



Universität  
Münster

# Equal Opportunity Framework Plan of the University of Münster

Senate Resolution of 5 July 2023

## Content

<i>General principles</i> .....	2
<i>Further optimisation of equal opportunity measures in hiring decisions, HR development and HR planning</i> .....	3
<i>Strengthening the gender competence of all University members and sensitising the University community to gender equality efforts</i> .....	4
<i>Establishing gender-balanced composition of committees</i> .....	5
<i>Protection against sexual harassment, sexualised discrimination and violence</i> .....	7
<i>Gender-equitable communication in texts and images</i> .....	8
<i>Conclusion</i> .....	9
<i>Appendix 1: Units required to draw up equal opportunity plans</i> .....	11
<i>Appendix 2: Classification of comparative groups for determining under-representation of women</i> .....	12
<i>Appendix 3: Recommendations for a gender-equitable writing style</i> .....	15
<i>Appendix 4: Progress report and analysis of employment structures</i> .....	18

## General principles

The University of Münster considers equal opportunity and gender equality to be strategically important goals and is committed to respectfully acknowledging the realities of all genders in academic studies, research and teaching, as well as in technical and administrative areas. For years, the targeted and innovative equal opportunity policies implemented by the University have not only made gender mainstreaming a goal which its management has voluntarily pursued, but also a strategic cornerstone for policymaking in all faculties, administration, central academic facilities and central operational units. These policies have since become a model for universities throughout the German higher education sector. With the certificates "audit family-friendly university" (since 2008) and TOTAL E-QUALITY (since 2011) with the supplementary certificate "Diversity" (since 2017), the University of Münster has demonstrated its successful, ongoing commitment to ensuring equal opportunity for women and men.

Within this gender equitable culture, the NRW Equal Opportunity Act (*Landesgleichstellungsgesetz, LGG*) remains the basis for ensuring that our concepts and strategies comply with regulations and strengthening joint innovative efforts to ensure equal opportunity for women and men in all member groups, reducing structural discrimination and making better use of existing capabilities and talents. The decision to rename the "Framework Plan for the Promotion of Women" as the "Equal Opportunity Framework Plan" has not resulted in any thematic and/or political paradigmatic shift. The Equal Opportunity Framework Plan is a key instrument for supporting women with the aim of reducing the structural disadvantages women suffer on their various career paths in civil service.

In this Equal Opportunity Framework Plan, the University of Münster identifies five central equal-opportunity objectives which it is committed to implementing in the coming four years:

- Further optimising equal opportunity in hiring decisions, HR development and planning
- strengthening the gender competence of all members of the University and generating awareness of University-based equal opportunity measures
- ensuring discrimination-free access to committees, thus establishing gender-balanced composition of committees
- protecting against sexual harassment, sexualised discrimination and violence
- continuing to push for gender-equitable communication in texts and images

These key objectives align closely with measures already in place at the University of Münster to improve the compatibility of family and career, e.g. individual working time models, personalised counselling and support on maternity protection matters (*MuSchuGe*, 2018) and the expansion of childcare services for all employees and students, e.g. a daycare facility for children of employees (Kita am Schlossplatz), which is

University-owned and -operated. These services are further augmented by a diversity concept, developed and established as part of the "Vielfalt gestalten" (Shaping Diversity) audit.

The Equal Opportunity Framework Plan builds on the HR Development Concept of the University of Münster (Personalentwicklung@Universität Münster, March 2022), which prioritises and documents further equal opportunity measures to be taken in the coming four years. These are binding for all faculties and central (academic) facilities. In combination with the measures and goals outlined in the unit-level equal opportunity plans and the regular (structural) development meetings between the University management with the individual organisational units, gender equality and equal opportunity have become key criteria of quality management.

The central contact partner for all University-related questions concerning equal opportunity is the principal Equal Opportunity Officer (together with her two deputies). The Senate Committee for Equal Opportunity addresses matters where faculty-specific culture overlaps with the purview of the Senate. The Equal Opportunity Officer is supported by unit-level officers who, together with or on behalf of the principal officer, can participate in faculty board meetings, appointment committees and other committees. They are also afforded the same rights and obligations when representing the principal Equal Opportunity Officer. The equal opportunity unit-level committees support the equal opportunity officers and their deputies in their respective faculties.

## Further optimisation of equal opportunity measures in hiring decisions, HR development and HR planning

The University of Münster continues its efforts to maintain or increase the proportion of women hired, promoted or upgraded to higher civil service groups in areas where they are underrepresented.

To this end and building on current efforts to advance gender competence, the University of Münster will continue to implement and develop instruments which promote equal opportunity and prevent direct and indirect discrimination. These efforts focus on applying tools of recruiting, staff selection, HR development and HR planning. Their purpose is to seek out and attract potential candidates in line with the gender-equality aims through suitable recruitment measures, guarantee equal opportunity through non-discriminatory selection procedures, promote equitable access to continuing education, and conduct HR planning in such a way that women and men can return to professional life following periods of maternity, parental or nursing care leave and substitutes are in place during their absence.

### To achieve these goals:

- The HR Department shall develop and provide information, recommendations, policy papers (e.g. with guidelines on hiring procedures), checklists and professional training seminars (e.g. on staff diagnostics) to help facilities optimise recruiting, hiring decisions, HR development and HR planning (including job evaluations) from the perspective of equal opportunity.
- Job advertisements, hiring and appointment procedures will continue being optimised to take equal opportunity into account based on the provided recommendations and checklists.
- The faculty and departmental homepages will include links to the current HR development services and in-house professional training programme.
- We recommend publicly advertising all job openings. If an internal job advertisement for a permanent position fails to attract any applications from women who possess the required qualifications, the position must be re-advertised publicly.
- Cases of discrimination will be promptly identified and addressed.
- Special attention will be paid to reducing gender-stereotypical occupational profiles, particularly with respect to indirect discrimination of salary groups.
- In the context of hiring, promoting and transferring higher-level tasks to employees, women with equivalent qualifications and academic achievements will be preferentially considered unless these are outweighed by reasons which necessitate the selection of another candidate.
- In compliance with HR administrative policy, the faculties and departments are asked to develop transparent and consistent procedures for handling substitutions in cases of maternity leave, parental leave, long-term nursing care etc.

