ENHANCE

European Universities of Technology Alliance

Work Package 10
Diversity, Impact and Dissemination

ROAD MAP FOR INCLUSION, DIVERSITY, AND EQUITY IN ENHANCE ALLIANCE

Written by the ENHNACE Diversity Office

IMPACT

EMPOWERMENT

BOTTOM UP ENGAGEMENT

PEER TO PEER

ACTIVE OUTREACH

Cover Design by Sadaf Nadimi (TU Delft)

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EXECUTIVE SUMMARY

The ENHANCE Road Map for Inclusion, Diversity, and Equity (IDE) establishes a strategic framework for mainstreaming IDE across ENHANCE's structures and activities. Led by the ENHANCE Diversity Office (DO) and guided by the Ombudsperson, the Road Map reframes the narrative around IDE not as challenge but as opportunities for positive transformation. ENHANCE embraces the notion that diverse groups bring unique perspectives and chances that can enrich the alliance. This initiative aligns with ENHANCE's mission to drive responsible transformation in higher education, research, and innovation while mainstreaming IDE. The Road Map outlines a proactive approach involving **active outreach, inclusive communication, bottom-up involvement, and a peer-to-peer approach**. Concrete actions include the establishment of the ENHANCE Diversity Seed Fund, cross-border mentoring programs, and ambassador initiatives to empower underrepresented groups. The Road Map considers the inclusion of marginalized groups not only as a moral imperative but as a catalyst for innovation, creativity, and excellence.

This Road Map is relevant for all involved in ENHANCE on all strategical and operational levels. Together, we make ENHANCE an inclusive Alliance where everyone feels welcome.

Mini-Glossary for a better reading experience:

Diversity means having many kinds of people in a group. It could be differences like how people look, their gender or age, or where they come from and their health status.

Equity is about being fair to everyone, especially when some people might need extra help. It's like making sure everyone gets what they need to do well. Do not mix it up with "Equality" where everyone is treated the same way, no matter who they are.

Inclusion is about making sure everyone feels welcome and can take part. It means treating everyone with respect and giving them a chance to join in.

Intersectionality is about recognizing that people might experience unfair treatment based on various aspects of who they are, such as race, gender, or income. It emphasizes considering all these factors to ensure fairness.

Impact is all about the long-term transformation that happens because of the things we do. It's like the positive results we see when we work together and make a difference. Impact can be intended or unintended.

Explore more on www.enhanceuniversity.eu/diversity

> *This Road Map underpins our strategic vision, guiding ENHANCE towards an inclusive future where diversity fuels our collective strength, creativity and innovation.*
>
> Prof. Dr. Ute Habel
> Co-Chair ENHANCE Steering Committee & Vice-Rector for International Affairs at RWTH Aachen University

> *Mainstreaming Diversity and Inclusivity in ENHANCE is a critical and multi-leveled process. We must involve everyone on all levels of our community. I invite you to contribute to this road map to create a positive impact*
>
> Melih Özkardes
> Head of ENHANCE Diversity Office, Work Package Lead, Ombudsman

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❓ WHY A ROAD MAP?

The ENHANCE Road Map for IDE provides a common foundation for our young alliance to mainstream IDE in our actions and structures. This Road Map details the road we need to travel in ENHANCE to implement our proposal's content. It creates a comprehensive and disseminable narrative. The Road Map acts also in line with the members' existing strategic documents (e.g. Gender Equality Plans). It serves the ENHANCE mission of driving responsible transformation for the benefit of society, boosting the excellence dimension of higher education, research and innovation while mainstreaming gender equality, inclusion, diversity and equity. Without a Road Map, we cannot reach these goals.

> Explore existing strategies of the ENHANCE member universities here:
> <u>CHALMERS</u>, <u>TU Delft</u>, <u>ETH</u>, <u>GDAŃSK TECH</u>, <u>NTNU</u>, <u>POLIMI</u>, <u>RWTH</u>, <u>TUB</u>, <u>UPV</u>, <u>WUT</u>

✅ CHARTER COMMITMENT TO INCLUSION, DIVERSITY AND EQUITY

ENHANCE Charter of Rules and Procedures is very clear about IDE's cross-cutting importance in ENHANCE: "Inclusion, diversity, and equity (IDE) are core values of ENHANCE and shall be considered in all our rules and procedures. We are committed to foster a working environment that is inclusive of everyone, regardless of their background, gender, social or ethnic origin, age, religion, sexual orientation, or gender identity, and despite any disability or health problem. This is why we strive for gender parity and intersectional diversity in all our governance bodies, promote IDE in all its facets and support a minimum basic common understanding thereof. With the help of our Diversity Office (DO) we work towards ensuring inclusivity and accessibility including digital outputs, accessible, gender balanced and diversity aware events, inclusive communication, using the guidelines for bias-aware selection processes." The DO members (DO) see this as their mandate to ensure the implementation of this part of the charter in ENHANCE.

