

› Equal Opportunity at the University of Münster

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Table of Contents

1.	Equal Opportunity at the University of Münster – Profile.....	3
2.	Organisational Principle and Controlling.....	4
3.	Gender Equality in Research and Teaching.....	6
4.	Starting Situation, Target Areas and Strategies	7
	1) <i>Measures to increase the proportion of women in top academic positions and to promote the compatibility of family and academic career</i>	11
	2) <i>Measures to foster postdoctoral career opportunities and personnel development of female junior researchers.....</i>	14
	3) <i>Measures to recruit women for subjects in which they are vastly underrepresented.....</i>	15
	4) <i>Further training for management positions in order to raise awareness of discrimination based on gender.....</i>	16
	5) <i>Expanding systematic quality management of equal opportunity measures and strengthening the faculty-level equal opportunity activities</i>	17
5.	Gender Equality in the Personnel Development Plan of the University of Münster	19
6.	Equal Opportunity Data.....	21

1. Equal Opportunity at the University of Münster – Profile

The University of Münster (WWU) regards gender equality as a strategically important goal. Reducing discrimination based on gender is seen as a task anchored not only in management but also in the faculties, departments and smaller teaching units. The implementation of equal opportunities for women and men follows clearly defined criteria and goals, and this is taken into account on all decision levels and within all membergroups.

The commitment to promoting equal opportunity policies is firmly anchored in the University's profile. The Rectorate regards gender mainstreaming and gender equality as important criteria for the sustainable development of the University. Concrete objectives, measures and strategies are anchored in the University's gender concept, equal opportunity future concept and equal opportunity framework plan, and represent a cross-sectional topic in the WWU University Development Plan (HEP). Because the University is so strongly committed to equal opportunity, it regularly takes part in external evaluations, e.g. the studies on research-oriented gender equality standards of the German Research Foundation (DFG). After its final report in 2013, the University of Münster was ranked at the top level (Stage 4: "A concept which has been implemented successfully continues to be pursued and further innovative ideas are added.").

Equal opportunity policy at the University of Münster basically focuses on two objectives: First, ensuring that academic careers and family life remain compatible. Not only do academic staff personally benefit from this, but also the University with its faculties as the profile and the quality of research and teaching is continuously improved. The second strategic equal opportunity objective is to help women pursue an academic career in which they can achieve their potential and which reflects their academic achievements.

2. Organisational Principle and Controlling

The University of Münster is pursuing the goals of gender equality as an across-the-board task and regards this as a model for its faculties. Gender equality at the University is thus implemented on strategic and operational levels, and it involves many individuals and committees. The Equal Opportunity Officer acts as an interface. She is involved in all university management committees and panels and thus participates in all the governing processes. At the same time, the Equal Opportunity Officer and her two representatives are the contact persons for all women academics, students and non-academic staff at the University of Münster. The Equal Opportunities Committee advises and supports the officer as a permanent panel of the Senate in matters of principle. It is particularly responsible for the development of plans for the advancement of women, monitors adherence to these plans and is involved in the budget planning of the University's "Programme for the Advancement of Women". The equal opportunities committees and officers of the individual faculties are also involved in defining the University's self-defined goals for equality. Their function lies in supporting the principal Equal Opportunity Officer in her tasks and in acting as the primary contact person for all member groups within their respective faculties.

The University management is aware that the University's equal opportunity goals have not been fully accomplished so far. In order to make further progress and examine the effectiveness and permanence of the measures already implemented, the University has set up an institutionalised controlling mechanism.

The equal opportunity and (structural) development plans represent an important basis for defining and monitoring the equal opportunity goals. The WWU University Development Plan (HEP) serves as the foundation of the (structural) development plans for the faculties. Equal opportunity-relevant aspects are addressed as cross-sectional tasks. With respect to structural and development plans, the University has regularly instructed its faculties to formulate goals and implement suitable structural measures since 2014. The structural plans form the basis for the allocation of resources for new hires. In the equal opportunity plans drafted by the faculties (and other central units), quantifiable targets and measures promoting equal opportunity based on (faculty-)

specific requirements are formulated and regularly evaluated. The University's equal opportunity framework plan provides orientation for innovation and self-responsibility in the faculties and addresses the specific circumstances that exists at the University.

The University of Münster has concluded internal target agreements with the faculties in negotiations on performance-based resource allocation. Gender-specific doctoral components which tie the quota of female doctoral candidates to the subject-specific doctoral quota set by the state of North Rhine-Westphalia have been included in the internal performance-based resource allocation (LOM) agreement since 2013.

