higher than average numbers can yield effective results while keeping costs down ⁹.</p>	Education and student affairs	Outreach programs aimed at younger children	Communication	1-5-2019
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TOPIC 4: Institutional support & wellbeing for staff and students				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
<p>1. Providing adequate training to become inter culturally inclusive for teaching staff, institutional support officers such as confidential advisors, psychologists, study advisors. In particular providing training opportunities aimed at providing health and wellbeing services to a diverse student and staff population, as well as monitoring the teaching practices and work load associated with different majors, with regard to standards of excellence, to identify areas of concern.</p>	Education and Student Affairs and Human Resources		Education & Student Affairs together with HR.	Ongoing
<p>2. TUD institutions should utilize training approaches that develop skills among participants to interrupt and intervene when inappropriate behaviour occurs.¹⁰</p>	Deans, heads of department	1.Active bystander training	HR	1-3-2020

⁸ Een nieuw fundament: beeld van de bètasector, C De toetsbare ingrediënten – inclusief SMART criteria – voor de integrale versterking van het onderzoek, onderwijs en andere aspecten die gerealiseerd gaan worden door bovenstaande investeringen (p. 44 e.v.).

⁹ Research report 2018: USA Diversity & Inclusion, Student Council Faction Lijst Beta, TU Delft, Axel Meeuwissen, Stijn Burmanje, Tim Wubbe.

¹⁰ The National Academies of Sciences, Engineers, Medicine. Sexual harassment of women, Climate, Culture and Consequences in Academic Sciences, Engineering and Medicine (2018). See recommendations.

		2.Training how to tackle inappropriate behaviour.		In place
3. Organising Anti- sexual harassment training for staff and students. Anti-sexual harassment training programs should focus on changing behaviour and not on changing beliefs. Programs should focus clearly communicating behavioural expectations, and identifying mechanisms to be utilized when these expectations are not met. ¹¹	Deans, heads of department	In organising this training leaders in academic institutions should pay increased attention to and enact policies that cover gender harassment as a means of addressing the most common form of sexual harassment and of preventing other types of sexually harassing behaviour.	Education & Student Affairs & HR	1-3-2020
4. Providing resources for introduction or further study into diversity	N.A.	Students and staff who are interested in introduction to the topic of inclusion/diversity or studying about race, gender, sex and other elements affects can be provided with a list of recent books, research, video essays, podcasts as a base for entering into the discussion and raising awareness. It would also provide an opportunity to introduce a wide range of authors and researchers in the field that may not be familiar to the TU students/staff.	D&I Office	To be determined
5. D&I lecture series D&I is embedded in the strategic framework of the TU Delft. But what does it mean for the university? What does inclusion mean? And how inclusive are we?	D&I Office	Four lectures for students and staff in the theme of diversity & inclusion. To inform and also start the conversation about the subject with the university.	D&I team, Studium Generale, HR, Delft Women in Science (DEWIS), Workplace Pride	Ongoing
6. Annual Coming Out Day	Deans, heads of department	Full day programme with several lectures on the topic of D&I.	Department of Communication, Events, together with stakeholders	Ongoing Next event: October 11 th 2019

¹¹ Harassment in Dutch Academia. Exploring Manifestations, facilitating factors, effects and solutions. Commissioned by the Dutch Network of Women Professors (LNVH), Naezer, Van den Brink, Benschop (2019).

