

A photograph of the Erasmus University Rotterdam building, a modern structure with a grid-like facade, reflected in a body of water. The image is overlaid with a large, semi-transparent diamond shape.

Erasmus University Rotterdam

**Diversity & Inclusion  
Implementation Plan  
2018-2022**

Dr G. de Bruin - Programme Manager Diversity and Inclusion  
Prof. S. Denктаş – Chief Diversity Officer

Draft version seen by Steering Committee D&I 25-01-2019  
Final version for Executive Board 09-04-2019

# INTRODUCTORY NOTES

This implementation plan provides a short overview on the establishment of the Diversity and Inclusion (D&I) (part 1).

The new Chief Diversity Officer Prof. S. Denктаş, together with the D&I team, has expanded the existing vision and has added four new D&I values. (part 2).

The plan gives more detail on our current position (part 3). We'll continue with the running projects in the pillars Education & students, Faculty and Staff, and Research. An added level are 'Institutional aspects'. We suggest four flagship areas that will serve as our focus for the next two years.

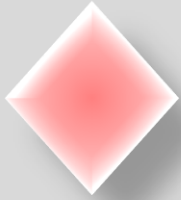
In this way the programme matches better with:

- the phase the programme is in: from agenda-setting to implementation,
- the future strategy of the EUR: e.g. societal impact, and
- wider national discourse: with more female professors and greater social safety.

We conclude with the implementation plan for the various initiatives and outline the monitoring and evaluator mechanisms for the programme.

# CONTENT

This plan consists of four parts:



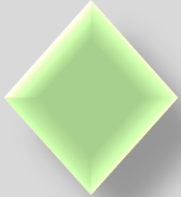
## **Background - PART 1**

Outlines the origins and rationale of the Diversity and Inclusion programme, and its core components.



## **Aim, vision and values of Diversity and Inclusion Programme 2018-2022 - PART 2**

Our aim, vision and values.



## **Moving forward with implementation – PART 3**

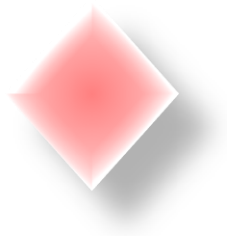
Articulating the essential activities of the plan, how the various initiatives will be implemented and how the programme will be monitored and evaluated.



## **Appendices – PART 4**

# PART I

## Background



## HOW IT STARTED

In 2015 the Executive Board began a new policy approach regarding Diversity & Inclusion (D&I). This process started with a comprehensive review of research so to identify challenges that needed to be addressed and also to identify best practices in the area of diversity and inclusion. This review resulted in the identification of essential common elements for achieving sustainable D&I practices within organisations. The key factor for Erasmus University Rotterdam (EUR) was reaching a collective responsibility for, and understanding of, D&I. D&I provides added value to an organisation. After a two year term, in June 2017 the Executive Board approved the continuation of the Diversity & Inclusion Programme.

In these two years, the D&I project expanded to several sub-goals/themes/projects based on the three pillars of Education & students, Faculty and Staff, and Research:

### 1) Education and Students: an inclusive educational experience

- Creating equal opportunities in study & career – 'Be yourself and feel at home.'
- Creating inclusive classrooms
- Diversity in teaching approaches/curriculum
- Preparing students for a super-diverse society

### 2) Diversity & Research: integrate and embed diversity in research

- Incorporating diversity in research support services
- Connecting research to diversity policy measures (effect measures of D&I programme interventions)
- Diversity in research teams
- Gender perspective in research proposals