Internal evaluations and quality assurance measures are continually documented, e.g. in the annual reports produced and distributed university-wide by the Equal Opportunity Office, as well as the newsletters "wissen.leben.gender" and "wissen.leben.familie" published by the Family Service Office. The central Equal Opportunity Office reports on its activities and the situation of equal opportunity at meetings of the Dean's Offices, the University Senate and the Board of Governors on a regular basis.

Regular participation in external evaluations is an integral part of promoting equal opportunity at the University of Münster. The University was first awarded the quality seal "audit familiengerechte hochschule" (family-friendly university) in June 2008. The accreditation process has contributed to sustainably anchoring an awareness for family-friendly working and study conditions at the WWU, and the resulting measures have become important components in our life phase-oriented personnel development concept. In order to further improve equal opportunities for both men and women at the University, the WWU was granted TEQ certification for the fourth time in a row in 2020. In addition to being recognised for its achievements with respect to equal opportunity, the University was once again awarded the additional certification for "Diversity". Another example is the successful participation in the Programme for Women Professors I-III. These certifications and special programmes offer the possibility to continuously evaluate the structures within the University, to identify any need for action based on internal coordination processes, and to improve them.

3. Gender Equality in Research and Teaching

The teaching of gender-related issues occurs on interdisciplinary and cross-faculty levels. Since 2006 the gender perspective has been integrated in the General Studies component of all bachelor's degree programmes. This gender module aims to establish gender expertise as a key qualification. This is realised through cross-faculty cooperation: instructors from different faculties offer gender-related courses for a common pool. In addition, the gender perspective is taken into consideration whenever bachelor's, master's and structured doctoral programmes are accredited.

Gender research is carried out in the many disciplines offered at the University of Münster. Systematic gender-related research and teaching encompass the social sciences (chair of political science), theology (sub-department of women's studies in theology) and medicine (chair for research on women's health, research group "Cognition & Gender"). These professorships were expanded by two additional chairs with gender-related classification, the chair for Christian social sciences and social-ethical gender research and the chair for experimental physics and gender research in physics. Both professorships were selected for funding in 2016 through the "NRW State Programme for Gender Equality at Universities" in the area of "gender research".

Continuing education measures for WWU instructors on gender-specific topics have been regularly offered in cooperation with the Centre for Teaching in Higher Education (ZHL) since 2014. The aim of these seminars is to reflect on the mechanisms of self-sustaining gender inequality, and thereby cultivate a deeper awareness for planning and conducting gender-sensitive teaching activities. In addition, the ZHL offers courses which address the thematic complex of diversity and understanding the role of the instructors.

In May 2015, the "Research Network on Gender for Non-Professorial Academic Staff" was established. The aim of the network is to become acquainted with the diverse gender-related working focuses and research interests at the University and promote discourse among the participants. The network's working group dedicated to teaching and didactics has recently published "Guidelines for Gender-Sensitive University Teaching"

which offers extensive information and recommendations for implementing gender-sensitive teaching methods.

The University of Münster creates incentives in research and teaching by recognising accomplishments in gender research and in achieving its goals of gender equality, e.g. through the University's "Prize for the Advancement of Women". The prize is awarded every two years and is endowed with € 20,000.

4. Starting Situation, Target Areas and Strategies

The University has achieved a well-balanced gender ratio among its *students*, 55.6 % of whom are female (winter semester 2020/2021). However, there is an unequal distribution between women and men as regards their choice of subjects. Some subject areas with a particular need for action in terms of gender equality include physics (master's degree) (2020/21: 18,3 % female students), information systems (bachelor's and master's degrees) (2020/21: 16.1 % female students) and computer science (2020/21: 12.8 % female students). Over the past years, there has been a steady increase of female students in physics (bachelor's and master's degrees) (2009: 20.7 %; 2013: 33.4 %; 2017: 38.1 %; 2019: 40.8 %) and computer science (bachelor's and master's degrees) (2013: 8.4%; 2017: 10.6%; 2019: 12.8 %).¹