TOPIC 5. Professionalize recruitment practices

TOPIC 5. Professionalize recruitment practices				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
1. Identify actions to promote and progress greater diversity at senior levels of the organisation, highlighting opportunities and tackling barriers to progression.	Deans, heads of department	A. Prepare business case for diversity and inclusion for senior leaders embedded in D&I policy document (see underlying ToR)	Coordinator D&I	1-10-2019
		B. Review membership, diversity profile and accessibility of influential committees	Executive Board, deans and heads of departments together with Human Resources	Ongoing
2. Formulate transparent recruitment and selection policies and procedures.	Human Resources	Open, Transparent, Merit Based Recruitment Policy, aligned with HR Excellence Award requirements.	HR	Completed
3. Development of Diversity & Inclusion online programme within the first six months of the employment journey (on boarding staff members) and student introduction. With the aim of promoting the University's values DIRECT and the highest academic and professional standards through a series of awareness-raising activities.	Human Resources	Online Diversity & Inclusion course which serves as an introduction to D&I fundamentals and is recommended for all staff and students. Moreover the online course is also a core module of the TU Delft Academic Leadership and Support Staff Modules. The course will also be offered to new Bachelor and Master students through their online study environment.	HR in cooperation with the Student Counsel and the D&I team that will act as sounding board	1-1-2020
TOPIC 6. Religion and spirituality				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
Increase engagement in equality, diversity and inclusive best practice across the collegiate University through participation in training, learning opportunities, joint working and shared objectives, together with different stakeholders. Including participating in an open dialogue about religious diversity on campus and addressing the possible clashes of	Deans, heads of department	A quiet space in the X building: The quiet space is a space for prayer and contemplation for TU Delft students and staff, and for conference visitors. They can come here to pray, reflect or just enjoy a moment of peace and quiet.	Executive Board, deans, heads of department	Completed

religious practices with studying and working patterns/frameworks.		This space is not associated with a particular religion or ideology - it simply aims to offer neutrality and tranquillity. There are tables where you can read or talk to other people and there are also separate meditation benches.		
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TOPIC 7. Disability support services or Inclusiveness for staff and students with disabilities				
ACTIVITY	RESPONSIBLE	DELIVERABLE	KEY PLAYERS	DEADLINE
Create disability support services for staff and students.	Education and Students Affairs and Human Resources	<p>A. Implementation of the Participation Law. The Participatiewet translated as participation law, sets quota to attract people who can work in the job market, but would not make it without support. Even without this law, the TU Delft feels obligated to society, to find suitable jobs within her organization for people with a distance from the job market. The TU Delft works for a sustainable approach in implementing this law in the organization</p> <p>B. TU Delft promotes access and equity for students who have a disability, ongoing medical or mental health condition.</p>	<p>Human Resources department Health, Safety and Environment</p> <p>Education and Student Affairs</p>	<p>To be determined</p> <p>Ongoing</p>

Appendix 1 Administrative history D&I office

The history of D&I at TU Delft is short. On February 16th 2017 the Executive Board of the TU Delft decided to:

1. Develop a new university wide policy framework D&I and a work plan
2. Recruit a Diversity Officer
3. Appoint a Coordinator D&I
4. Form a university wide D&I team

In September 2017 professor Rinze Benedictus was appointed as Diversity Officer (DO) The DO:

1. reports directly to the Executive Board.
2. is the first point of contact for the Executive Board, deans and directors when it comes to D&I.
3. acts as a supervisor for the D&I coordinator and D&I team.

The DO must intensify inclusive diversity efforts of the TU Delft and create a sense of urgency through frequent communication and support from all levels of leadership within their respective departments.

The DO acts as a coordinating, boundary spanning person that enables a stronger diversity commitment and infrastructure to emerge over time.

The DO must have: strategic vision and executive acumen, change management expertise and will, political savvy, persuasive communication abilities, the ability to navigate the academic culture, the ability to innovate and generate new ideas and approaches to leading change, cultural intelligence and technical mastery of diversity and inclusion strategy in academia. While an individual may be stronger in selected domains, each of these qualities is critical to long-term success in the role.

Moreover the DO should ideally have a combined background in STEM (Science Technology Engineering and Mathematics) and the Humanities/ Social Sciences, with strong command of contemporary diversity, equity, inclusion and multiculturalism concepts and issues.

The DO will be supported by the human, financial, and technological resources needed to achieve agreed upon university goals. Also taking into account the part-time nature of this role and the combination with other responsibilities such as teaching, research and valorisation activities.

Duties

- Coaching senior leadership around D&I issues.
- Cultural competency training for organizational members.