### 3) Culture Scan

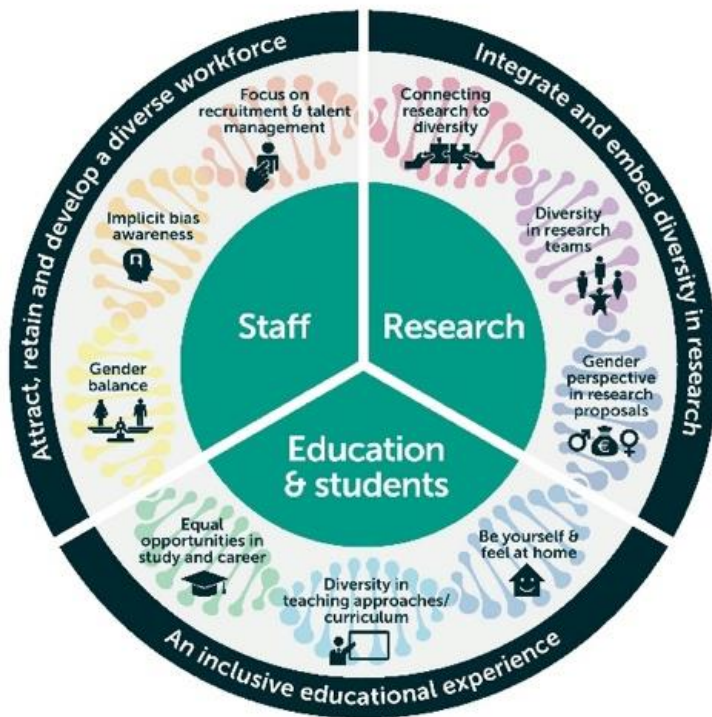
- Development of an Erasmus University climate/culture scan for students/faculty/staff

### 4) Diversity & Personnel: attract, retain and develop a diverse workforce

- Integrating diversity in talent management and HR processes
- Implicit bias awareness
- Gender balance

### 5) D&I monitor

- Development of a structural D&I Monitor
- Implementing quality management based on the PDCA cycle



This programme created awareness, set agenda's, established a Steering Committee, an Advisory Board, a working group on Education Interventions, and the appointment of Faculty Diversity Officers. Many of these projects were already running, and are now complimented by the introduction of several new initiatives.

Under the new strategic period, approval for this programme was set for another 5 years, this included a dedicated Diversity and Inclusion Office at the Erasmus Building which opened in May 2018.

## THE NEXT STEPS

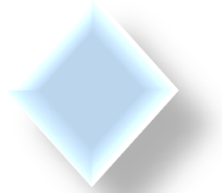
As of October 2018, Prof. Semiha Denктаş has been appointed as Chief Diversity Officer (CDO), accompanied by a new programme manager Dr. Gwen de Bruin. They have reviewed the current D&I policy, projects and activities, and have had several conversations with the Executive Board, Faculty Deans, the Faculty Diversity Officers, faculty, staff and students as well as and international experts such as Prof. Curt Rice, to get a better view on the current state of D&I policy implementation and its future requirements. The future strategy and the areas of the design labs were also reviewed. The CDO and the programme manager, together with the D&I team, decided to continue with the current D&I programme whilst making some necessary adjustments to better fit the needs of Erasmus. Consequently, several areas have come more to the forefront, which seek to reshape the culture and policies that will work towards true inclusion.

## STARTING POINTS OF THE PROGRAMME

- The expansion of the diversity policy; focusing on the broad range of diversity and inclusion.
- Integration of the diversity theme in EUR's education & research policy, support services and its faculties.
- Anchoring diversity policy within scientific research and amongst academic staff and support staff by sharing knowledge ('networked science').
- Promoting EUR as a university that fully utilises its diversity of talent (students and employees) and views this as a significant added value to the university.
- An organisational structure, where the Diversity and Inclusion office has visible position in Erasmus University, under the leadership of a Chief Diversity Officer, who fulfils an important facilitating role as 'change agent'.

# PART II

## Aim, vision and values





## AIM, VISION AND VALUES

The aim of this implementation plan is twofold: (1) to systematically integrate the D&I values not only into existing curriculum and teaching and student life, but also into research and institutional processes, including support services, and (2) to systematically monitor progress and results on the level of the university, faculty and departmentally.

The vision from 2015-2018 was formulated as follows: "EUR delivers excellent education and research and distinguishes itself by using the available diversity of talent in the best way possible. We offer equal opportunities to everyone and have an inclusive organisational culture in which everyone feels at home and can excel."