In order to determine to what extent women are underrepresented, the corresponding statutory provisions shall apply. The criteria for categorising employees into comparative groups are provided in Appendix 2. A table of these comparative groups shall be drawn up each year by HR Department based on the latest data on gender (under-)representation and posted on the website of the Equal Opportunity Office.

## Strengthening gender competence of all University members and sensitising the University community to gender equality efforts

The University of Münster aims to promote and enhance the gender competence of its employees and increase their awareness of the equal opportunity activities at the University. It considers gender competence a key qualification that enables one to recognise gender-based aspects, evaluate their relevance and apply and convey them in everyday professional life in the spirit of equal opportunity.

### To achieve these goals:

- Gender competence will be expanded and promoted among all supervisory staff and HR managers (e.g. by integrating gender sensitivity seminars and modules in all central training programmes); professional training measures on gender-relevant topics/areas will also be established and further developed as part of the advanced qualification measures for the non-professorial academic staff and non-academic staff; seminar and lecture topics on gender-relevant themes will be encouraged.
- All faculties and departments will modify their websites with a clearly visible subcategory devoted to equal opportunity. These subpages shall provide information on all matters related to gender equality and equal opportunity within the organisational unit, e.g. the unit-level equal opportunity representatives, the unit-level equal opportunity plan, contacts responsible for accepting reports on sexual and sexualised violence, equality best practices in the faculty, scholarship and promotion programmes for female employees and students, studying while raising children etc.
- The dean's offices and management teams will regularly update the equal opportunity-relevant content on their homepages.

To structurally promote equal opportunity activities throughout the University, we strongly recommend that all faculties appoint equal opportunity committees to support the work of the unit-level equal opportunity officers and the organs of the faculty, and to strengthen the culture of equal opportunity within the respective faculties. These committees shall discuss and develop further faculty-based measures that encourage the structural permeation of equal opportunity issues for staff and students alike. All other organisational units are advised to appoint a contact person for equal opportunity-related matters and post their contact data on the corresponding websites.

The University recommends allocating faculty and departmental budgetary resources (i.e. gender budgeting) to promote gender competence and support equal opportunity efforts (e.g. for financing awards, workshops, programmes promoting doctoral and early-career researchers, projects on gender issues etc. If needed, additional funding can be requested from the Equal Opportunity Office through the Programme for the Advancement of Women.

## Establishing gender-balanced composition of committees

The University of Münster strives to achieve gender parity with respect to the composition of committees, while actively working to reduce excessive burdens on individual members of the University. Participation and involvement of all members in committees is actively supported by scheduling family-friendly meeting times.

With regard to the composition of electoral committees (Senate, faculty boards, committees), the University strives to ensure that at least 50 percent of the nominees and candidates on electoral registers are women. Any disadvantages arising from this target for women belonging to a status group which in their faculty is significantly underrepresented shall be offset through a reduction in workload.

### To achieve these goals:

- At the end of each committee term, an evaluation of the voting and decision-making processes with regard to the election of the corresponding committee is to be conducted. For every (bye-)election of a committee, the list of proposed nominees in each member group should be reviewed by the chairperson of the next superordinate committee or another commissioned official to ensure gender parity. Should the list fail to meet the gender-parity target, a report should specify and document the reasons why parity was not attained based on the defined voting and decision-making processes. The committee must actively develop strategies and solutions to diversify committee composition for future elections.
- A short description of each committee is to be published (e.g. on the University of Münster homepage) so that all committee members and those interested in joining the committees are aware of the workload and the corresponding processes etc. involved in committee membership.
- Committee participation may not result in disadvantages to its members (e.g. in decisions on upgrading, professional training measures etc.). On the contrary, superiors should support and encourage staff to participate in committee work. Students involved in committees are to be supported by targeted beneficial measures.
- Individuals who serve on multiple committees for the sake of achieving gender parity may not be unreasonably burdened.
- Faculties and departments shall develop strategies to alleviate the burden on women committee members in cases where there is gender-specific underrepresentation in their status group. Furthermore, in faculties where women are underrepresented in the status groups of professors and academic staff, measures should be implemented which lessen the burden of participating in appointment committees. Existing (teaching) reduction measures already in place at the University of Münster remain unaffected hereby.
- All committees of the University of Münster are to agree on their meeting times at their constitutive session. It must be ensured that both members with familial obligations and part-time employees are able to participate in the committee meetings.

## Protection against sexual harassment, sexualised discrimination and violence

The University of Münster consistently strives to protect all members from sexual harassment, sexualised discrimination and violence and generate awareness among all members of the University with regard to this issue.

Victims of discrimination and sexualised violence (students and employees alike) are urged not to tolerate such behaviour but to express their disapproval and trust in the help and support provided. Witnesses are explicitly instructed *not* to look away, but to reach out to victims and offer their support. Victims can turn to a person whom they trust; the faculties and departments are also to appoint contact persons for this purpose. Cases of sexual harassment or sexualised violence against members of staff are to be reported to the Compliance Office (complaints office in accordance with § 13 General Equal Treatment Act (*Allgemeines Gleichbehandlungsgesetz, AGG*)). Similar reporting structures for students are currently being established. Victims can obtain further advice and support from the Equal Opportunity Office.