🚀 DIVERSITY OFFICE AS IMPACT BOOSTER IN ENHANCE

The ENHANCE Diversity Office (DO) is the formalized part of the alliance which implements this road map together with all relevant actors in our alliance (e.g. Clusters, Work Packages, Governance Bodies). By publishing this road map, we established the Diversity Office (DO), led by the Ombudsperson, to unite diversity and inclusion stakeholders among our members and enhance our impact. The primary goal of the DO is to foster diversity awareness, inclusivity, equity, and gender equality within ENHANCE. Our young alliance is constantly evolving, with continuous creation of new structures and offers. The DO guarantees that these improvements consider IDE perspectives in development and implementation, actively removing existing barriers and avoiding the addition of new structural obstacles.

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The ENHANCE Diversity Office (DO) acts as a **forum for good practice** sharing and mutual learning, output dissemination and engagement between our members (e.g., network of representatives of groups with fewer opportunities). The DO created already several informal ENHANCE networks such as network of LGBTQ+ students associations and network of African student associations. DO will continue this networking of groups facing barriers or count as underrepresented groups in mobility activities.

The DO maintains a regular exchange with other European Alliances. We build on the network established in the first ENHANCE project to establish the **Diversity and Inclusion Hub**, intensify our exchange of good-practices and develop joint activities. The outputs of this good practice sharing lead to the creation of a public **Diversity Resources Centre** on ENHANCE homepage. This page will showcase and actively disseminate outputs of the DO's activities such as guidelines, checklists, reports, policy papers, and inspirational stories.

When investing in Inclusion, Diversity, and Equity (IDE), our goal is to maximize impact—reaching a broader audience over time and with greater intensity. To achieve this, we concentrate on providing **accessible learning opportunities and awareness initiatives** for the entire ENHANCE community. By actively promoting and engaging with these offerings, we extend their influence beyond immediate participants, aiming for a lasting and widespread effect on society. Impact is only achievable when diversity is a key consideration. The impact of the ENHANCE DO's work is recorded and disseminated by the **Annual ENHANCE Diversity and Impact Report**. We also launch the **Diversity and Inclusion Survey** annually to keep a record of developments.

DO operates with the **principle of subsidiarity**. It means DO is operating only on ENHANCE level. IDE issues happening on member universities level are addressed by their own local structures. DO becomes active only when there is a relevance for the whole alliance.

ORGANISATIONAL CHART OF THE ENHANCE DIVERSITY OFFICE

Diversity Office (DO) adopts an organisational structure bringing decentralized decision-making and increased agility to respond to evolving needs. This structure fosters autonomy and empowerment among team members, encouraging proactive initiatives. Efficient communication is facilitated through open dialogue within and across circles, enhancing collaboration and idea exchange. This approach ensures a focus on purpose and impact, allowing the DO to align its efforts with the goals outlined in the ENHANCE Road Map for Inclusion, Diversity, and Equity. The DO members are the interface between the IDE offices of their universities and the ENHANCE DO ensuring synergies for impact orientation. This structure is associated with an agile and responsive organisational culture.

[Click here to explore the organisational chart](#)

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OUR APPROACHES:
ACTIVE OUTREACH, BOTTOM-UP INVOLVEMENT AND PEER-TO-PEER

Through a mix of three approaches, ENHANCE endeavours to create a transformative environment that ensures the engagement and participation of all its members. These approaches are essential for fostering diversity and creating a more inclusive alliance.

Active Outreach involves proactively reaching out to groups facing barriers* to ensure their inclusion and participation. In ENHANCE, we prioritize going to these groups rather than waiting for them to engage. We want to talk with them, instead of about them. Our communication and networking strategies are tailored to reach and attract underserved groups, ensuring our messages consider their perspectives.