In 2018 we made our vision more explicit:

**The EUR strives to be an inclusive university:**

- **that attracts and retains talented students, faculty<sup>1</sup> and staff<sup>2</sup> broadly representative of the diverse perspectives in society .**
- **that is active in eliminating implicit and explicit barriers that prevent the full participation of all members of the academic community.**
- **that is active in developing policies, procedures and practices that promote that inclusive culture.**

All these above strands are and will remain a continuing process for our community at EUR.

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<sup>1</sup> Academic staff

<sup>2</sup> Support staff

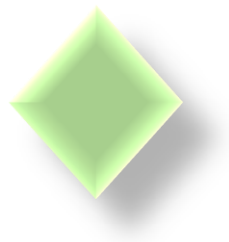
VALUES: From 2019 onwards, we are guided by **four values** to achieve our vision by:

- 1 Freedom of speech for everyone is indisputable, and it is encouraged to express ideas and opinions, civilly.
- 2 Recognising that competitiveness and innovation is enhanced by the diverse backgrounds, perspectives, knowledge and experiences of our students, faculty and staff members.
- 3 Social equity, inclusion and dignity are a right for all members of the EUR community, and society as a whole
- 4 Harassment and discrimination in any form have no place at EUR.  
Being bystanders to harassment and discrimination is not to be tolerated either.

Major organisational changes naturally require a transition period. Creating awareness and prioritising D&I as a keystone policy was achieved in the first period of the programme (2015-2018). Entering the second phase, it is paramount that we move forward with the implementation of the D&I programme.

# PART III

## Diversity & Inclusion 2018-2022 Implementation Plan



## MOVING FORWARD WITH IMPLEMENTATION

Achieving our vision requires all parts of Erasmus University Rotterdam to engage in specific activities, whether at the level of Education and Students, HR, Research, or even an added fourth level, Institutional aspects (see below).

In the years 2019 -2020 the focus of the programme is on:

- Setting up early outreach activities, reducing barriers and familiarising all students with a diverse background, with academic education
- Appointing more female professors. EUR aspires to have 20% female EUR professors by 2020. Several actions to achieve this goal are already in place, and new activities will be initiated<sup>3</sup>.
- Initiating and supporting research aimed at monitoring and evaluating the use and effectiveness of D&I-related policies, interventions, and products. For instance, 'Academic leadership: mining the gap in diversity (PhD project).
- Improving the university's climate concerning D&I.<sup>4</sup>

## THE ACTIVITIES

The activities of the running projects are reordered slightly compared to the previous report. (see Appendix 1 for the original table with project activities from 2015-2018 and their status).

With this rearrangement, the flagships and the institutional aspect, the programme matches more closely with:

- the phase the programme is in: from agenda-setting to implementation,
- the future strategy of EUR: e.g. societal impact, and
- the national discourse: more female academics and greater social safety.

Below the overview of all activities. Set in green, the activities that are added (on top of the programme up till 2018).

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<sup>3</sup> See next pages: HR activities 1, 2, 3

<sup>4</sup> See next pages: mainly Education & students activity 5; HR activity 4, 11; Institutional activity 2, 3.

## Education and Students activities

Nr	Activity
1	Explore and set-up early outreach, for instance, Social Economic Plan Feyenoord.
2	Elaborate Pre Academic Programme and other similar activities/services (such as 'goed uit de startblokken', EUC Junior).
3	Include more interactive and intentional diversity and inclusion education in orientation and first-year experience.
4	Enhance and incentivise diversity and inclusion components available in the curriculum.
5	More emphasis on regular debate and dialogue about the challenges around D&I on campus and in society activate students.
6	Integrating diversity awareness skills and competencies in the curriculum.
7	The professionalisation of teachers concerning D&I.

Note that the D&I programme will, as much as possible, collaborate with, for example Education and Students E&SS) who are responsible for topics such as student onboarding and student wellbeing.

## HR activities

Nr	Activity
1	Leaky pipeline measures, e.g. implement a fellowship programme for more women in Full Professor positions.
2	Conversion of endowed professor due to personnel policy ('UHD met baret') to full professor
3	Create a pool of talented female academics, moving up
4	Roll out implicit bias training and investigation of other training needs.
5	Incorporate diversity and inclusion in onboarding events for new faculty and staff, providing a welcome guide/packet of materials (including the EUR pledge).
6	Achieve diversity in BACs/VCL's but also faculty boards.
7	Transparency in appointment procedures regarding the promotion of academic talent, as well as support staff.
8	Structural evaluation of these appointment procedures, to guarantee their continuous improvement.

