Diversity Strategy 2035

On course together.
Diversity 2035.
Compass for a fair future.
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Kiel University is an organisation with a rich tradition spanning more than 350 years of history. As the only university in Schleswig-Holstein that offers a full range of subjects, it has a special place in the university education landscape in the state between the seas thanks to the wide-ranging courses it offers.

People from diverse social positions work and study at its eight faculties and their central facilities. comparatively early back in 2008, Kiel University began to understand diversity as an interdisciplinary task and anchor it as such. Its first steps were establishing the Vice-Presidency for Diversity and the Professorship for Gender & Diversity. In 2010, Kiel University took part in the “Non-discriminatory higher education institutions” project run by the Federal Anti-Discrimination Agency and has since implemented management instruments to promote diversity. With its collaborative action plan on the UN Convention on the Rights of Persons with Disabilities, its appointment of faculty diversity commissioners, its Institute for Inclusive Education and its Aenne Liebreich Prize, Kiel University has also inspired other universities and is regarded in many fields as an example of best or good practice in Germany. This Diversity Strategy contains goals and actions designed to further strengthen existing diversity at Kiel University, systematically remove discriminations and structural obstacles, and establish a strategic framework for future diversity work.

This Diversity Strategy is based on Kiel University’s Mission Statement on Diversity and its successful participation in the “Vielfalt gestalten” (shaping diversity) re-audit in 2023 as well as feedback from peers and the Stifterverband für die Deutsche Wissenschaft (German association of sponsors providing funding for universities and science) on the re-audit process. Led by the central Diversity Commissioner, overarching strategic goals were developed from the re-audit in coordination with the Council for Diversity, Inclusion and Anti-Discrimination. In November 2023, corresponding subgoals and actions relating to these overarching goals were drawn up in a collaborative workshop involving all status groups. This workshop was conducted by external consultant Gabi Rosenstreich, who has many years of experience in the field of diversity-oriented organisational development.

Kiel University would like to thank all those involved in the re-audit and the workshop to develop this Diversity Strategy as well as those who generally provided important feedback. In particular, it would like to thank Gabi Rosenstreich for moderating the workshop and for her valuable expertise.
Understanding of diversity

Kiel University stands for a certain set of values and functions as a role model as a public, educational institution. In accordance with this, it considers itself responsible for promoting diversity and self-critically reflecting on and removing discrimination and barriers. As stated in the Mission Statement on Diversity, the subjects of diversity and anti-discrimination concern all Kiel University members. Consideration of this interdisciplinary subject is therefore the responsibility of all the university’s working and functional areas, and a diversity mainstreaming approach is taken for this purpose. Overall responsibility lies with the University Board.

As a strategic interdisciplinary task, Kiel University regards diversity as intersectional, horizontal and anti-discriminatory. In accordance with the Mission Statement on Diversity, the Diversity Strategy focuses on the categories defined in the General Equal Treatment Act (AGG) as well as on the dimension of social background. Kiel University’s Diversity Strategy is based on an understanding of diversity that recognises and appreciates multidimensional differences between people according to social categories and takes into account their connection to intersectional discrimination structures. Diversity and anti-discrimination are concepts that are mutually dependent and supportive. They can also be viewed as two sides of the same coin: a commitment to diversity is a commitment to recognising and promoting the existing individual diversity of Kiel University’s members, network partners and visitors. Only by removing barriers and discriminatory structures can everyone play an equal part with their talents and needs and be involved in the university’s organisational culture. Institutional protective mechanisms, intervention opportunities and the systematic removal of structural disadvantages, summarised under the term anti-discrimination, are part of Kiel University’s understanding of diversity.
Goals and action plan

For the field of action 'university culture'

Strategic goal: The organisational culture is characterised by respectful cooperation in all areas of the university.

1st subgoal: Kiel University knows the extent to which a diversity-inclusive organisational culture is practised. This knowledge is also used to support the process of monitoring the Diversity Strategy.