### To achieve these goals:

- The HR department of the University of Münster will update the "Agreement on Respectful Behaviour" and include relevant information on the Compliance Office (complaints office for members of staff in accordance with § 13 General Equal Treatment Act (*AGG*)).
- The guidelines provided in the "Agreement on Respectful Behaviour" and the "Code of Conduct" will be publicised and distributed throughout the University.
- The dean's offices and management teams will include information on their respective websites regarding the Compliance Office of the University of Münster, its advice and counselling services and complaints office (*AGG*).
- The dean's offices and management teams are to provide clear and visible contact details of the responsible unit-level contacts on their websites.
- The Compliance Office shall develop clear procedural steps for reporting cases of sexual(ised) discrimination/violence and make this information available on its homepage.
- The Compliance Office, in cooperation with HR Development and the Office of Equal Opportunity will offer annual training seminars for all responsible contact persons in this counselling area.
- In cooperation with the Equal Opportunity Officer, the University's building projects are to be assessed to rule out areas which could be fear-inducing or dangerous and to ensure that paths are clearly marked and sufficiently illuminated. Such areas in existing buildings will be addressed by countermeasures as needed.



## Gender-equitable communication in texts and images

The University of Münster is committed to consistently using non-discriminatory language in all internal and external business communication and in teaching. Non-discriminatory and gender-equitable communication in texts and images is an essential tool for overcoming stereotypical role models and reducing (gender-based) discrimination in everyday life and in all areas of society.

### To achieve these goals:

- In templates, gender-neutral designations for persons will be used; statutes, regulations and directives will be revised accordingly no later than when they are re-issued or when large sections thereof are amended. The University website and its intranet pages will be successively reviewed and reformulated if necessary. Please observe the recommendations for using a gender-equitable writing style at the University of Münster (Appendix 3).
- The composition and publication of images will undergo a review with respect to non-discriminatory and gender-equitable communication. New images will only be posted (for marketing purposes, on the homepage etc.) if they avoid gender stereotypes and clichéd role models and thus portray and represent women and men as equals. The existing visualisation strategies (e.g. on the main and subpages of the University's website) will be successively reviewed with respect to their depiction of gender roles and modified if necessary.
- The University insists that non-discriminatory and gender-equitable communication be used in courses and teaching materials of all kinds.
- Likewise, it insists on the use of non-discriminatory and gender-equitable communication in press releases and public relations activities.

## Conclusion

Creation, duration, interim and final evaluation of the Equal Opportunity Framework Plan

The Equal Opportunity Framework Plan is passed by resolution of the University Senate and developed in coordination with the principal Equal Opportunity Officer and in consultation with the deans of the faculties.

This version of the Equal Opportunity Framework Plan is valid for a period of four years.

The Senate Committee for Equal Opportunity is responsible for conducting an evaluation of the Equal Opportunity Framework Plan in cooperation with the Equal Opportunity Officer. An interim evaluation is to take place after two years, and a final evaluation is to be conducted after four years upon extension of the Equal Opportunity Framework Plan. Employees in supervisory positions are to play a central role in this process. The Senate Committee for Equal Opportunity presents the results of the interim and final evaluations to the Senate, Rectorate and Deans' conference.

### **Creation, duration, interim and final evaluation of unit-level equal opportunity plans**

All faculties, central academic facilities and other central units with more than 20 employees as well as the central administration are required to draw up their own equal opportunity plans and update them in accordance with their personnel development and the implemented measures. Appendix 1 provides a list of all units of the University of Münster which are required to draw up an equal opportunity plan.

The legal framework of the equal opportunity plans is provided in § 6 *LGG* whereby an overview and analysis of the employee structure must be accompanied by a prognosis of which positions are to be filled, potential promotions and upgrading for the duration of the plans. The necessary faculty- or unit-specific data material is to be provided centrally on a yearly basis (deadline 1 December).

The faculties and units must determine what personnel, organisational, social and continuing education measures are necessary to achieve the given objectives. Additional measures should be formulated and discussed based on the analysis of the employment structure.

The unit-level equal opportunity plans must also integrate the objectives of the University-wide equal opportunity framework plan and implement them within the scope of their responsibility.

The unit-level equal opportunity plans are valid for a period of four years.

The unit-level equal opportunity plans are to be evaluated first by the equal opportunity committees of the respective faculties in coordination with the unit-level equal opportunity officers, and ultimately the Senate Committee for Equal Opportunity. The progress achieved by the equal opportunity plans is to be evaluated after two years (evaluation and documentation mandate). The measures in these plans and in the Equal Opportunity Framework Plan are to be amended or augmented accordingly. If the given objectives have not been achieved, this fact must be explained and substantiated with specific

justification. The final evaluation is conducted after four years upon extension of the unit-level equal opportunity plans.

### **Coming into force and publication**

The Equal Opportunity Framework Plan (in its original German version) comes into force on the day following its publication in the Official Announcements (*Amtliche Bekanntmachungen*) of the University of Münster. Its enforcement thus abrogates the Equal Opportunity Framework Plan of 12 December 2018.

Issued (in the original German version) upon the resolution of the Senate of the University of Münster of 5 July 2023.

## Appendix 1: Units required to draw up equal opportunity plans

### Faculties (including staff of the IT service providers (IVV)):

- Protestant Theology (FB 01)
- Catholic Theology (FB 02)
- Law (FB 03)
- Business and Economics (FB 04)
- Medicine (FB 05)
- Educational and Social Science (FB 06)
- Psychology / Sports and Exercise Sciences (FB 07)
- History and Philosophy (FB 08)
- Philology (FB 09)
- Mathematics and Computer Science (FB 10)
- Physics (FB 11)
- Chemistry and Pharmacy (FB 12)
- Biology (FB 13)
- Geosciences (FB 14)
- Music (FB 15)

### Central academic facilities:

- MEET

### Central units:

- University Library (ULB)
- University Sports (HSP)
- Examinations Offices (Examination Office I and Examination Office of the Mathematical-Natural Scientific Faculties)
- Language Centre (SPZ)
- Centre for Information Processing (ZIV)
- University Centre for Teacher Education (ZfL)

### Other:

- Administration / Rectorate / central departments
- Centre for Teaching in Higher Education (ZHL)