9	Mandatory exit interviews for scientific and support staff, (either done by the manager or a colleague, not from HR of the own unit), with questions related to diversity and inclusion.
10	Research on the effects of the Erasmus Women in Academia programme and advice on the continuation and upscaling (talent management/professionalisation).
11	Safety: Re-evaluate, redesign, connect the EUR-wide systems and protocols in place with regards to care path for reporting, and mediation/dispute resolution, including addressing instances of harassment and intimidation (for scientific and support staff).
12	Create a committee that focuses on transparency and equity in the (procedures of) recruitment, retention and promotion of diverse faculty and staff; use outcome to identify ways to increase the diversity of faculty and staff hires.

Several of these activities are part of (or will become) the regular tasks of the D&I HR policy officer (this includes activities for scientific and support staff).

### Research activities

Nr	Activity
1	Identify, support, and initiate EUR/in-house (scientific) research, with the explicit goal of monitoring and researching the use and effectiveness of diversity and inclusion-related policy development, interventions, implementation, and products.
2	There is structural monitoring of diversity in grant applications and recommendations for awards (specifically regarding male/female ratio).
3	Integrate diversity and inclusion principles (value of gender differences in research, diverse research teams) inappropriate Communities of Research Services.
4	Take part in data research group VU/UL/EUR Taskforce (e.g. symposium).

### Institutional activities

Nr	Activity
1	Develop and publish a D&I statement whereby EUR faculty and staff and student express its commitment, incorporate it into student and faculty/staff orientations/welcome as well as connect it to student conduct codes and expectations of faculty/staff/students
2	Create tools for Communication & Marketing on D&I branding (review of language and images to demonstrate open and accepting climate in internal and external communication).
3	Showcase a wide array of positive role models by using smart and creative branding methods, e.g. portraits female professors, nominations for prizes etc.
4	Look for ways to strengthen the D&I networks at the EUR.

5	Re-evaluate position and mandate of Faculty diversity Officers, actions for improvement.
6	There is a concrete policy regarding diversity among support staff (Diversity officer for ABD/UB/USC).
7	Networks of students (and employees) are visible and have a physical, visible place on the campus.

For the next Steering Group, we will present project descriptions, foreseeably for:

1) Research, 2) Education and Students, and possibly an HR project. The project description will include concrete and measurable objectives, finances and planning/phasing.

## ROLES AND RESPONSIBILITIES

The various initiatives will be developed, advocated, implemented and/or executed by the Chief Diversity Officer, programme manager, D&I office and designated project leaders<sup>5</sup>.

Within the faculties, the Faculty Diversity officer, next to the dean, has an important role to bring about change. Note that the programme works closely with HR and C&M.

The Executive Board and Steering Committee will receive a report annually. In the periodical bilateral meetings between the Executive Board and the D&I-office (BILO) this will be discussed in order to monitor progress (in substance and finances).

### Chief Diversity Officer

- General management of all activities and the D&I team members
- 'Change agent' and 'ambassador' for D&I both inside and outside the university
- Intermediary between the board of the university and the faculties and support services
- Determines, in consultation with the steering committee, and the Executive Board, the strategy on diversity
- Stimulates the dialogue about diversity within the university community
- Plays a crucial role in the integration of diversity in education and research at the EUR
- Involves academic field and links the policy as much as possible to scientifically proven interventions
- Maintains external contacts in the area of diversity

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<sup>5</sup> From units and/or faculties

## Programme manager

- Leads EUR-wide programme and D&I team, responsible for the realisation of the programme and accompanying policy development
- Chair of Diversity Advisory Board and meetings with Faculty Diversity Officers
- Translates the ambitions and objectives of the programme into concrete policies and projects, monitors the progress of the various projects and activities and communicates these to multiple stakeholders (through reports)
- Guidance, daily management and communication from and with the programme team
- Maintains the overview of policies and activities related to Diversity & Inclusion within the EUR
- Coordinates administrative decision-making regarding the programme and the various projects
- Is responsible for the budget and financial reporting and reporting
- Supports and advises the portfolio holder of the Executive Board and the Chief Diversity Officer on policy

## Diversity and Inclusion Office

Visibility and continuity are extremely important, being visible as an office for employees, students, as well as external parties, is part of the success.