Action: The Evaluation Department in the Quality Management Department and the Office for Diversity and Anti-Discrimination further develops existing survey instruments, taking into account data protection, and paying particular attention to previous gaps in information.

Action: The evaluation of all diversity-related data, including surveys and current statistics in the Evaluation Department as well as diversity-related data on students, employees and officers in the Financial Controlling, Statistics and Reporting Division, is updated and consolidated each semester by the Office for Diversity and Anti-Discrimination in order to provide a better overall picture. Data is prepared and made available for general reporting obligations.

2nd subgoal: The diversity-sensitive organisational culture is visible internally and externally and is practised by relevant officers.

Action: In consultation with the Press, Communication and Marketing Services and interlinked with actions to highlight Kiel University's good employment conditions, the Office for Diversity and Anti-Discrimination develops a communication strategy on greater visibility of diversity and diversity services and courses on campus.

3rd subgoal: All bodies, committees and working groups are characterised by respectful and diversity-sensitive cooperation and therefore contribute to a diversity-sensitive organisational culture of open communication as well as to promoting democracy.

Action: The presentation of committee and administrative processes as existing opportunities for democratic participation are addressed within the framework of the strategic development of communications by the Press, Communication and Marketing Services and Management of the University Board. The results of the "Teaching Diversity in Transition" project and the continuous further development of the Code of Conduct for good employment conditions are incorporated into this process. Awareness of the significance and purpose of committees as well as the rights and obligations of committee members is raised through clear diversity-oriented speech and presentation.

Action: Diversity aspects are considered when revising committee regulations and rules of procedure in order to continuously boost participation by university members from diverse social positions.

Action: The Continuing Professional Development Center offers training on conducting and moderating discussions in a diversity-sensitive manner. This training is also partly implemented in existing further training courses for relevant officers.

4th subgoal: Kiel University has an inclusive organisational culture in which disabled people can participate.

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[4] Kiel University’s “Teaching Diversity in Transition” project explores the needs and requirements of recommended diversity-oriented actions in the areas of studying and teaching, respectful cooperation and the transition from study to work. More information can be found here: https://www.diversitaet.uni-kiel.de/en/initiatives-and-projects?set_language=en (last accessed on 22.04.2024).

[5] The Code of Conduct for good employment conditions, also named the Code of Conduct, can be found at: https://www.uni-kiel.de/gf-praesidium/de/recht/interne-richlinien/code-of-conduct (last accessed on 22.04.2024).
Strategic goal: Discriminations are systematically removed, preventive measures are implemented against structural social inequalities.

1st subgoal: Kiel University has a consolidated prevention concept to counteract discriminations and sexual violence. All university members are aware of this concept. In particular, responsible parties named in this concept can take preventive measures in line with their position and profession.

Action: The Office for Diversity and Anti-Discrimination works together with the Personnel Development Department to prepare a prevention concept by the end of 2028. This work is carried out in collaboration with representative bodies and diversity actors. The concept includes a risk analysis for particularly sensitive situations and areas. In the course of preparing this concept, existing points of contact and complaints channels as well as their visibility and accessibility are evaluated. The prevention concept includes a training concept for managers on dealing with discriminations. The Continuing Professional Development Center is involved in the development of the training concept, taking into account overlaps and synergies with the leadership development programme as well as overlaps with the area of prevention of abuse of power.

2nd subgoal: Advisory services at Kiel University have an intersectional understanding of diversity and are closely interlinked and coordinated.

Action: In the course of preparing a prevention concept, a short, diversity-sensitive advisory handout relevant to all advisory situations at Kiel University is produced, led by the Personnel Development Department in collaboration with the Advisory and Anti-Discrimination Network. The handout lists advisory quality standards and links these to aspects of diversity.

Action: As part of the prevention concept, the Personnel Development Department, the Quality Development Department and the Continuing Professional Development Center, working in collaboration with diversity actors, develop further training opportunities for staff working in advisory roles at Kiel University. This also covers advisory roles in teaching and learning. This strengthens diversity skills in referral counselling, with health and role clarification aspects also included in the training.