As regards *doctoral graduates* and academic personnel in the qualification phase, the gender ratio has remained relatively stable over the past years. In 2019, women comprised 50.4 % of all graduates of doctoral programmes (2015: 48.1 %; 2016: 49.3 %; 2017: 47.1 %).² In the group of postdoctoral staff, the proportion of women has remains stable (2017: 46.6 %; 2018: 44.8 %; 2019: 44.4 %; 2020: 44.6 %), while female academic staff without doctoral titles have slightly increased (2016: 45.3 %; 2018: 46.2 %; 2019: 47.1 %; 2020: 47.9%).³

With regard to *professorial* appointments, the University of Münster has achieved notable success compared to the national trend.⁴ For the first time in 2019, more women

¹ Source: Internal student statistics of the University of Münster (WS 2020/21 – as of 30 November 2020)

² Source: Internal statistics of the University of Münster based on official statistics (doctoral year WS 2018/19 and SS 2019)

³ Source: Internal statistics of the University of Münster (as of 1 December 2020)

⁴ The national comparative figures refer to data published in 2018. Source of the national and state data: Federal Statistical

were appointed to professorships at the WWU than men, thereby increasing the share of women professors to now 28.4 %, compared to the national average of 24.7 %. What is particularly encouraging is the steady increase in the proportion of women in the highest salary group W3/C4 (2017: 19.0 %; 2018: 20.9 %; 2019: 23.2 %; 2020: 24.6 %; national average in 2018: 20.5 %). Following a slight drop, the proportion of female assistant professors (*Juniorprofessorinnen*) is subject to slight fluctuations (2017: 48.8 %; 2018: 42.9 %; 2019: 44.8 %; 2020: 40.0 %) but remains below the national average (2018: 46.6 %).

Considerable improvements still need to be made concerning *management positions* at the faculty level. For example, only two out of 15 faculties are headed by women deans. That said, the percentage of women in management positions in Dean's Offices (Deans and Vice-Deans, and Deans of Studies) is currently 21.8 %, i.e. lower than the percentage of women professors. In contrast, we have seen a positive development in the Rectorate and the Board of Governors, both of which comprise 50% female members. The proportion of women senators in all member groups jumped from 39.1 % in the 2016-2018 term to now 47.8%.

Starting position: University of Münster 2019 and 2020/2021

(Academic) career levels / groups	number		percentage	
	male	female	male	female
Students WS 2020/21 ⁵	19741	24717	44,4	55,6
Doctoral graduates 2019 ⁶	371	377	49,6	50,4
Habilitations 2019 ⁷	18	12	60,0	40,0
Non-doctorate holding academic staff 2020	1516	1391	52,1	47,9
Doctorate holding academic staff 2020 (without own working group and not including professors)	1207	970	55,4	44,6
Professors 2020 (total)	437	173	71,6	28,4
Assistant professors 2020 (W1)	15	10	60,0	40,0
Professors 2020 (C3 / W2)	146	73	66,7	33,3
Professors 2020 (C4 / W3)	276	90	75,4	24,6
Deans, Vice-Deans (total) 2020 ⁸	43	12	78,2	21,8
Deans 2020 ⁹	13	2	86,7	13,3
Vice-Deans 2020 ¹⁵	17	8	68,0	32,0
Rectorate 2020	3	3	50,0	50,0
Senate (total) term: 1. Oct. 2020 – 30 Sep. 2022	12	11	52,2	47,8
Senate (group of professors and non-professorial academic staff) term: 1 Oct. 2020 - 30. Sep.2022	9	7	56,3	43,8
Board of Governors 2020 ¹⁰	4	4	50,0	50,0
Civil servants (MTV, total) 2020	36	74	32,7	67,3
Civil servants (MTV, senior service) 2020	4	1	57,1	42,9

⁵ Source: Internal student statistics of the University of Münster (WS 2020/21 – as of 30 November 2020)

⁶ Source: Internal statistics of the University of Münster based on official statistics (doctoral year WS 2018/19 and SS 2019)

⁷ Source: Internal statistics of the University of Münster based on official statistics (habilitations in calendar year 2019)

⁸ Source: Hand count (as of April 2021) – including Deans of Studies

⁹ Source: Hand count (as of April 2021) – including Deans of Studies

¹⁰ Source: Hand count (as of April 2021)

(Academic) career levels / groups	number		percentage	
	male	female	male	female
Salaried employees (MTV, total) 2020	701	1118	38,5	61,5
Salaried employees (MTV, higher service) 2020	273	363	42,9	57,1
Salaried employees (MTV, senior service) 2020	60	104	36,6	63,4

The University management assesses the starting situation above as follows:

- 1) Special effort must be made in the subjects in which female students are clearly still underrepresented. In these subjects, additional measures must be taken to recruit more female students and to counteract the increasing dropout rate of female students.
- 2) The University's Programme for the Advancement of Women must be continued. Female junior researchers are to be encouraged with specific training to become involved in international networking and to gain qualification through mentoring programmes and group-specific advanced training to achieve the strategic goals of national and international visibility in their field of research.
- 3) At the University, newly appointed professors, professorial candidates, researchers with supervisory duties and members of appointment committees, must be made aware of the across-the-board task of gender mainstreaming through relevant personnel development measures.
- 4) Measures must be taken to further standardise gender-equitable appointment procedures, and the occupational conditions for academics at the University of Münster must be such that their goals in research and teaching are compatible with their caregiving and familial obligations. **The following core objectives can be derived from the above assessment:**

Gender-related goals of the University of Münster

- 1) To increase the proportion of women in top academic positions and to promote the compatibility of family and academic career
- 2) To foster postdoctoral career opportunities and personnel development of female junior researchers
- 3) To recruit women for subjects in which they are vastly underrepresented and to create structures helping to reduce the drop-out rate of female students
- 4) To offer further training for management positions in order to raise awareness of discrimination based on gender
- 5) To expand the systematic quality management of equal opportunity measures and strengthen the faculty-level equal opportunity activities in order to achieve the planned objectives in all structures and processes

1) Measures to increase the proportion of women in top academic positions and to promote the compatibility of family and academic career

In addition to supporting female junior researchers (see section 2), the University of Münster promotes gender-equitable appointment and hiring procedures and the predictability of academic careers to increase the proportion of women in top academic positions in the long term. To support the appointment committees in this endeavour, the central Equal Opportunity Officer in cooperation with the HR department drew up guidelines for conducting appointment procedures in 2012. These provide instructions for reducing structural discrimination toward women with respect to all the procedural steps. The guidance was augmented in 2019 with a checklist for gender-equitable appointment procedures which serve as the basis of orientation for the faculty-level equal opportunity officers. The paper also strengthens the instrument of active recruitment; the practice of actively seeking and approaching potential female professorial candidates has been integrated into the University's appointment regulations. To support the implementation of active recruitment, the Equal Opportunity Office has created a page on its website which contains centralised information and helpful links, e.g. to databases, to help recruiters find potential female candidates.

The University of Münster was recognised by the German Association of Higher Education Institutions (DHV) in 2018 for its “Fair and Transparent Appointment Procedures”, an important mark of quality in the German higher education sector.

In its personnel development concept for academics, the University is pursuing a coordinated dual career strategy with the goal of supporting new employees’ partners in their integration into the regional job market. In September 2009, a Dual Career Office (one 50% position) was established to assist partners with finding employment. The Dual Career Office helps partners of new employees find career opportunities for themselves. Depending on one’s profile and personal wishes, the office provides assistance with locating job offers, establishes contacts to employers and looks for suitable professional training seminars and useful internships.

In connection with being certified as a [family-friendly university](#) by the Hertie Foundation, the University has initiated numerous measures improving the compatibility of academic careers, study and family life since 2007. The WWU has since completed the reaccreditation process and is currently seeking reaccreditation in the category “Consolidation”, i.e. the most extensive certification level. This ensures that both new and established measures can be continued in the long term. This success is also due to the excellent and ongoing cooperation between the Equal Opportunity Office and the Family Service Office.

The Family Service Office, which was established in June 2007, offers expert support to employees of the University concerning childcare information and provides contact to child service providers. Engaging in cooperation with various partners (such as the Studierendenwerk Münster or the city of Münster) is a significant focus of the Family Service Office.

In order to cover the need for childcare at the University, the Family Service Office is pursuing various models. There are currently 132 childcare spots available to students and employees, 77 alone for students (provided by the Studierendenwerk). Since 2007, the University has reserved 10 spots for employees. The large, employer-operated day-care centre “Zauberschloss” opened in January 2010, offering employees full day-care service with space for nine children. An additional seven spots were reserved on a permanent basis for employees at other day-care facilities. And in 2018, another spot was reserved

in the flexible childcare facility “Zwergenstübchen” operated by the Studierendenwerk, which can now provide day-care service to 25 children of employees. The University of Münster – and especially the Faculty of Medicine – have further benefited from the decision of the University Hospital Münster (UKM) to expand its day-care capacity to 150 children. Since many of the employees there have dual contracts with the University and the UKM, this faculty is especially well-positioned in the area of childcare.