## Appendix 2: Classification of comparative groups for determining underrepresentation of women

In accordance with the Equal Opportunities Act of the State of North Rhine-Westphalia (*LGG*) and the Civil Service Act of the State of North Rhine-Westphalia (*LBG*), the following groups should be formed and specifically compared in order to determine whether women in those groups are underrepresented:

- I. Organisational unit "Faculty" (for academic staff, each faculty is to be regarded as a "department" (*Dienststelle*) for assessing and determining underrepresentation in accordance with § 120 (2) *LBG* and § 7 (4) *LGG*):
  - All persons in the salary group W3 (C4) (including persons who are similarly employed under private-law contracts)
  - All persons in the salary group W2 (C3) (including staff members who are similarly employed under private-law contracts)
  - All persons in the salary group W1 (including staff members who are similarly employed under private-law contracts)
  - All temporary senior lecturers with civil servant status (*Akademische Oberräte auf Zeit*)
  - All temporary lecturers with civil servant status (*Akademische Räte auf Zeit*)
  - All persons in career category 2, 2nd entry level (A 13 EA – A 15) in the education and science career path
  - All E15-level (academic) staff
  - All E14-level (academic) staff
  - All E13-level (academic) staff
  - All research assistants (WHK)
  - All student assistants (SHK and SHB)

- II. Organisational unit "University" ("department" as defined in the *LGG* in accordance with § 14 (2) *LBG*, § 3 (1) in conjunction with § 2 *LGG*):
- All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the general administration career path
  - All persons in the salary group E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the general administration path
  - All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the path of non-technical services All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the path of non-technical services
  - All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the path of technical services
  - All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the path of technical services
  - All persons in career category 2, 2nd entry level (A 13 EA – A 15) on the education and science path
  - All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the education and science path
  - All persons in career category 2, 1st entry level (A 9 EA – A 13 BA) on the general administration path
  - All persons in the salary groups E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of general administration
  - All persons in career category 2, 1st entry level (A 9 EA – A 13 BA) on the path of non-technical services
  - All persons in the salary group E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of non-technical services
  - All persons in Category 2, 1st entry level (A 9 EA – A 13 BA) in the area of technical services
  - All persons in the salary groups E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of technical services
  - All persons in career category 1, 2nd entry level (A 6 EA – A 9 BA) in the area of general administration

- All persons in the salary groups E 4 to E 9 ("lower service"), who perform activities which correspond to those on the general administration path
- All persons in career category 1, 2nd entry level (A 6 EA – A 9 BA) in the area of non-technical services
- All persons in the salary group E 4 to E 9 ("lower service"), who perform activities which correspond to those in the area of non-technical services
- All persons in Category 1, 2nd entry level (A 6 EA – A 9 BA) on the path of technical services
- All persons in the salary groups E 4 to E 9 ("lower service"), who perform activities which correspond to those on the path of technical services
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) on the general administration path
- All persons in the salary groups E 1 to E 3, who perform activities which correspond to those on the general administration path
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) in the area of non-technical services
- All persons in the salary group E 1 to E 3, who perform activities which correspond to those in the area of non-technical services
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) on the path of technical services
- All persons in the salary groups E 1 to E 3, who perform activities which correspond to those on the path of technical services
- Staff on a leave of absence and part-time employees should be taken into account in the total "head count" for each comparative group

## Appendix 3: Recommendations for a gender-equitable writing style in German

The University of Münster expressly recommends the consistent use of non-discriminatory language. The use of gender-equitable language is an essential tool for overcoming stereotypical role models and reducing gender-based discrimination in everyday life and in all areas of society. Gender equality and equal opportunity at the workplace cannot be achieved without gender-equitable, non-discriminatory communication. The University of Münster is committed to using non-discriminatory language in all written correspondence and publications. The University also aims to consistently promote non-discriminatory perception of women and men and those who cannot or do not wish to classify themselves within the binary gender system in spoken and visual discourse in all areas of the University of Münster.

To facilitate understandability and readability of texts while ensuring the use of gender-equitable, non-discriminatory language, the Senate Committee for Equal Opportunity recommends using a combination of gender-neutral formulations, dual designations and pair formulations. The widespread German habit of designating a heterogeneous group with the generic masculine form ("*die Studenten*" (the (male) students), "*die Professoren*" (the (male) professors), excludes women, intersexual persons and others (not only) linguistically, and should therefore be avoided.<sup>1</sup> To avoid gender discrimination in language, formulations should be chosen which designate the intended group clearly: only men, only women, women and men, or all persons (present) with varying gender identities.

### Recommended formulations:

#### 1. Gender-equitable dual designations

When referring to groups of persons, the female- and male-designated nouns should be written out and connected with an "und/and", "oder/or", or "bzw./or". The female-designated form should be placed before the masculine form of the same, e.g.:

- *Lehrerinnen und Lehrer* (female teachers and male teachers)
- *Schülerinnen und Schüler* (female pupils and male pupils)

---

<sup>1</sup> See e.g. Heise (2000), "Sind Frauen mitgemeint? Eine empirische Untersuchung zum Verständnis des generischen Maskulinums und seiner Alternativen" (<https://econtent.hogrefe.com/doi/abs/10.1024//0253-4533.19.12.3?journalCode=sko>) and Stahlberg & Sczesny (2001), "Effekte des generischen Maskulinums und alternativer Sprachformen auf den gedanklichen Einbezug von Frauen" ([https://de.fh-muenster.de/gleichstellung/downloads/Generisches\\_Maskulinum\\_Stahlberg.pdf](https://de.fh-muenster.de/gleichstellung/downloads/Generisches_Maskulinum_Stahlberg.pdf)).