5th subgoal: Kiel University practises an organisational culture of gender diversity and gender equality in which, in particular, the university’s trans, inter and non-binary members and visitors feel welcome.

Action: Taking into account the results of Kiel University’s “Teaching Diversity in Transition” project, a recommendation for internal and external gender-sensitive communications, including images, is drafted by the Press, Communication and Marketing Services, the Office for Diversity and Anti-Discrimination and the Central Office for Gender Equality, Equal Opportunity and Family.

Action: The establishment of all-gender toilets is continuously implemented within the framework of new build and renovation works until 2025 and prioritised repurposing is carried out in heavily used buildings where this is compatible with occupational health and safety provisions.
3rd subgoal: Advisory services and complaints channels are clearly presented and designed to be accessible.

Action: While the prevention concept is prepared, the clear presentation of advisory services are reviewed and, if necessary, adapted in collaboration with diversity actors and the Press Office. In the course of this work and in connection with the Internationalisation Strategy, the multilingualism of the presentation and services are also expanded. This action is implemented in synergy with other actions on advisory services at Kiel University in the context of quality development of the Diversity Strategy.

4th subgoal: Kiel University’s public image is diversity-sensitive and does not include any stereotypical images. The existing diversity of people at Kiel University is adequately depicted.

Action: In collaboration with representative bodies, the Press, Communication and Marketing Services develops internal guidelines on the university’s diversity-sensitive public image in PR work and event management at Kiel University.

Strategic goal: All members of the university have acquired diversity skills for the purpose of raising awareness and empowerment and can further expand on these.

1st subgoal: Management staff understand the relevance of diversity in their own management role, know their responsibility in relation to (anti-)discrimination and empowerment, and take diversity into account in their everyday working life.

Action: Basic training in diversity is regularly offered to the target group of management staff in the Continuing Professional Development Center. From 2028, all newly appointed managers in research and administration attend this training as part of the implementation of the prevention concept. Synergies with the planned leadership programme by the Personnel Development Department are checked and utilised.

2nd subgoal: All university status groups and target groups can undertake further training with corresponding information and training sessions in the area of diversity in their specific situation in study, training, work, teaching and research. The purpose of this is to develop awareness of diversity in their particular role and particular work at Kiel University as well as in their future professional life.

Action: In the Continuing Professional Development Center, the Key Skills Centre (ZiS) and Centre for Teacher Training (ZiL), existing diversity certificate programmes are evaluated and strategically expanded, also taking into account empowerment programmes. Critical training on antisemitism is also (further) developed. Target group-specific incentive systems for completing existing diversity certificate programmes are also established. At the Continuing Professional Development Center, formats are trialled for the certificate programme in diversity and social responsibility that address both diversity inclusion and climate justice. In the course of these processes, train the trainer formats are also trialled to achieve the broadest possible effects in all training sessions and further training courses.

3rd subgoal: The academic and organisational culture at Kiel University is multilingual. Relevant information is comprehensible and accessible to all. In connection with the Internationalisation Strategy, processes to improve understanding and cultural openness are strengthened by the Diversity Strategy.

Action: Information and services are accessible and available in German and English. Accessible design and the corresponding establishment of skills are ensured through continuous further development and implementation of the action plans on the UN Convention on the Rights of Persons with Disabilities. Expansion of English offers is ensured through the implementation of the Internationalisation Strategy. The expansion and further consolidation of language courses (especially German and English courses as well as German sign language) at Kiel University are under review.
For the field of action ‘research’

Strategic goal: Exchange between researchers is free from prejudice, thus promoting diversity of perspectives in academia and research.

1st subgoal: The research culture at the Kiel University is diversity-sensitive, international and sustainable. All speakers and participants at academic events and conferences at Kiel University feel appreciated and respected in their diverse positions. Academic events are planned and conducted in a diversity-sensitive and environmentally-conscious manner.