*Ongoing tasks:*

- Creating structural awareness and dialogue regarding D&I within the university
- Bringing about an **inclusive student community** by connecting with student associations on D&I themes, organising debates and dialogue with and between various student groups on campus and in society
- Being a **centre of expertise** by facilitating and advising organisational units regarding the implementation of diversity policy and interventions
- Connecting knowledge, students, faculty, staff, experts, departments and best practices that cross departments and faculties
- Being responsible for internal and external communication
- Providing an administrative support base for the Chief Diversity Officer, the Faculty Diversity Officers and consulting bodies such as the Advisory Board
- Lead/contribute to the above mentioned institutional activities



## Faculty Diversity Officer

- Translates ambitions into concrete objectives and projects/interventions within the faculty
- Development of a faculty action plan regarding diversity in the broadest sense and on the four levels
- Supports the dean and faculty management with the implementation of the action plan and interventions within the faculty
- Monitors the progress of the various interventions and activities within the faculty and communicates it to different stakeholders
- Shares knowledge and best practices in the network of faculty diversity officers within the Erasmus University
- Collaborates with the central Diversity Office and Chief Diversity Officer
- Stimulates the dialogue on diversity within the university community
- Is an ambassador for diversity and promotes diversity both inside and outside the faculty

## Project leader D&I projects

- Responsible for the implementation of projects as (sub) project leader
- Execution of activities resulting from the projects
- Doing the administration of the work performed
- Preparing the reports, evaluations, notes, budgets, etc. required for the project
- Informs the CDO and programme manager about the progress of projects
- Supports the CDO and programme manager where necessary

## MONITORING AND EVALUATION

As mentioned before, we will identify, support, and initiate EUR/in-house (scientific) research, with the explicit goal of researching diversity and inclusion-related policies and goals.

Products from BICC (Business Information Competence Centre) and the employee satisfaction survey will also be used, adapted and/or expanded to monitor and evaluate the effectiveness of D&I-related policies and interventions; in consultation with research policymakers of Academic Affairs, in-house researchers and the Research Services programme.

## CONTINUATION

We have off course started with the preparatory work for the project descriptions. See for instance appendix II for an overview of educational choices, dilemmas and interventions that are encountered at the EUR.

The team will continue raising awareness for D&I, and execute several activities. Upcoming: a '#Me too-play' for scientific management (11 February), a Student-Teacher day on Inclusive Education (19 February), D&I calendar, an event for International Women's Day (8 March), meet-up with EMA (Erasmus Multicultural Association), preparations for Outreach programme (work conference 25<sup>th</sup> of March), finalizing the development of measures to attain 25% female full professors in 2025, the roll-out of implicit bias training, the third edition of the Erasmus Women in Academia Programme, the arrangement of artworks of female professors etc.

In appendix III you can see all the activities the D&I team has undertaken in the last months (September till December 2018).