## 2. Gender-neutral formulations or rephrasing

In many cases, references to persons can be replaced by gender-neutral alternatives, or gender-neutral phrasing, e.g.:

- passive constructions
- gender-neutral words, e.g. *Lehrkraft* (instructor), *Schülerschaft* (student body)
- plural forms, e.g. *Lehrende*, *Studierende* (instructors, students)
- gender-unspecified pronouns, e.g. *wer*, *alle*, *niemand* (those (who), everyone, nobody)

## 3. Forms of pair formulation

- Gender gap with asterisk, e.g. *Lehrer\*innen*, *Schüler\*innen* (teachers, pupils) followed by the female plural suffix "innen"
- Gender gap with colon, e.g. *Lehrer:in*, *Schüler\*in* (teacher, pupil) followed by the female singular suffix "in"
- Gender gap with underline, e.g. *Lehrer\_in*, *Schüler\_in* (teacher, pupil) followed by the female singular suffix "in"
- Capitalised "I", e.g. *LehrerIn*, *SchülerIn* (teacher, pupil) in the female singular suffix "In"

The so-called gender gap, i.e. asterisk, colon or underline, which can also refer to genders outside the binary gender system, is currently the preferred form of pair formulation. The gender gap should not be used if the female noun contains an umlaut (e.g. *Ärztin*, female doctor) or if the male noun ends with an "e" (e.g. *Experte*, expert).

### Not recommended:

- Pair formulations using the female-designated suffix in parentheses (*die Student(in)* or *die Professor(in)*). This variant reduces the female designator to an afterthought, whereas the male form is postulated as the norm.
- Pair formulations with suffixes separated by slashes (*Lehrer/inn/en*). This variant unnecessarily clutters the sentence structure and hinders readability.
- A footnote excusing the sole use of the male form for reasons of aesthetics and readability, e.g. "The use of the masculine form in the following includes women as well and is only used for purely aesthetic reasons.". This neither achieves a consistent inclusion of women as a matter of course nor is the issue communicated sufficiently.

### Basis for these recommendations:

- Consensus of the Senate Committee for Equal Opportunity (24 October 2017)
- Consensus of the expanded Equal Opportunity Committee of the University of Münster (10 July 2013)
- Consensus of the Equal Opportunity Committee of FB 06 (7 December 2012)
- State government of North Rhine-Westphalia (2008): Gender Equality for Women and Men in Legal Terminology – Instructions, Possibilities of Application and Examples
- NRW Equal Opportunity Act (*Landesgleichstellungsgesetz, LGG*, 1999)
- UNESCO (1993): Eine Sprache für beide Geschlechter – Richtlinien für einennichtsexistischen Sprachgebrauch (Guidelines on Gender-Neutral Language)

## Appendix 4: Progress report and analysis of employment structures

The following appendix documents the progress of the equal opportunity measures with respect to various status groups at the University of Münster. This appendix builds on the University's HR Development Concept<sup>2</sup>, which is the reason these classifications have partially been adopted. The data was provided by the University administration (Depts. 3 and 5) and largely reflects the situation as of 1 December 2022. The Faculty of Medicine (FB 05) is not included in the analysis. For a more detailed overview, please refer to the annual reports published by the Equal Opportunity Office and the equal opportunity plans issued by the faculties and central (academic) facilities.

### Women in studies, research and teaching

The following graphic reflects a slight increase in the proportion of women at all qualification levels in 2022 compared with that of 2018. Individual levels of qualification will be depicted in subsequent tables.

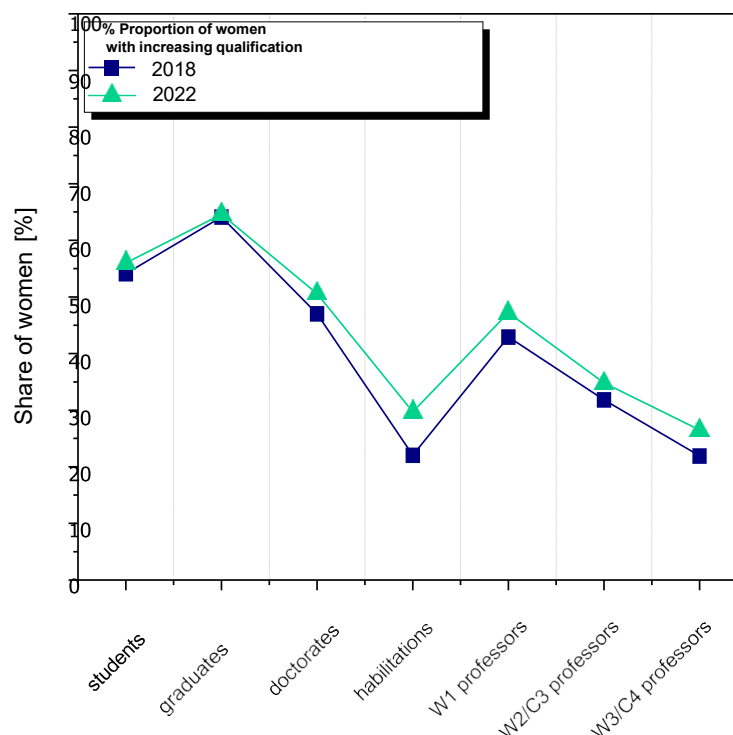


Fig. 1: Percentage of women at varying levels of qualification in 2022 compared with 2018

<sup>2</sup> HR Development Concept, [https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung\\_wwu\\_marz\\_2022.pdf](https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf)

## 1 Women professors

The University of Münster is committed to increasing the percentage of women professors in its employ. At the end of 2022, 31.2 % of all professorships (including W1-level) were held by women (Fig. 2). This amounts to a nine-percent increase compared to 2014. Despite this positive trend in the number of women professors, their percentage decreases with increasing salary levels, i.e. from 47.2 % at W1-level to 26.45 % at W3-level professorships (Fig. 3).