Action: The Service Centre Research, IT & Strategic Innovation, Press, Communication and Marketing Services, the Facility Management Department, the International Center and diversity actors work together, led by the “Nachhaltige Universität” (sustainable university) project management, to produce a checklist by 2027 for diversity-sensitive and environmentally-friendly academic events that also take multilingualism into account.

Action: From 2028, the completed checklist for diversity-sensitive and environmentally-friendly academic events must be submitted to Event Management when booking rooms for academic conferences.

2nd subgoal: Systematic reflection on gender and diversity is part of Kiel Universities own understanding of the research culture at Kiel University. This incorporates aspects of diversity and gender in the relevant research process in both a subject-specific and interdisciplinary manner. The university values and promotes specialist expertise on gender and diversity as a research subject.

Action: The Central Office for Gender Equality, Equal Opportunity and Family and the Office for Diversity and Anti-Discrimination continue to award the Gender Research Prize and the Aenne Liebreich Prize at a central level. The priority research areas review the introduction of relevant prizes or a joint prize for interdisciplinary research projects.

Action: Based on the model of the well-established gender consulting service offered by the Central Office for Gender Equality, Equal Opportunity and Family, the diversity consulting service provided by the Office for Diversity and Anti-Discrimination is further professionalised and expanded.

3rd subgoal: Researchers can recognise and apply critical thinking to classify data biases and possible discriminations associated with these. They do not (re-)produce any data biases.

Action: In collaboration with diversity actors, the Research Data Management Team develops guidelines on the subject of anti-bias and research data. Previous projects on inclusive research data management are evaluated and strategically expanded in connection with other diversity categories.

Action: In the field of continuing professional development on (research) ethics, diversity and digitalisation, consolidated target group-specific further training opportunities are offered, linked by the Digital Science Center, to establish skills in dealing with data biases and AI biases.

4th subgoal: Prospective researchers learn how to professionally deal with data biases and AI biases as a key skill of research work.

Action: The Teaching Development Department designs courses for teaching digitalisation and diversity as key skills of consciously dealing with data biases in teacher training. Courses for all target groups on consciously dealing with data biases in academic sources are also established in the University Library.
Strategic goal: Early career researchers are in diverse positions (with regard to their gender, sexual orientation, race, religious beliefs, age, nationality, disability and social background) and can pursue their careers with equal opportunities and without discrimination.

1st subgoal: Funding applications are written in a diversity-sensitive manner and when submitted are subject to measures to promote diversity and remove structural hurdles. 
Action: The diversity consulting service provided by the Office for Diversity and Anti-Discrimination is further professionalised and expanded and works alongside the Service Centre Research, IT & Strategic Innovation, the gender consulting service, the Postdoc Center and the Graduate Center.

2nd subgoal: Irrespective of their social position, researchers in the qualification phase have equal opportunities to pursue their careers and can participate in Scientific Community networks. Structurally disadvantaged researchers are actively supported. 
Action: Together with the Strategy and Planning Department, the Graduate Center, Postdoc Center and Continuing Professional Development Center, the Office for Diversity and Anti-Discrimination designs a mentoring programme for structurally disadvantaged researchers in the early qualification phase. Among other things, improved diversity data at Kiel University is to serve as a basis for this. From 2028, the mentoring programme is introduced and implemented as a pilot project and evaluated after two cohorts.

For the field of action 'studying and teaching'

Strategic goal: Students in diverse positions (with regard to their gender, sexual orientation, race, religious beliefs, age, nationality, disability and social background) can study and complete their studies without discrimination at Kiel University.

1st subgoal: Students and prospective students have access to all relevant information to enable them to participate extensively and successfully in their studies. 
Action: The Service Centre for Studying and International Affairs and the Press, Communication and Marketing Services provide analogue and digital welcome materials for students and prospective students and develop these further. These welcome materials consolidate relevant information on studying and promoting diversity in studying and are produced in collaboration with the student representatives and diversity actors.