# PART IV

## Appendices

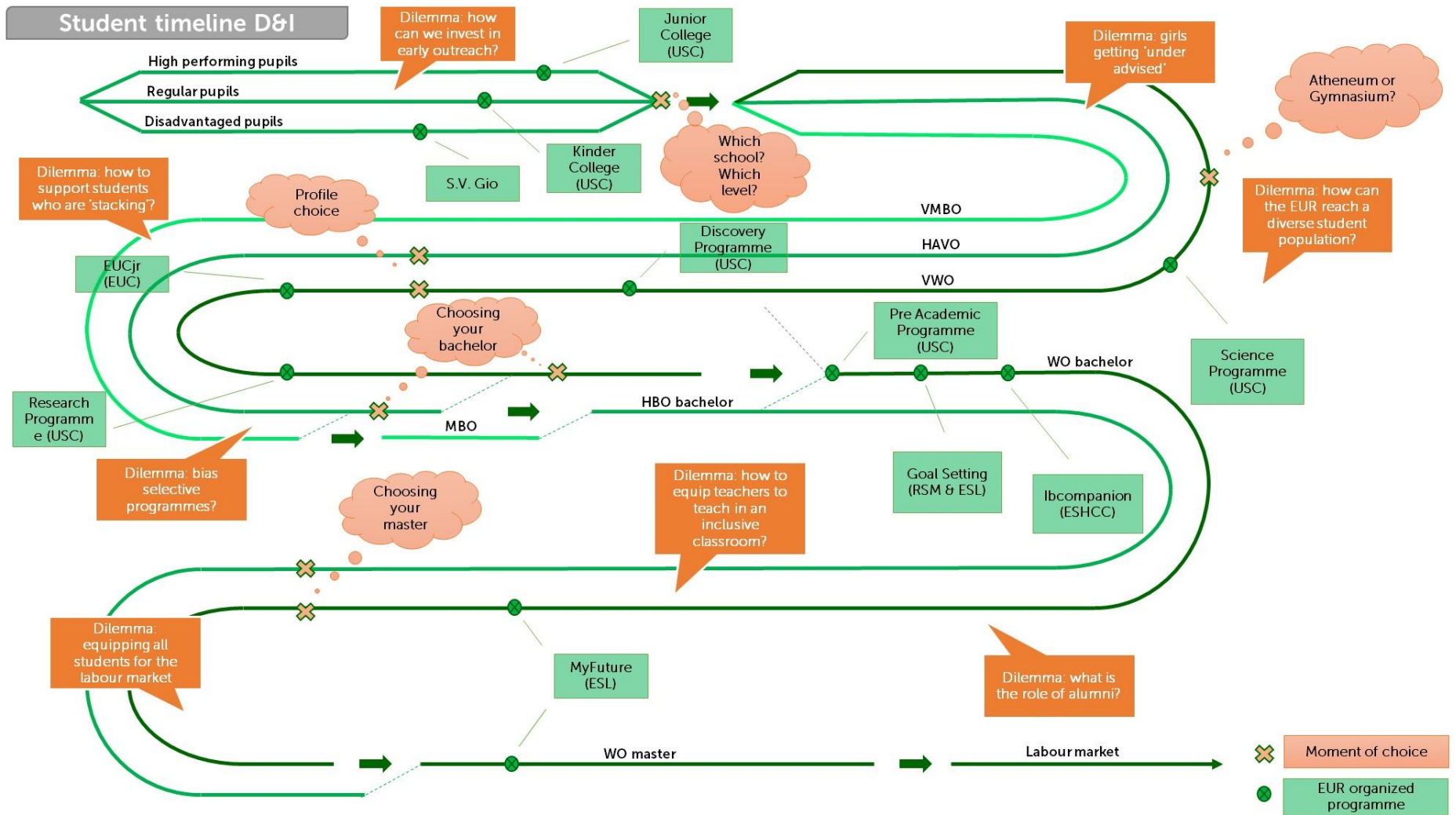


## Appendix I The project activities 2015-2018

Pillars	Objectives	Deliverables	Status
Project 1: Diversity & Education	1. Creating equal opportunities in study & career	More awareness within faculties and study programmes regarding graduation rates and the differences between groups of students.	Done, report on study success per study programme presented to the educational directors.
		Advice and support via concrete tools, to reduce differences in graduation rates of groups of students.	In progress, taken up in Education & students project
		Position the responsibility for the required data system with an organisational unit. ( <i>redo reports frequently</i> )	In progress, taken up in the Research project
	2. Creating inclusive classrooms	Two study programmes have offered a lecturer training to their lecturers regarding inclusive classrooms.	Investigate progress. Tutor training ESL is finished.
		Integration of the 'inclusive classroom' component in the BKO [university teaching qualification] and SKO [senior university teaching qualification].	Investigate progress, taken up in Education and students project
	3. Preparing students for a super-diverse society	Integrating diversity awareness skills and competencies in the curriculum.	In progress taken up in Education and students project
Project 2: Diversity & Research	1. Integrating diversity in research support services	There is structural monitoring of diversity in grant applications and recommendations for awards (specifically regarding male/female ratio).	In progress, taken up in the Research project
	2. Connecting research to diversity policy measures	Research on the effects of the Erasmus Women in Academia programme.	In progress, part of HR tasks
Project 3: Culture Scan	1. Development of an Erasmus University climate/culture scan for students/faculty/staff	First pilot of climate/culture scan at one faculty and one support department.	In progress, taken up in the Research project
Project 4: Personnel & Diversity	1. Integrating diversity in talent management and HR processes	Coordination and monitoring of HR policy regarding diversity within organisational units.	Rolling business HR tasks
		Transparency in appointment procedures regarding the promotion of academic talent.	In progress, part of HR tasks.