Bottom-Up Involvement is crucial for a comprehensive and inclusive approach. By engaging individuals at all levels, including those with privileges, we ensure diverse voices contribute to decision-making processes. In ENHANCE, we recognize the need for allyship and actively involve all members. This approach promotes inclusivity and diversity as integral elements within our alliance.

Peer-to-Peer Approach is employed in ENHANCE to leverage the positive influence of individuals within the community with focus on creating safe space. Based on the ESN SIEM study, we emphasize the effectiveness of the peer-to-peer approach in empowering underrepresented groups. Through several activities, we create a network of role models and multipliers who inspire and support their peers. This approach fosters a supportive community and contributes to the long-term impact of our efforts.

*WHO ARE THE GROUPS WITH FEWER OPPORTUNITIES?

In line with the **Implementation guidelines - Erasmus+ and European Solidarity Corps Inclusion and Diversity Strategy**, we acknowledge various barriers to participation in ENHANCE activities. These barriers may act individually or in combination, affecting the participation of individuals with fewer opportunities in various programs. The identified barriers include:

- **Disabilities**: Physical, mental, intellectual, or sensory impairments hindering effective societal participation.
- **Health problems**: Barriers arising from severe illnesses, chronic diseases, or any physical or mental health-related conditions.
- **Barriers linked to education and training systems**: Educational difficulties resulting from structural limitations or inadequate consideration of individual needs.
- **Cultural differences**: Challenges for people with fewer opportunities, especially migrants or refugees, due to foreign languages and cultural variations.
- **Social barriers**: Difficulties such as limited social competences, social marginalization, or family circumstances (including first generation students and staff).
- **Economic barriers**: Challenges related to low standard of living, low income, unemployment, poverty, or financial problems.
- **Barriers linked to discrimination**: Obstacles arising from discrimination based on gender, age, ethnicity, religion, beliefs, sexual orientation, or intersectional factors.
- **Geographical barriers**: Challenges due to living in rural areas, peripheral regions, urban suburbs, or less developed areas in ENHANCE cities (such as problems with the student accommodation and transport-related social exclusion).

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HOW DO WE EMPOWER OUR COMMUNITY?

An inclusive ENHANCE community is characterized by openness, diversity, equity, and a commitment to creating a space where all individuals feel safe, respected, and valued. It fosters an environment that encourages learning, understanding, and collaboration among people from various backgrounds and perspectives. We will continue to **empower groups with fewer opportunities** and remove barriers. We give them more **visibility in collaboration with the ENHANCE communication team.** We support them in **networking** opportunities. We continue **increasing awareness** of the community about Inclusion, Diversity and Equity. Find here a short description of concrete activities how we aim empowering our community.

EDUCATIONAL OFFERS (TARGETING EVERYONE IN OUR COMMUNITY)

We aim at educating the ENHANCE community and increase their skills and awareness about Inclusion, Diversity and Equity. We create tailor-made training opportunities and to disseminate our learning offers to educate the ENHANCE community. We regularly open existing learning offers at our member universities to the entire ENHANCE community, and develop new learning offers (e.g. anti-bias lunchbreaks, inclusive communication offers, summer schools). These short-term offers are disseminated regularly in close cooperation with WP8 and the Communication Officers and in accordance with the ENHANCE Communication Plan. Utilizing existing partner offers, our online repository supports students and staff across ENHANCE universities. We offer public discourse activities (such as debates, essay competitions etc.) In parallel, the DO develops an interdisciplinary micro-credential focusing on Diversity and Gender perspectives in Technology, Society, and Research, integrated into ENHANCE's educational framework (led by TUB).

€ DIVERSITY SEED FUND (TARGETING EVERYONE IN OUR COMMUNITY)

We will establish the ENHANCE Diversity Seed Fund that provides small-scale funding and guidance to a minimum of 9 proposals of students and staff by fostering bottom-up engagement. The projects will be disseminated as good practices to inspire the ENHANCE community and beyond. DO organises an open call for small-scaled local projects in the field of IDE. We search for projects with a local impact and cross-border relevance. Open counselling hours and online workshops will empower interested individuals to pitch their idea and to get (peer-)feedback. The implemented projects are presented in the annual report. It is open for all ENHANCE community and it is uncomplicated. The Seed Fund empowers the participants and reduces barriers to put grassroot ideas into practice. Through the Seed Fund, we can show direct impact of small-scale projects and connect students and staff with the ENHANCE idea.