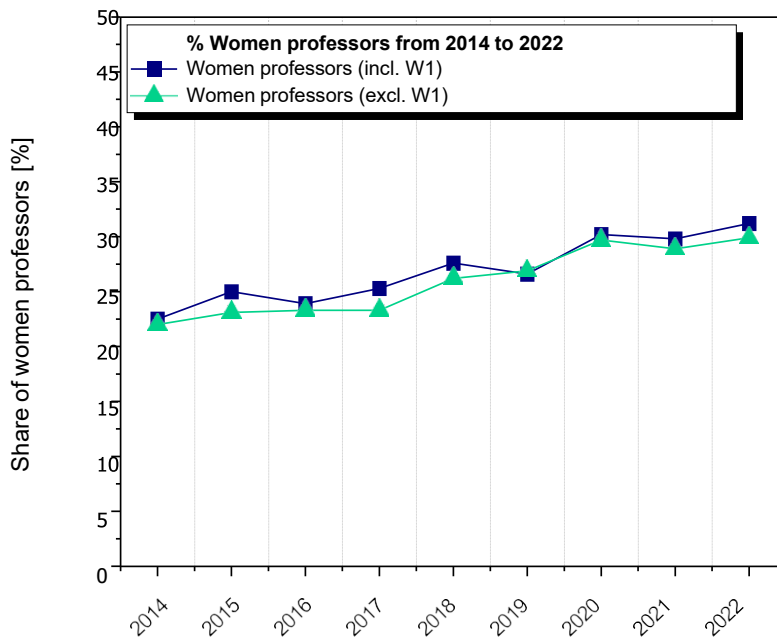


Fig. 2: Percentage of women professors from 2014 to 2022

In 2022, a full 48 % of all new professorial appointments (including W1-level) were granted to female candidates. Fifty percent of W2-level professorships (incl. W2 tenure track) were held by women. However, the percentage of women appointed to new W3-level professorships (incl. tenure track) dropped to 39 %. (source: Equal Opportunity Office's annual report)

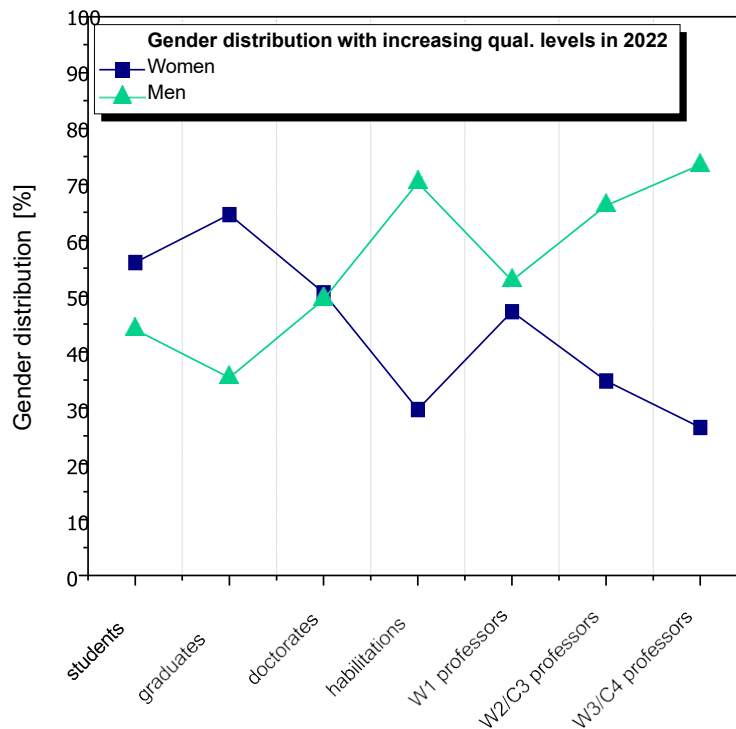


Fig. 3: Gender distribution at increasing qualification levels at the University of Münster in 2022  
 According to a recent CEWS University Ranking (2021) by the *Leibniz Institute of Social Sciences/Competence Centre for Women in Academia and Research*, the University of Münster was one of Germany's top-ranked universities with respect to increasing its share of women professors from 2014 to 2019. We anticipate that the newest rankings to be released in 2023 will confirm the University's continued excellence in this regard. For more on the developments in the individual faculties, please refer to the faculty-level equal opportunity plans and the statistics by member groups – all of which are published on the homepage of the Equal Opportunity Office.<sup>3</sup>

In addition to active recruiting, a pre-selection phase as a means of attracting women professors has been anchored in the appointment regulations of the University of Münster since 15 July 2020. Based on the results of this pre-selection phase, job advertisements can be customised to motivate female candidates to apply. The increasing percentage of women professors reflects the success of these measures.

## 1 Women assistant professors

The University of Münster aims to promote first-time and newly appointed women (assistant) professors in accordance with its HR development focus (see the HR Development Concept<sup>4</sup>). With regard to W1-level appointments (assistant professorships), 47.2 % of the positions are held by female academics (Fig. 4). In 2022, 80 % of all advertised assistant professorships with tenure track were filled by women (source: Equal Opportunity Office).

<sup>3</sup> <https://www.uni-muenster.de/Gleichstellung/gleichstellungsplaene-fachbereiche.html>

<sup>4</sup> HR Development Concept, [https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung\\_wwu\\_marz\\_2022.pdf](https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf)