		Structural evaluation of these appointment procedures, to guarantee their continuous improvement.	In progress, part of HR tasks.
		There is a concrete policy regarding diversity among support staff.	In progress, part institutional aspects
Project 5: D&I Monitor	1. Development of structural D&I Monitor	A first Diversity & Inclusion monitor has been developed and will be issued biennially.	In progress, taken up in the Research project
	2. Implementing quality management based on the PDCA cycle	Implementation of the PDCA cycle based on faculty action plans.	Done, First Bilro Round Q2 2018



## Appendix II Example of global sketch of the student journey



### Appendix III List of activities September 2018- December 2018

Date	Name Activity	Description (if needed)	Type of Activity	Organiser or attendee
6-9-2018	Stuurgroep Banenafspraken		Attendance	G. de Bruin
6-9-2018	Jaargesprek LNVH		Visit	S. Denктаş & G. de Bruin
11-9-2018	STEMM Equality Congress		Attendance	A. Okanovic & G. de Bruin
11-9-2018	STEMM Equality Congress		Presentation	S. Denктаş
13-9-2018	LandO overleg	National meeting with all Diversity officers	Visit	G. de Bruin
18-9-2018	Dies Natalis ISS		Visit	S. Denктаş & G. de Bruin
18-9-2018	Charterbijeenkomst 'werk voor mensen met een arbeidsbeperking'		Visit	J. Renne
19-9-2018	Learning and Innovation bEURS 2018		Attendance	G. de Bruin, A. Okanovic, W. den Boer
21-9-2018	Training implicit bias CvB			J. Garcia Miralles
25-9-2018	Kennismakingsdag Uraad		Presentation	G. de Bruin
27-9-2018	Pilot Implicit bias training D&I team		Attendance	D&I team
1-10-2018	ECHO Seminar Kansen voor een Inclusiever Hoger Onderwijs 2018		Visit	J. Renne, M. van der Gaag, S. Denктаş
2-10-2018	College café: inclusive education	Share knowledge, discussion, within EUR community	Event	J. Renne
10-9-2018	Meeting Working Group Education Interventions (last)		Meeting	G. de Bruin
14-10-2018	Training implicit bias CvB/Deacnen			J. Garvia Miralles
15-10-2018	Meet up Rotterdamse Raad voor Kunst en Cultuur - Case for advice Inclusivity		Meeting/advice	S. Denктаş & A. Okanovic
17-10-2018	Kennismaking Decanen: Suzan Stoter - ESL			S. Denктаş & G. de Bruin
23-10-2018	Stuurgroep Banenafspraken		Attendance	G. de Bruin
23-10-2018	Lunch Chief Diversity Officers	Introduction new chief and programme manager D & I	Visit	S. Denктаş
29-10-2018	Hr policy: inclusion of employees with an impairment		Presentation	J. Renne
30-10-2018	PFO meeting	Westerdijk	visit	G. de Bruin & J. Garcia Miralles