D&I PANEL (TARGETING EVERYONE IN OUR COMMUNITY)

The ENHANCE Diversity Panel aims to create a dedicated focus group, amplifying diverse (underrepresented) voices within our community. We welcome students and staff, especially those with little or no international mobility experience. This virtual panel will meet occasionally to discuss relevant topics, review initiatives, and provide recommendations for enhancing inclusivity in ENHANCE. It offers a safe space for open discussions, where members can express viewpoints, raise concerns, and propose ideas. Participation is voluntary and not tied to duties, and members can join or leave at any time by contacting the DO.
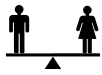
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MEASURES TO END GENDER-BASED VIOLENCE (TARGETING EVERYONE IN OUR COMMUNITY)

ENHANCE is committed to fostering a safe and inclusive environment, opposing all forms of discrimination and gender-based violence outlined in Article 21 of the EU Charter of Fundamental Rights. This commitment extends to our active support of the call for action to end gender-based violence in academia. We will continue the self-assessment which was introduced in 2023. The Ombudsperson serves as an independent resource, addressing concerns and providing confidential support to individuals affected by such incidents within the Alliance's activities (diversity@enhanceuniversity.eu for reporting any issue). The Ombudsperson also plays a key role in activating support structures within member universities to ensure appropriate action is taken.

AMBASSADOR PROGRAMS: MOBILITY & STEM (TARGETING UNIVERSITY AND HIGH SCHOOL STUDENTS)

Within Cluster 1 (Innovation Organisation), our focus intensifies on serving underrepresented groups and fostering diverse talents through a peer-to-peer approach, aiming to enhance our alliance as a diverse, bias-aware institution promoting inclusion, diversity, and gender equality. The Student Mobility Ambassadors, paralleling the approach of STEM ambassadors, utilizes storytelling to actively encourage underrepresented students towards European mobility. These ambassadors, selected for their ability to relate and reach out effectively, share their mobility experiences across social media and through Q&A sessions, aiming to boost participation in mobility programs. Simultaneously, the STEM ambassadors seek to inspire female high school students towards STEM fields, leveraging social media, school visits, and participation in ENHANCE+ activities to disseminate their message, motivate the target group. This initiative not only aims to increase STEM engagement among young women but also provides ambassadors with valuable learning experiences, recognition, and the opportunity to contribute to ENHANCE's positive image. Both programs are coordinated by the DO and supported by the communication team.

STEM COMPETITION (TARGETING HIGH SCHOOL STUDENTS)

We will intensify our active outreach to empower underrepresented groups in STEM fields (like women in STEM studies). To have a long-term positive impact on reaching the gender balance, the annual Europewide STEM Competition (established in the first ENHANCE project phase) will be developed further as an online event to motivate female secondary school students to take up STEM studies. Also, male students will be involved in teams with female students as allies.

GENDER AND DIVERSITY REPRESENTATIVES IN ALL WORK PACKAGES (TARGETING ENHANCE GOVERNANCE)

All Work Packages (WPs) will appoint Gender and Diversity Representatives (GDRs) in their work package to ensure impactful mainstreaming of Inclusion, Diversity and Equity (IDE) in ENHANCE activities. The primary role of GDRs is to ensure that considerations related to IDE are mainstreamed and prioritized in various activities, policies, and decision-making processes of the Work Packages.

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CROSS-BORDER MENTORING PROGRAMME (TARGETING FEMALE EARLY-STAGE RESEARCHERS AS MENTEES, AND EVERYONE IN ACADEMIA AS POTENTIAL MENTOR REGARDLESS THEIR GENDER)

We will implement a cross-border mentoring programme for female early-stage researchers, to empower women in STEM. Experienced researchers (All genders) in the ENHANCE community serve as mentors to female early-stage researchers in another member university. The programme is enriched by existing online training offers and cross-border networking opportunities at our partners. We also exploit the mentoring potential of our alumni in leadership positions outside academia. We launch a dedicated webpage, host an online kick-off and coordinate the calls for mentors and mentees and subsequent matching process. 20 mentoring tandems will be set-up by November 2025. We want to establish an online mentoring program that supports young women in their careers and research questions. The coordination will be runby the WP2 Human Dimension (Led by GdańskTech). The DO will support the initial development of the concept.