As of 1 April 2020, all employees of the University of Münster can take advantage of emergency back-up childcare services during the lecture period. Financed through the Programme for Women Professors II from 2015 to 2019, this service was extended for an additional four years and to all WWU employees, i.e. also to fathers and non-academic staff. If an appointment or meeting falls outside of regular childcare hours, employees now have the possibility to obtain short-term, emergency childcare, which is arranged and financed by the University. Moreover, all departments and research units which are planning a conference can now count on financial and organisational support from the University to provide childcare service for the duration of the event to all participants of the conference, including non-University members.

Students with children can now apply for a childcare allowance from the University of Münster. The University provides financial support to cover the cost of babysitting on an hourly basis or in cases when childcare is required outside of regular day-care hours.

A holiday day-care service for school-age children of University employees is well established for periods in which school and university holidays do not coincide. And in 2012, the project Surrogate Grandparents (*Wunschgroßeltern*) was started in cooperation by the Equal Opportunity Office, the Family Service Office, the Association of Friends and Sponsors of “Senior Guest Programme” and the General Students’ Committee (AStA). Informal meetings are organised so that children, parents and potential surrogate grandparents can get to know each other and team up for future activities.

The University has realised that [caring for family members](#) has become more and more important when it comes to compatibility of family and career. Therefore, the Family Service Office, in cooperation with the University Hospital (UKM) and the University of

Applied Sciences in Münster, regularly organises network meetings for caregivers. A caregiver's kit is available, which contains relevant information. The Family Service Office is also developing training possibilities for specific target groups and aims to make this issue less of a taboo subject. The service includes the regular publication of articles in its newsletter *wissen.leben.familie* (living.knowledge.family), taking different perspectives into account.

2) Measures to foster postdoctoral career opportunities and personnel development of female junior researchers

Promoting female junior researchers – particularly in the postdoc phase on their way to becoming professors – is a particular focus of the measures for gender equality at the University of Münster. In 2008, the mentoring programme [“First Class” \(Erstklassiq!\)](#) was established for this purpose. The sixth cohort was welcomed to the programme with an official ceremony on 10 October 2019. This programme has a capacity, at present, of 15 18-month scholarships. Financed through the University's Programme for the Advancement of Women, it is targeted at potential high-achievers among female academics and helps them deal with the “bottleneck” of the transition from the postdoc phase to a professorship or habilitation. The programme includes workshops (e.g. on career planning, time management, applying for external funding, interview training and self-presentation), regular mentoring contacts on the basis of a target agreement with a female mentor from outside the University of Münster, peer support and networking, and the project “Mentoring at Home” with female professors from within the University.

A new service called the “Support Circle” was established in 2019. Its purpose is to provide female junior researchers with a forum where they can mutually support each other, network and share information. The participants receive an introduction to the methods of peer counselling, the goal of which is to view the participants' wealth of expertise as a key resource and make it available to everyone. Following the introductory event, the participants meet on a regular basis in a self-organised group and mutually support each other with feedback and ideas that address questions, problems and strategies related to academic career-building.

Female junior researchers at the WWU can also apply for funding to participate in

academic meetings and conferences from the University's Programme for the Advancement of Women. Individual support through the Programme for the Advancement of Women is continually being increased. Last year, applications for research funding by female junior researchers, for example, were frequently co-financed in order to improve their international visibility and profile in the scientific community.

3) Measures to recruit women for subjects in which they are vastly underrepresented

In order to increase the proportion of women studying in the so-called STEM subjects, the University of Münster has adopted various measures, some of which were developed by the faculties themselves and serve as models. One project is "Münster's Experimentation Laboratory for Physics" ([Münsters Experimentierlabor Physik, MExLab](#)) which was elevated to the status of a central administrative unit of the WWU in 2012. It functions as an umbrella organisation for all courses targeted at female pupils offered by the natural scientific faculties, especially in non-university learning venues operated by the faculties. These include MExLab Physics, operated by the Faculty of Physics, the Gl@school at the Institute of Geoinformatics, managed by the Faculty of Geosciences, and MExLab Chemistry by the Faculty of Chemistry and Pharmacy. All these facilities provide a bridge between secondary-school education in the natural sciences and current university-level research. The choice of experiment topics reflects the everyday experiences of young people today and ties in with the school curriculum, and in some cases, deliberately goes beyond that. All the workshops apply gender-appropriate approaches when addressing the target group and conveying the content. The MExLab Physics also offers girls-only educational projects.