- Developing diversity metrics and processes to assess diversity, equity, and inclusion.
- Challenge the leadership of the University on reaching D&I targets, intervene and propose measures.

Efforts

- D&I strategy developments.
- Diversity communication to internal and external stakeholders.
- Infusing diversity into the academic and educational experience of students.
- Integration of D&I efforts with education, research, valorisation, quality, and safety.
- Language service initiatives.
- Recruitment and outreach to diverse communities of potential students, faculty, and staff.
- Strategic partnerships with community organizations, higher education, government, and others

In January 2018 the D&I team has been formed.

Position

The D&I team:

- acts as a sounding board for the Executive Board, deans and directors when it comes to policy matters concerning D&I.
- acts as an expert group on policy- and practical issues in relation to D&I.
- acts as a focal point for students and staff of the university.
- reports to the DO and the coordinator.

Duties

1. Integrating D&I principles into TU Delft's organizational culture.
2. Develop and implement policies and measures to leverage the full range of diversity currently present within TU Delft.
3. Providing support and advice to students and staff with diverse backgrounds, experience, education and skills.

Team members have been selected through an open and transparent recruitment procedure. The D&I team initiates and coordinates activities for students and employees, across the areas of education, research and representation to make the university more inclusive. In doing so, the D&I office cooperates nationally and internationally with other universities and organizations and stakeholders (like CESAER, DEWIS, Workplace Pride/TrueU, WerksE).

The coordinator D&I is employed as a senior policy advisor HR, with training in change management, the ability to navigate the academic culture, the ability to innovate and generate new ideas and approaches to leading change, cultural intelligence and technical mastery of diversity and inclusion strategy in academia. Moreover the coordinator is able to manage D&I as a crosscutting theme within the TU Delft and able to connect different stakeholders involved.

The D&I team is the primary point of contact for current and future students, staff and stakeholders, in matters concerning D&I. The DO, coordinator D&I and the D&I team together form the D&I Office. They are actively shaping the diversity policy within the context of their regular work, currently on a voluntary basis. The voluntary nature of the participation of the team members is temporary. There is a clear need to acknowledge the efforts made by these individuals, since they are performing this role at the same time being enrolled as a student and/or working as a staff member at TU Delft.

If the TU Delft wants to make a serious effort to create a more diverse staff and student population and be an inclusive academic institution for all, there should be a sustainable D&I Office in place. This should be created on top of the existing structure since it requires knowledge and expertise in the field of D&I and change management skills, in order to identify the correct levels of intervention.

Appendix 2: Resources

A. Position policy advisor D&I

The Diversity Office seeks to strengthen her diversity & inclusion work and therefore needs an academic (a policy officer D&I) with relevant experience, to assist the D&I office in implementing the strategic D&I priorities for the TU Delft.

Based on a recently executed quick scan, the policy officer D&I will further develop and strengthen the diversity and inclusion policy, based on set priorities. For this purpose, close cooperation with the faculties, support staff, students and works council as well as with the Diversity Officer and relevant departments will be essential. This also means that the policy advisor should be embedded in the existing organisational structure of the TUD. Therefore the most appropriate organisational department is HR and more specifically in the policy section of HR Development & Mobility where the coordinator D&I also fulfils a position.

The D&I policy officer will directly report to the manager HR Development & Mobility, in close cooperation with the Diversity Officer, Diversity Coordinator and the D&I team.

The position is for 32 hours a week (0.8 FTE). This is an appointment for one year. If performance is to satisfactory, the appointment may be converted into a permanent employment contract. The salary is dependent on skills, age and experience, based on scale 11 (maximum of €4,757 gross a month on a full-time basis).

Job description

- To further develop a diversity and inclusion policy and interventions concerning (future) staff (and students);
- To interpret quantitative and qualitative data to support the development of the policy, to enable systematic monitoring and evaluation of the policy and to give direction to the collection of data;
- To align the D&I policy with other interconnected policies for example the Code of Ethics and Recruitment Policies.