2nd subgoal: Structurally disadvantaged students are empowered and actively supported.
Action: The Office for Diversity and Anti-Discrimination and the Service Centre for Studying and International Affairs support the Key Skills Centre (ZfS), the Career Center and the Centre for Teacher Training (ZfL) in the development of suitable empowerment services for structurally disadvantaged students. Among other things, improved diversity data at Kiel University is to serve as a basis for this.

3rd subgoal: Teachers and staff in technology and administration are diversity-sensitive when dealing with students and can act responsibly when encountering discriminations in studying and teaching.
Action: In the course of evaluating and strategically further developing the certificate programme in diversity and social responsibility, further training opportunities for teachers and staff from technology and administration are also further developed.
Strategic goal: Services and infrastructure relating to studying and teaching at Kiel University are designed in a diversity-sensitive manner.

1st subgoal: Teachers are aware of the relevance of diversity to their own role as a teacher and understand their responsibility with regard to (anti-)discrimination and empowerment. They consider diversity in their everyday working lives.

Action: In connection with the evaluation and further development of diversity courses in the Continuing Professional Development Center, the introduction of a diversity didactics course in the compulsory part of further training in university didactics for new teachers is reviewed and implemented where possible.

2nd subgoal: Structurally disadvantaged prospective students feel welcome at Kiel University by being actively approached.

Action: In collaboration with the Office for Diversity and Anti-Discrimination in the Quality Development Department, the services provided by the Central Academic Advisors are systematically shaped into a diversity-sensitive welcome culture. In particular, by 2026, information and services for first generation students are expanded in a pilot project.

3rd subgoal: In principle, lectures and examinations are designed in a diversity-sensitive manner.

Action: By 2026, the Office for Diversity and Anti-Discrimination and the Quality Development Department develop guidelines for diversity-sensitive teaching, including checklists. The results of the “Teaching Diversity in Transition” project are incorporated into producing these guidelines. Representative bodies and diversity actors are involved in this process.

4th subgoal: Accessibility to part-time degree programmes is improved and the range of degree programmes is expanded accordingly.

Action: The Press, Communication and Marketing Services, the Academic Affairs Department, the Central Office for Gender Equality, Equal Opportunity and Family and the Office for Diversity and Anti-Discrimination review the consolidated presentation of information on part-time degree programmes and corresponding support opportunities for target groups that want to or have to study part-time. The consolidated information is continuously supplemented and is reviewed by the summer semester 2025.

Action: In the course of (re-)accreditations, the Academic Affairs Department reviews the possibility of introducing or expanding plans for part-time study. When degree programmes are established or amended, the relevant Convention reviews the possibility of introducing or expanding part-time degree programmes.
For the field of action ‘transfer’

**Strategic goal:** Kiel University contributes to promoting a diverse and fair society through responsible, discrimination-sensitive knowledge and technology transfer.

1st subgoal: Aspects of diversity and sustainability are systematically considered in the planning and execution of knowledge and technology transfer projects. The subjects of social innovation and social responsibility are hereby emphasised and also paid greater attention in the context of start-ups.

Action: By the end of 2026, working in collaboration with diversity and sustainability actors, the Transfer Department and the Research Department develop guidelines on the assessment of diversity inclusion and sustainability in the design and execution of transfer projects. The guidelines are then put to the test and evaluated by 2028 and, if necessary, revised and consolidated.

2nd subgoal: Knowledge and transfer projects take particular account of data biases and their possible consequences for people and the environment.

Action: By the end of 2026, working in collaboration with diversity and sustainability actors, the Transfer Department, the Research Department and the Research Data Management Team develop a checklist on data biases in knowledge and technology transfer projects. This is led by the Research Department.

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Strategic goal: Kiel University utilises the innovation potential of diversity in knowledge and technology transfer.

1st subgoal: For application-oriented projects, researchers at Kiel University use an infrastructure that establishes, finances and supports cooperation with structurally disadvantaged communities in the region.

Action: In the Transfer Department and Research Data Management contacts are actively established between the university and structurally disadvantaged communities in the region to connect them with collaborative application-related research and with Citizen Science.

2nd subgoal: Overall, interfaces between Kiel University and civil society in the region are strengthened.