The flagship project "Digital Me" aims to address the low number of female students pursuing degrees in information systems and computer science. This joint research project was coordinated by Mex-Lab ExperiMINTE and the Institute of Information Systems of the University of Münster and funded by the Federal Ministry of Education and Research (BMBF). The project developed and established a digital platform to get young women interested in these disciplines, offer them a realistic perspective of their career opportunities, and strengthen their IT-relevant skills. As part of the EU research project EQUAL-IST (also based at the Institute of Information Systems), research

associates generated and implemented ideas during the 2016-2019 project funding period that would awaken the interest of female pupils to apply themselves to the area of information systems/computer science at an early stage.

A mentoring programme for women studying STEM subjects was developed based on these prior projects promoting female students. The objective of this programme is to strengthen the proficiency of female students in these subjects and to facilitate exchange in a network of students belonging to different faculties. The purpose is to help female students “find their feet” in their subject so that in the medium-term more female students will successfully complete their degree. This mentoring programme started in the winter semester 2012/13 in the Faculty of Physics, followed by the Faculty of Mathematics in the summer semester 2013.

In order to encourage more female master’s students to start a doctoral project and become junior researchers, the Equal Opportunity Office has offered, since 2012, the annual information event “More Women into Science – Is a doctoral degree the way to go?” (*Mehr Frauen in die Wissenschaft – Promovieren geht über Studieren?*). The event informs potential doctoral candidates on how to approach a doctoral project and on how to finance it. The event introduces them to career opportunities and encourages early contact between students and the relevant persons in their faculties to motivate them to consider a doctoral project for their future career.

4) *Further training for management positions in order to raise awareness of discrimination based on gender*

The programme “Management skills for new professors” ([*Erfolgreich managen für Erstberufene*](#)) was established in the winter semester 2014/15 to help newly appointed professors get acquainted with the structural and organisational features specific to the University of Münster. The programme includes intensive workshops on “Personnel Management”, targeted at newly appointed professors who often face the additional challenge of personnel management responsibilities. Thus, newly appointed professors – both male and female – are made aware of the issue of gender equality. The University also offers individual coaching to women professors with new supervisory tasks. This offers valuable support to these female academics as they take on new roles (first-time

professorial appointments, assuming additional academic responsibilities, etc.).

These measures are supplemented by regular seminars offered by the WWU Continuing Education Programme for employees with supervisory responsibilities on the subject of “Family-Friendly Management”.

The new professional advancement programme “Women in University Management” ([Frauen managen Hochschule](#)) promotes female academics by providing them with advanced qualification for management tasks in higher education. The third cohort began in November 2018 with 15 participants. The project is jointly coordinated by the Equal Opportunity Office and the HR department (dept. 3.5). The programme presents an overview of the legal and institutional framework conditions of university management as well as the basic principles and instruments of steering and managing academic institutions. It not only aims at promoting skills in research and university management, but also strengthening the participants’ personal development.

5) Expanding systematic quality management of equal opportunity measures and strengthening the faculty-level equal opportunity activities

In order to broadly and sustainably anchor the equal opportunity measures at the University of Münster, we are currently implementing a systematic quality management system and interconnecting central and faculty-based equal opportunity activities.

Ensuring equal opportunity at such a large university like the WWU requires a twofold strategy devoted to implementing equal opportunity policies. In addition to the principal Equal Opportunity Officer, the equal opportunities committees and officers of the individual faculties play a decisive role in implementing the University’s equal opportunity objectives. Their function lies in supporting the principal Equal Opportunity Officer in her tasks, in communicating information on gender issues within their faculties and in acting as the primary contact persons for all member groups within their respective faculties. Equal opportunity committees have been established in 13 of the 15 faculties of the University. With equal gender representation, the committees work to promote greater sensitivity for equal opportunity among the members of the individual groups.

Thanks to the involvement of faculty-level equal opportunity officers, the University can optimally consider faculty-specific requirements and conditions, and so doing, integrate them into their equal opportunity plans. These are regularly drawn up by all 15 faculties and comprise a status quo analysis as well as concrete objectives and measures for achieving the targets.

The coordination between the central and faculty-based equal opportunity activities is further guaranteed by regular networking meetings held by the faculty-based equal opportunity officers. These are organised by the Equal Opportunity Office once a semester in order to keep all members informed of current developments and help stimulate lively exchange.