Requirements

The candidate should:

1. have an academic degree, preferably a combination of social sciences and STEM;
2. preferably have experience with university governance and policy;
3. preferably have experience with empirical data and developing policy in the area of diversity and inclusion;
4. be well informed about the culture of the TU Delft.
5. assists with the development of policies and programs to attract, retain and promote a diverse workforce for the organization.

6. determines the appropriateness of introducing diversity initiatives and considers the unique needs of the organization.
7. develops training schedules to educate employees and managers on how to recognize, accommodate and appreciate individual differences and how these can be bridged back to assist in meeting company business plans.
8. creates or coordinates purchase of e-learning diversity training materials and coordinates online training.
9. audits older diversity training materials for updating and transitioning into e-learning formats.
10. develops metrics for measuring the effectiveness of corporate diversity initiatives implemented and prepares quarterly reports to senior management on the value of the initiatives.
11. keeps current on diversity programs and developments by maintaining contact with others in the field (e.g., professional association and educational groups, and professional development efforts).

Key Competencies

1. Communication.
2. Consultation.
3. Global & Cultural Awareness.
4. Leadership & Navigation.
5. Relationship Management

B. Position for all round D&I Office management assistant

In the role of an all-round D&I Team Support, the management assistant will support the Diversity Office (meaning Diversity Officer, coordinator, policy advisor and team) with organizing, structuring and setting up the long and short term agenda for the D&I Office.

Job description

The assistant will take minutes, draft letters, update the decision- and action list and remind members to deliver the actions in time. The assistant will make sure that (official) documents are up-to-date and structurally stored, published and archived. The assistant will plan meetings for the D&I Office and give (un)asked advice about decisions and processes.

Besides the more administrative tasks, the assistant will proactively take on and give support in the execution of projects for organizational development, like improving the administrative organization, information management, communication planning and team development. The assistant will support the D&I Office in the execution of the strategy and communicate clearly about it. For this purpose, close cooperation with the faculties, support staff, students and works council as well as with the Diversity Officer and relevant departments will be essential. This also means that the policy advisor should be embedded in the existing organisational

structure of the TUD. Therefore the most appropriate organisational department is HR and in the policy section of HR and more specifically in the policy section of HR Development & Mobility where the coordinator D&I also fulfils a position.

Requirements

The management assistant has completed higher professional education and has obtained at least 3 years of relevant work experience in a secretary or MT support role. The assistant has natural talent for managing and monitoring administrative processes and possess the ability to keep a good overview.

An excellent command of both the English and Dutch language is necessary and the assistant feels comfortable working in an international and diverse environment.

The position is for 32 hours a week (0.8 FTE) and will be combined with work for the Integrity Office (so each 0,4 fte). This is an appointment for one year. If performance is to satisfactory, the appointment may be converted into a permanent employment contract. The salary is dependent on skills, age and experience, based on scale 9 (maximum of € 3.796 gross a month on a full-time basis).

C. Position of a Diversity Officer

The Diversity Officer (DO) will intensify inclusive diversity efforts of the TU Delft and create a sense of urgency through frequent communication and support from all levels of leadership within their respective departments. The DO acts as a coordinating, boundary spanning person that enables a stronger diversity commitment and infrastructure to emerge over time.

Job description and requirements

The DO must be a full Professor in the TU Delft. The DO must have: strategic vision and executive acumen, change management expertise and will, political savvy, persuasive communication abilities, the ability to navigate the academic culture, the ability to innovate and generate new ideas and approaches to leading change, cultural intelligence and technical mastery of diversity and inclusion strategy in academia. While an individual may be stronger in selected domains, each of these qualities is critical to long-term success in the role.

Moreover the DO should ideally have a combined background in STEM and the Humanities/ Social Sciences, with strong command of contemporary diversity, equity, inclusion and multiculturalism concepts and issues.

The DO will be supported by the human, financial, and technological resources needed to achieve agreed upon university goals.