31-10-2018	E.M.A. meeting	Introductions	Presentation + Dialogue	S. Denктаş & G. de Bruin
2-11-2018	ECWO Congres/ Women in Leadership Congres		Attendance	D&I team
2-11-2018	Input strategy hub Diversity & Inclusion		Attendance	G. de Bruin
2-11-2018	ECWO Congres/ Women in Leadership Congres	Women transforming business: a force for positive change Diverse workshops Semiha: Workshop Navigating Double Bias: Ethnicity and Gender	Presentation	S. Denктаş
5-11-2018	Kennismaking Decanen: Viktor Bekkers - ESSB			S. Denктаş & G. de Bruin
13-11-2018	Opening Education Lab (CLI)	Discussing D & I's interest/introduction of keynote speakers Dr Marieke Meeuwisse (DPECS) and Dr Rick Wolff (Risbo / EUR) Knowing and showing (what works ... or not!) - Towards Inclusion in Higher Education. "	Presentation + Attendance	S. Denктаş, A. Okanovic & M. van der Gaag
13-11-2018	Conferentie Universiteit Leiden: diversiteit en inclusie		Visit	J. Renne
14-11-2018	Werkgroep Diversiteit en Data	Working group VU, Leiden, EUR.	Visit	M. van der Gaag
19-11-2018	Dinner Young Erasmus Academy	Represent D&I	Visit	M. van der Gaag
19-11-2018	International man's day communication		Product	J. Renne & M. Staphorsius
19-11-2018	EWA/CDP reunion dinner		Event	J. Garcia Miralles
19-11-2018	Conference/ EUR-VSNU: Internationalization - Quality & Inclusivity	Workshop Widening participation in Internationalization and outgoing mobility	Presentation	S. Denктаş
19-11-2018	EWA/CDP reunion dinner - The success of sisterhood	Semiha: as speaker from the D&I Office	Event	S. Denктаş
22-11-2018	Seminar Curt Rice		Event	A. Okanovic
23-11-2018	Meeting Staff member Durham University	Staff Mobility, exchange practices	Visit	G. de Bruin
3-12-2018	Kennismaking Decanen: Hans Severens - ESHPM			S. Denктаş & G. de Bruin
3-12-2018	Kennismaking FDO: Teresa Marreiros Bago d'Uva - ESE			S. Denктаş & G. de Bruin
3-12-2018	Kennismaking FDO: Wil den Harder - ESL			S. Denктаş & G. de Bruin



3-12-2018	Kennismaking FDO: Marli Huijter - Esphil			S. Denктаş & G. de Bruin
4-12-2018	Kennismaking Decanen: Inge Hutter - ISS			S. Denктаş & G. de Bruin
4-12-2018	Kennismaking FDO: Antoinette de Bont - ESHPM			S. Denктаş & G. de Bruin
4-12-2018	Kennismaking FDO: Dirk van Dierendonck - RSM			S. Denктаş & G. de Bruin
5-12-2018	Presentation Diversity & Inclusion (Deans & PhDs) College van promotees	Presentation priorities Diversity and Inclusion at the Board - for PhDs and deans	Presentation	S. Denктаş
5-12-2018	Kennismaking FDO: Hanneke Takkenberg			S. Denктаş & G. de Bruin
7-12-2018	UAF event		Event	A. Okanovic
7-12-2018	UAF event speaker	Opening speaker	Presentation	S. Denктаş
10-12-2018	Kennismaking FDO: Laura den Dulk - ESSB			S. Denктаş & G. de Bruin
10-12-2018	Kennismaking FDO: Sandra Manickam/ Amanda Brandellero -ESHCC			S. Denктаş & G. de Bruin
12-12-2018	LNVH uitreiking monitor vrouwelijke hoogleraren/NOW Pump your career		Attandance	G. de Bruin
13-12-2018	Stuurgroep Banenafpraak		Attandance	G. de Bruin
13-12-2018	Vacancy student assistant			S. Denктаş & G. de Bruin
18-12-2018	Meet the Strategy		Meeting	G. de Bruin
20-12-2018	Bijeenkomst Charter Diversiteit: van diversiteit naar inclusie / Tweede Kamer		Visit	A. Okanovic, J. Renne & B. Karsan
Q 3 & Q 4 2018	Interviews student associations, student activation (input toolkit)			J. Renne
	Family friendliness brochure			J. Garcia Miralles
	Project pay differences			J. Garcia Miralles
	Professionalization contact (cooperation partner) Newsroom			M. Staphorsius
	Father's Day message Athena's Angels (national initiative)			M. Staphorsius
	Breakfast session "Make it Happen and Challenge Accepted."	What the EUR can offer in the field of opportunities for talent	Presentation	S. Denктаş