The Equal Opportunity Office increasingly offers theme-based further education events for the faculty-level equal opportunity officers (e.g. “Equal opportunity aspects in hiring processes and appointment negotiations”, “Successful argumentation strategies”). These joint events create a forum which not only improves coordination between the policies of the principal Equal Opportunity Officer and those of the faculties on a strategic and an operative level, but also the networking among the equal opportunity officers of the faculties.

Communication between the Equal Opportunity Office and the faculties, departments and smaller teaching units has been further intensified by a variety of measures, for example by creating working groups to develop concepts or guidelines to be used across the faculties.

Due to the broad range of equal opportunity measures, scopes of responsibility, sources of financing and efforts to safeguard equal opportunity-related knowledge – and despite the staff fluctuations caused by term-limits – the efforts to ensure equal opportunity at the University of Münster are firmly based on a well-established, centralised quality management system. It enables us to monitor the quality of the structure, processes and results with respect to the efficacy of the implemented measures and their sustainability. An important component in this task is GLONDA, the equal opportunity database. This online database is an information system, consisting of practical examples of central and faculty-level measures and projects promoting equal opportunity in the areas of

study, research, teaching and life-phase-related career development at the WWU. In the background, processors collect and analyse quality management information, such as areas of competence, evaluation results, financing, and interim and final reports. The database serves to generate ideas and inspiration for all parties and designates contact persons in order to make the most of potential synergetic effects.

5. Gender Equality in the Personnel Development Plan of the University of Münster

The personnel development concept of the University of Münster aims to establish an intensified output management, gender-sensitive organisation and gender-conscious personnel development. The University of Münster has developed goal- and performance-oriented concepts that aim to increase the proportion of women and men in all areas in which one gender group is underrepresented. In the context of the performance-related allocation of resources, the University has introduced instruments that use a system of incentives and sanctions in order to increase the proportion of women in the faculties.

One particular (financial) incentive is the [University's Programme for the Advancement of Women](#), which was founded in 2000. In order to include the advancement of women in the University's internal allocation of resources, around 170,000 euros are budgeted to finance this programme each year.

Interested parties can apply for funding from the University's Programme for the Advancement of Women, and the allocation is project-linked. This scheme has already improved equal opportunities for women in research and teaching in many areas. Female students and academics are now directly supported through individual measures and vocational training, as well as through coaching/mentoring for their studies, their work at the University and their career. The wide variety of measures taken to improve the situation of women at the University of Münster will be continued.

Furthermore, both the principal Equal Opportunity Officer and those of the faculties use their right to participate in staffing, appointment and hiring procedures. All WWU job

advertisements contain a standard paragraph concerning the University's equal opportunity policy. Since 2019 the University has worked to ensure that all advertisements and calls for applications are addressed to all genders, e.g. by using gender-neutral pronouns and gender-denoting asterisks (in German texts). On the portal "MyWWU", University employees who are responsible for advertisements and hiring modalities can find procedural guidelines describing, for instance, how equal opportunity officers should be involved in the application, selection and hiring process. These guidelines are regularly updated or modified when necessary.

The University of Münster has installed a central coordination team to strengthen gender equality in DFG-funded projects. Consortia which apply for gender equality funding from the DFG stand to benefit from the needs-based, centrally organised programme. It ensures that needs are constantly analysed and organises corresponding information and continuing education events which augment their own individually developed project measures.

Thanks to staffing continuity, the coordination team has steadily gained expertise and become increasingly professionalised (e.g. by regularly evaluating various measures). The coordination team also engages in and fosters dialogue between the project managers and coordinators of the consortia.

6. Equal Opportunity Data

Since the 1980s, the University of Münster has regularly collected and evaluated [personnel data according to gender](#). Every year, data provided by various administrative units and differentiated according to member groups is collected and processed for further use by the Equal Opportunity Office. Since 2012, the statistics relevant for the faculties have been collected centrally and then been made available to the faculties. This has allowed data to be collected in a more consistent way and has eliminated sources of error.

In 2014, the data management system was converted to SAP. The Equal Opportunity Officer was involved in the key working group to serve in an advisory function with respect to the implementation of parameters for equal opportunity. This was a unique opportunity to anchor these parameters firmly in the structure of the programme. The objective is that as soon as data is entered, gender-related criteria are taken into consideration so that this data can later be generated automatically on all levels.