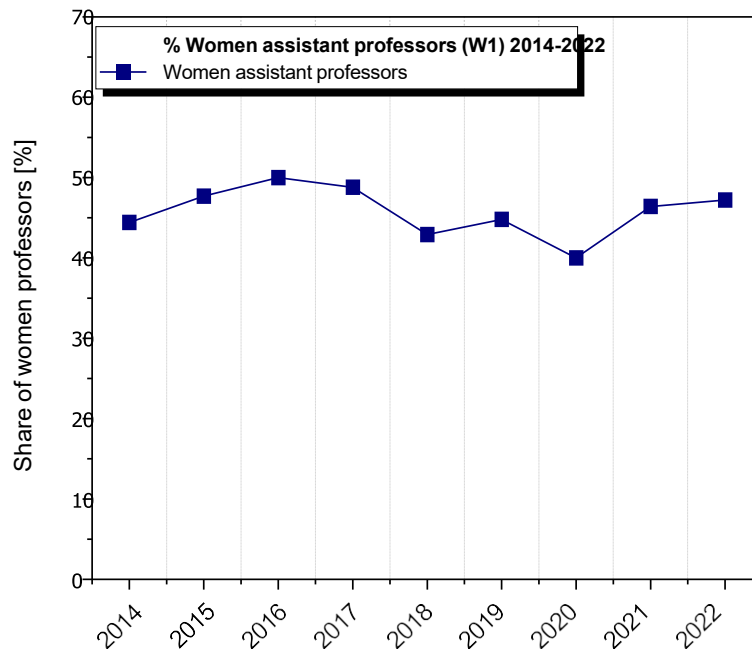


Fig. 4: Percentage of women assistant professors from 2014 to 2022 (updated 1 Oct 2022)

The Young Professors Programme (YPP)<sup>5</sup> was established to offer faculties the chance to support outstanding researchers – especially from abroad. For more details, please see the HR Development Concept. To help early-career academics continue their academic career path, the “Tenure Track Programme” – initially in place until 2025 – plans to advertise ten assistant professorships with tenure track.

## 2 Female academics in the postdoctoral phase (habilitation candidates)

The share of women who have completed a habilitation reached 29.7 % in the 2021 examination year (see Fig. 3). Numbers indicate that the importance of a habilitation as the only academic qualification for obtaining a professorship is decreasing as it is no longer a prerequisite in certain disciplines, or as the alternative, an assistant professorship, offer the more sustainable and plannable career path. Women, in particular, appear to more frequently choose the assistant professorship path. The mentoring programme<sup>6</sup> “Erstklassig!”, offered by the HR Development department and the Equal Opportunity Office, is one such HR development measure targeted at women in their postdoc phase. A number of individual measures are in place to support women academics as well.

<sup>5</sup> <https://www.uni-muenster.de/forschung/tenure-track/young-professors-programme/index.html>

<sup>6</sup> <https://www.uni-muenster.de/Gleichstellung/mentoring.html>

### 3 Female doctoral candidates

Female students accounted for 46 % of doctoral programme enrolment in 2022/23, while 50.6 % of the completed doctoral degrees in 2021 were awarded to women (see Fig. 3). The University of Münster supports female doctoral candidates in both structured doctoral programmes and individual doctoral study through a variety of HR development measures.<sup>7</sup> These include continuing education courses in methodological competence (IT, publishing etc.) or for gaining soft skills. In 2022, the University established the mentoring programme "Durchstarten. Von der Promotion zur Professur" (Take off. From Doctorate to Professorship) to provide additional support to female doctoral candidates interested in pursuing an academic career who would like to earn a doctorate outside of a structured doctoral programme or third-party funding network. Further details on other programmes and services can be found on the Equal Opportunity Office homepage.<sup>8</sup>

### 4 Female academic staff

Women accounted for more than 40 % (Fig. 5) of all academic staff at the University of Münster in 2022, including both fixed-term and permanent positions as well as permanent positions newly advertised in 2022. For details on the developments in individual faculties, please refer to the faculty-level equal opportunity plans and the member group statistics posted on the Equal Opportunity Office homepage.<sup>9</sup>

The latest CEWS Higher Education Ranking (2021) of the Leibniz Institute of Social Sciences/Competence Centre for Women in Academia and Research confirmed that the University of Münster increased the percentage of female academic staff from 2014 to 2019, placing it at the top of the field in national rankings in this category, too. We expect that the new 2023 rankings will confirm that the University of Münster has maintained its position since.

The University of Münster offers HR development measures to female academics in structured professionalisation programmes in the areas of university and academic management<sup>10,11</sup> and equal opportunity policy.<sup>12</sup>

---

<sup>7</sup> HR Development Concept, [https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung\\_wwu\\_marz\\_2022.pdf](https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf)

<sup>8</sup> [https://www.uni-muenster.de/Gleichstellung/Projekte\\_Foerderung.html](https://www.uni-muenster.de/Gleichstellung/Projekte_Foerderung.html)

<sup>9</sup> <https://www.uni-muenster.de/Gleichstellung/gleichstellungsplaene-fachbereiche.html>

<sup>10</sup> <https://weiterbildung.uni-muenster.de/masterstudiengaenge/hochschul-und-wissenschaftsmanagement/>

<sup>11</sup> [https://www.uni-muenster.de/Gleichstellung/frauen\\_managen\\_hochschule/FmH.html](https://www.uni-muenster.de/Gleichstellung/frauen_managen_hochschule/FmH.html)

<sup>12</sup> <https://www.uni-muenster.de/Fortbildung/gesamtprogramm/gleichstellung/gleichstellung/index.html>

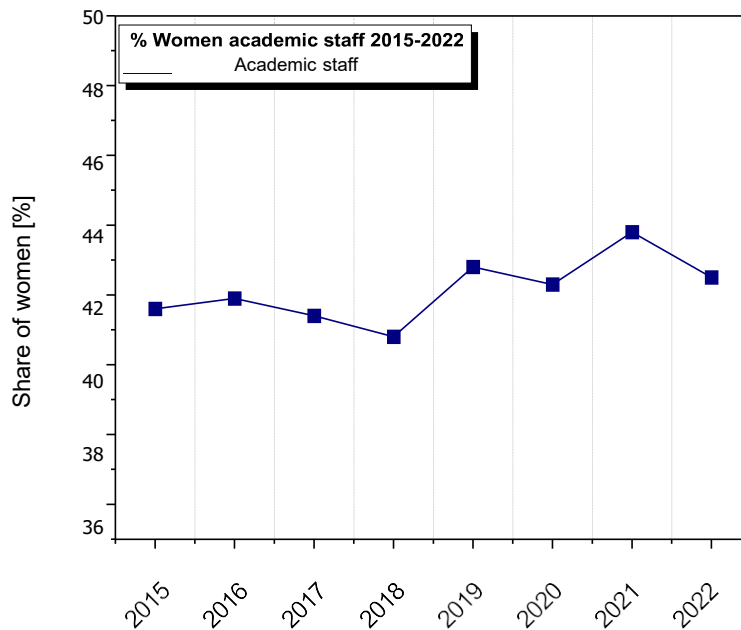


Fig. 5: Percentage of female academic staff from 2015 to 2022 )