Action: A volunteers office is established at Kiel University as a pilot project in the Service Centre Research, IT & Strategic Innovation. The results of the Educational Sciences research project are incorporated into a volunteers office on campus.
For the field of action ‘staff recruitment and personnel development’

Strategic goal: Staff at Kiel University can work and develop their careers in diverse positions without discrimination.

1st subgoal: Everyday working life is designed to be diversity-sensitive in all operational and functional units.
Action: Together the Press Office, the Strategy and Planning Department and the Office for Diversity and Anti-Discrimination draft an internal communication strategy to announce services and information as well as highlight and promote appreciation of diversity at Kiel University. This strategy is implemented within in the planned actions to optimise university-wide communication at Kiel University and contributes to the transparency of administrative work.

2nd subgoal: Underrepresented and structurally disadvantaged staff are empowered and their participation is actively supported.
Action: Further training courses on diversity are also explicitly geared towards structurally disadvantaged target groups within the staff at Kiel University in order to strengthen their ability to act in their specific social position and work role at Kiel University. In the course of the evaluation and further development of further training processes through the personnel development concept and through the further development of further training courses in the Continuing Professional Development Center, corresponding services and courses are developed in collaboration with representative bodies.

The Diversity Strategy supports family friendliness at Kiel University in connection with the “audit familiengerechte Hochschule” (family-friendly university audit). Kiel University involves part-time staff and people who perform care work in all processes and facilitates their participation in the organizational and academic culture.

With the involvement of the Office for Diversity and Anti-Discrimination in the further development of health management, health risks of specific social positions and the health effects of discriminations in the workplace in the area of personnel development and health management are addressed.
Strategic goal: Processes of staff selection are established in a diversity-sensitive and transparent manner.

1st **subgoal:** All participants in staff selection procedures have diversity skills and can apply anti-bias methods in order to make decisions without conscious or unconscious stereotyping.

**Action:** In collaboration with representative bodies and diversity actors, the Personnel Development Department, the Human Resources Department and the Continuing Professional Development Center develop training courses to raise awareness among decision-makers and advisors in selection procedures. In the context of the personnel development concept and the OTMR Policy of the HRS4R process at Kiel University, the training courses are introduced in 2026 and then evaluated.

**Action:** By 2026, working in collaboration with representative bodies and diversity actors, the Human Resources Department and the Personnel Development Department develop guidelines on transparency and diversity inclusion in selection processes in the course of implementing the OTMR policy of the HRS4R process.

2nd **subgoal:** Appropriate consideration is given to aspects of diversity in all areas and steps of staff selection and personnel development.

**Action:** The Human Resources Department tests the piloting of anonymised application processes in a suitable area of the university. This is done in collaboration with representative bodies and diversity actors.

**Action:** While revising recruiting processes and actions to attract skilled staff, further diversity-sensitive formulations are established in tenders and greater emphasis is placed on addressing prospective staff and officers from diverse positions. Working in collaboration with diversity actors and representative bodies, the Human Resources Department develops a concept for this by 2026. This concept is trialled in a pilot phase. Factors and conditions for the success of the concept are evaluated in 2030.
Organisational development and quality management

Strategic goal: As an educational organisation, Kiel University continuously reviews its structures and processes for exclusion mechanisms.

1st subgoal: The Diversity Strategy and its implementation are continuously evaluated. They are subject to dynamic further development and interlinked with other strategic projects.

Action: A monitoring structure is established between the Strategy and Planning Department and the Office for Diversity and Anti-Discrimination. Monitoring is based on consolidated information on diversity data from surveys and questionnaires for university statistics. Interim reports on the achievement of the Diversity Strategy’s goals are presented to the Senate and the University Board. The first interim report is planned within the framework of the next “Vielfalt gestalten” (shaping diversity) re-audit, which is likely to be in 2027.

2nd subgoal: The tasks and configuration of work structures with specific responsibilities for diversity work at Kiel University are documented together and checked for quality. They are strategically further developed.