ENHANCE DIVERSITY OFFICE SUPPORTING ENHANCE CLUSTERS

The DO supports all WPs and governance bodies in IDE matters, implementing impactful IDE actions. Our measures ensure that diversity and gender equality are integral to all Alliance activities, making IDE an inherent part of our alliance. DO makes sure that IDE is incorporated into each of the 10 work packages ENHANCE. All Work Packages are invited to check their outputs for sensitivity reading and for ensuring the horizontal priority of diversity and inclusion. DO support all in this field where needed. The DO appoints gender and diversity representatives (GDRs) in each work package. The GDRs foster inclusion and gender equality in the WP.

Cluster 1: Innovative Organisation (WP10 is also part of this cluster)
WP1 Project Management and Governance: WP1 emphasizes diverse management and governance, promoting inclusion and equity. It features a student mobility ambassador program to share experiences on social media and encourage mobility among students with fewer opportunities, enhancing engagement with events, Q&A sessions, and recognition through certification.
WP2 Human Dimension: DO and WP2 collaborate on staff development programs focusing on diversity and inclusion. They jointly initiate a mentoring program for early career female researchers to foster respect, dignity, and equality.
Cluster 2: Future Knowledge
WP3 Future Learning: DO and WP3 incorporate diverse perspectives in educational formats, ensuring inclusivity. A workshop on AI, digitalization, and social inclusion will be organised with teachers. WP3 will also focus on digital and age related aspects of Inclusion, Diversity and Equity.
WP4 Future Skills for Engineers and Scientists: DO underlines diversity and cultural competence in skill development, providing resources for educators in WP4 to tackle diversity-related teaching challenges.
WP5 Sustainable Entrepreneurship and Innovation (SEI):DO promotes diverse voices in SEI, with WP5 evolving SEI concepts inclusively. This builds on the ENHANCE project outcomes for a broad perspective.
WP6 Transdisciplinary Lab for Societal Transformation: DO and WP6 foster inclusion and diversity in transdisciplinary work, integrating underrepresented perspectives and co-creating with a broad stakeholder group.

Cluster 3: One Campus

WP7 European Education Pathways: DO ensures European Education Pathways accommodate all students, including those from diverse backgrounds. WP7 develops an ENHANCE European Degree Label emphasizing diversity and ethics.

WP8 New Formats and Frameworks: WP8 crafts educational formats for diverse learners, with DO aiding in establishing diversity and equity-focused quality assurance methods.

WP9 IT Infrastructure and Services: WP9 enhances IT infrastructure accessibility for all users, with DO promoting diversity and inclusion in digital processes and knowledge sharing.

WORK PACKAGES

WP1	Project Management and Governance
WP2	Human Dimension
WP3	Future Learning
WP4	Future Skills for Engineers and Scientists
WP5	Sustainable Entrepreneurship and Innovation
WP6	Transdisciplinary Lab for Societal Transformation
WP7	European Education Pathways
WP8	New Formats and Frameworks
WP9	IT Infrastructure and Services
WP10	Diversity, Impact and Dissemination

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Thanks to the ENHANCE Community, especially Steering Committee, Operational Office, Work Package Leads and Core Officers for their commitment!

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RELEVANCE OF THE ACTIVITIES FOR DIVERSE TARGET GROUPS

Activity (Alphabetical order)	Students of all levels	Academic / Research Staff	Female early-career researchers	Administrative / Technical Staff	People actively involved in ENHANCE	Organised communities in our universities	External Stakeholders	High school students
Annual Report on Diversity and Impact	✓	✓	✓	✓	✓	✓	✓	
Call to action to end gender-based violence in academia	✓	✓	✓	✓	✓	✓		
Cross-border Mentoring		✓	✓					
Diversity and Inclusion Hub	✓	✓	✓		✓		✓	
Diversity and Inclusion Panel	✓	✓	✓	✓	✓	✓		
Diversity and Inclusion Survey	✓	✓	✓	✓	✓	✓		
Diversity Resources Center				✓	✓	✓	✓	
Diversity Seed Fund	✓	✓	✓	✓	✓	✓		
Educational Short-Term Offers	✓	✓	✓	✓	✓	✓		✓
Forum for good-practice				✓	✓	✓		
Gender & Diversity Representatives					✓			
IDE Road Map	✓	✓	✓	✓	✓	✓	✓	✓
Microcrendential "Diversity and Gender Perspective in Technology, Society and Research	✓	✓	✓					
Mobility Ambassadors	✓					✓	✓	
Public discourse events	✓	✓	✓	✓	✓	✓	✓	✓
STEM Ambassadors	✓					✓	✓	✓
STEM Competition							✓	✓