Duties

- Coach senior leadership around diversity and inclusion issues
- Implement the adopted Terms of Reference Diversity & Inclusion 2019-2024

- Promote D&I competency training for organizational members
- Develop diversity metrics and processes to assess diversity, equity, and inclusion

Efforts

- Diversity and inclusion strategy developments
- Diversity communication to internal and external stakeholders
- Infusing diversity into the academic and educational experience of students
- Integration of diversity and inclusion efforts with education, research, valorisation, quality, and safety
- Recruitment and outreach to diverse communities of potential students, faculty, and staff
- Strategic partnerships with community organizations, higher education, government, and others

Profile

- Has empathy, can listen.
- Process-oriented leadership, in distinction from pure 'management.' Knows how to facilitate processes and dialogue within the institute.
- Awareness and understanding of diversity, inclusive leadership. Knows how to represent the diversity of staff without picking favorites, and is able to communicate and talk to everyone at all levels.
- Good communication across all levels.
- Commitment to different faculties and departments (including the University Corporate Office), takes interest in what happens on the work floor and work floor dynamics; ensures respectful treatment, supports personal integrity.
- Able to promote synergy together with the local DO's/ D&I teams.
- Can deal with conflicts
- It is desirable for the DO to act as a mediator, disperse power, be eager to work in a team.
- Has integrity.
- Has a backbone, can fight for and take a stand on behalf of the Executive Board vis a vis the Faculty Board (and vice versa).
- Needs to be politically savvy stand up for different parties.
- The DO needs a vision on the future and identity of an inclusive TU Delft.
- Knows how to deal with labour relations.

The position is for two days a week max (0.4fte). This is an appointment for 5 years. It is to be seen as a role attached to the function of Professor.

Appendix 3: Membership D&I Team

D&I team members are expected to disseminate and distribute knowledge and information gained through the D&I team within their own institutions. This with the aim of embedding the ideas and activities, getting the messages across throughout university and increase the impact.

The D&I Office members (D&I team) are:¹²

SURNAME	FIRST NAME	ROLE	FUNCTION	INSTITUTION/ FACULTY	E-MAIL
Benedictus	Rinze	Diversity Officer	Professor	Aerospace Engineering	R.Benedictus@tudelft.nl
Benschop	Sarah	D&I coordinator	Senior Policy Advisor	Human Resource	S.A.Benschop@tudelft.nl
Boes	Stella	D&I team member	Assistant professor	Industrial Design	S.U.Boess@tudelft.nl
Ashkenzay	Amit	D&I team member	PhD	Technology, Policy and Management	A.Ashkenazy@tudelft.nl
Groenewegen	Wessel	D&I team member	BSc Student	Aerospace Engineering	W.Groenewegen@student.tudelft.nl
Sharifi	Mahtab	D&I team member	MSc Student	Technology, Policy and Management	M.Sharifi@student.tudelft.nl
Lomas	Julika	D&I team member	Dual career candidate	Freelancer	info@pixelstorystudio.com
Gkouzou	Alkisti	D&I team member	PhD	Mechanical, Maritime & Materials Engineering (3mE)	A.Gkouzou@tudelft.nl
Ruszel	Wioletta	D&I team member	UHD	Electrical Engineering, Mathematics & Computer Science	W.M.Ruszel@tudelft.nl
Van Leeuwen	Wendy	D&I team member	Policy Advisor	Health, safety & Environment advisor	W.A.M.vanLeeuwen@tudelft.nl
Ewijk van	Monique	D&I team	Adviser	Health, safety	M.vanEwijk@tudelft.nl

¹² Since the start of the D&I team in 2017, there have been changes in the composition of the team. Five members (staff and students) have left the team due to termination of their contract at TU Delft, graduation, and due to illness. The idea is to start recruiting new D&I team members as soon as the ToR is adopted and the new DO has been appointed.

		member		& Environment advisor	
Rieger	Bernd	D&I team member	Professor	Applied Sciences	B.Rieger@tudelft.nl

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