## 5 Female non-academic staff (MTV)

In the non-academic status group (administration, library, technology incl. civil servants), women have been over-represented since 2016 – with the exception of A13 (senior service) to A16 positions, in which gender parity was achieved in 2022 (Fig. 6A). The result in 2022 was in part due to the high percentage of women employed in administration and as library staff (Fig. 6B). However, women remain underrepresented ( $\sim 33\%$ )<sup>13</sup> in the technical staff status group, which comprises about one-fifth of all employees in the MTV status group (Fig. 6C). A detailed break-down of these figures for individual salary levels is provided in the statistics published by the Equal Opportunity Office.<sup>14</sup> Non-academic positions are subject to continual change with respect to their corresponding tasks, requirements and qualifications. Personnel processes and pay-scale assessments of such jobs and positions are supported and supervised by Dept. 3, section 3.6.

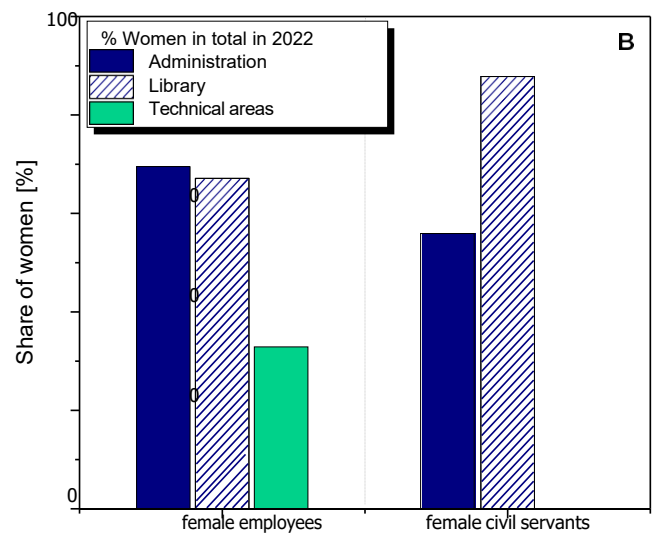
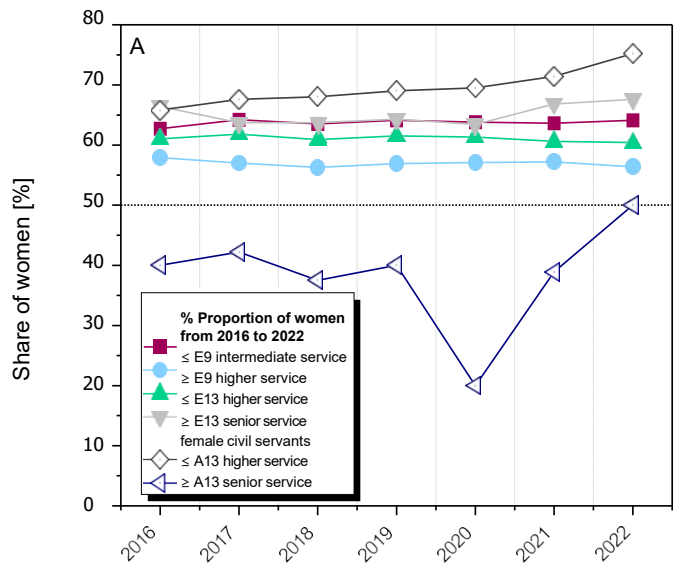
The seminar series "M\*i\*T Perspekti\*V\*e" (With Perspective) was established to provide professional training to all female employees of the University of Münster, especially those working in non-academic functions. The University of Münster also promotes other programmes devoted to network-building, such as SUN, lab-x-change and Technik 2.0.<sup>15</sup>

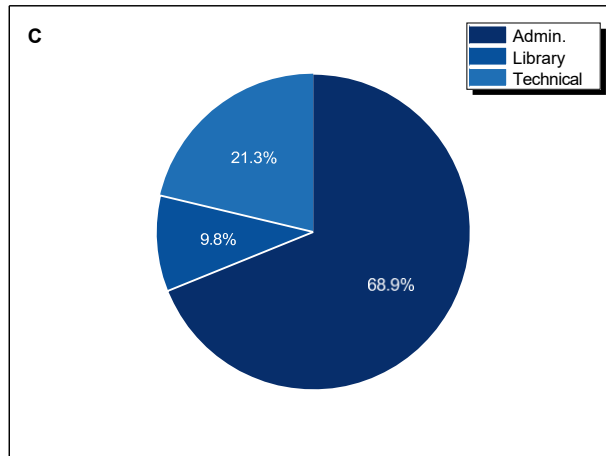
<sup>13</sup> [https://www.uni-muenster.de/Gleichstellung/daten\\_unterrepraesentanz.html](https://www.uni-muenster.de/Gleichstellung/daten_unterrepraesentanz.html)

<sup>14</sup> [https://www.uni-muenster.de/Gleichstellung/daten\\_weitere.html](https://www.uni-muenster.de/Gleichstellung/daten_weitere.html)

<sup>15</sup> <https://www.uni-muenster.de/Gleichstellung/MTV.html>







*Fig. 6: Percentage of women (employees and civil servants) in the MTV status group from 2016 to 2022 (A); percentage of women in administration, libraries and technical areas (B); Share of MTV positions by professional groups (C) in 2022*

Translation: Supportstelle Englisch, University of Münster, 2024