Action: Existing work structures with specific responsibilities for the management, promotion and execution of diversity work are recorded and systematically presented (including tasks, configuration, their relationship to one another and to other actors) by the next “Vielfalt gestalten” (shaping diversity) re-audit. Quality criteria are formulated, including diversity inclusion, among other things, and the structures are checked on the basis of these criteria. Recommendations on the continued development of work structures are prepared. All diversity actors are involved.

3rd subgoal: The advisory services of the university advisory centres are coordinated with one another and are easy to find by those seeking advice. Due to the institutionalised networking of advisory centres, structural exclusion mechanisms can be identified, tackled and processed.

Action: Press, Communication and Marketing Services and Management of the University Board are involved in the recording and systematic presentation of existing advisory structures with specific responsibilities and services. As part of this, Kiel University’s Advisory Services website is also evaluated.

Action: Agreements are made on cooperation between and coordination of advisory centres in a moderated workshop. The holistic advisory services are based on the Mission Statement on Diversity and the Diversity Strategy’s goals. Quality assurance and quality development of advisory services are ensured through coordination.

[6] The website can be found at: https://www.beratung.uni-kiel.de/de/?set_language=de&set_language=en (last accessed on 22.04.2024).
Glossary

Anti-discriminatory:
Anti-discriminatory means that something is designed in such a way that the systematic removal of discrimination at a structural level forms an inherent part of it.

Diversity-inclusive:
Diversity-inclusive goals and actions go beyond the aspect of awareness and acceptance of individual dimensions of diversity and are designed in such a way that structural hurdles, exclusion mechanisms and discriminations are addressed and removed.

Diversity-sensitive:
Diversity-sensitive means goals and actions equally address all dimensions of diversity and raise awareness of their individual special features.

General Act on Equal Treatment (AGG):
The General Equal Treatment Act (AGG) stipulates a fundamental ban on discrimination in work and education at national level. The following six categories, on the basis of which no one is permitted to be discriminated against, are of key importance: age, gender, sexual orientation, religion and world-view, disability and chronic illness, race. Together with the German Criminal Code, the AGG states that sexual violence and harassment in the workplace are prohibited. The Schleswig-Holstein Higher Education Act also includes social background as an important category (keywords are e.g. first generation student or educational background), German Basic Law also states that no one is permitted to be discriminated against on the basis of language or so-called ancestry. Despite the fundamental ban on discrimination in the education sector in the AGG, there is currently a loophole in protection for schoolchildren and students in Schleswig-Holstein because the state does not have its own state anti-discrimination law to stipulate details. This gap for university students was closed at Kiel University by the guidelines on dealing with discrimination, sexual violence and harassment [7].

Horizontal/horizontal understanding of diversity:
Kiel University has a horizontal approach to diversity. This means all dimensions of diversity are picked up on, addressed and further developed on an equal footing. In other words, they are equally positioned next to one another, as though placed along a horizontal line, and are not organised hierarchically or vertically. Based on the General Equal Treatment Act (AGG) and the Schleswig-Holstein Higher Education Act, seven categories are of particular importance to Kiel University: age, gender, sexual orientation, religion and world-view, disability and chronic illness, race and social background or educational background. These categories are defined centrally in the Mission Statement on Diversity and shape the understanding of diversity at Kiel University.

Intersectional:
Intersectionality describes the overlapping of different dimensions of diversity and therefore also the specifics of multiple discrimination, which is more than simply the sum of individual experiences of discrimination. German anti-discrimination law picks up on this special feature of intersectional overlaps in the AGG. Intersectional diversity policy recognises these specifics at an individual and structural level and works not only on individual dimensions of diversity but also on their overlaps.

Social position/diverse position:
In relation to the overall structure of society, all people find themselves in a specific and therefore more or less privileged position in the social sphere. Depending on the context, different dimensions of diversity may come to the fore. We speak of diverse positions or diverse social positions in terms of the fundamental recognition of people’s individual differences relating to structures of discrimination determined by society and their associated needs.

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