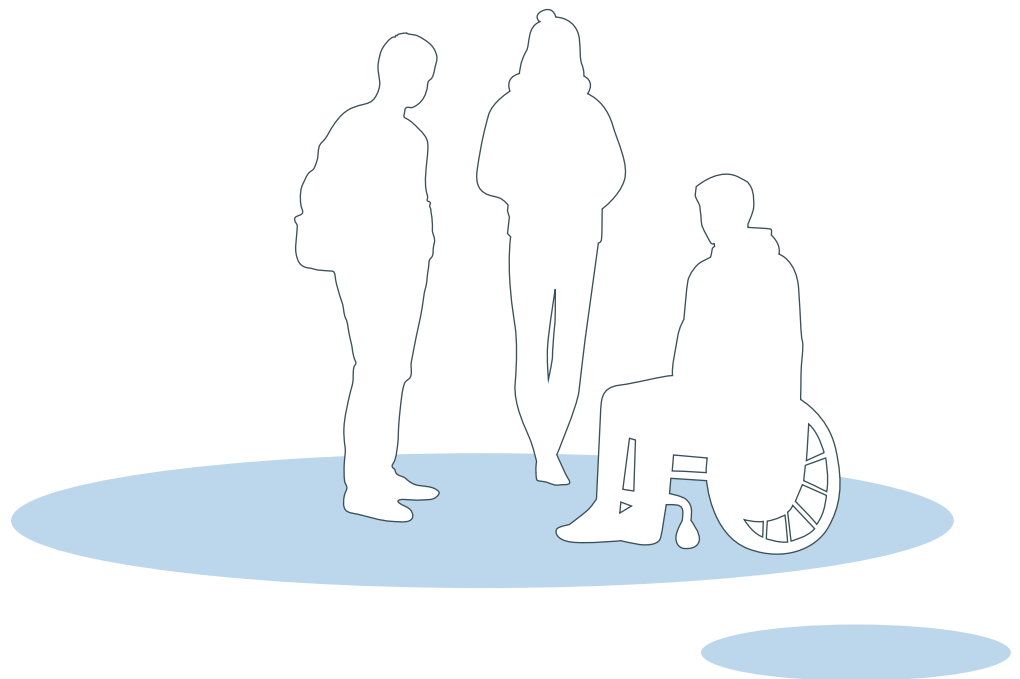




Universität Hamburg
DER FORSCHUNG | DER LEHRE | DER BILDUNG

FACULTY
OF BUSINESS ADMINISTRATION

EQUAL OPPORTUNITY STRATEGIC PLAN 2023–2027





Rothenbaumchaussée

Königsplatz



CONTENTS

1.	INTRODUCTION	05	
	1.1	PROCESS	05
	1.2	METHODOLOGY	06
2.	CURRENT SITUATION	09	
	2.1	EQUAL OPPORTUNITY PLAN 2018–2022	09
	2.2	DATA BASIS 2017 – 2021	10
3.	EQUAL OPPORTUNITY OBJECTIVES AND MEASURES	17	
	3.1	GENDER EQUALITY	18
	3.2	RECONCILIATION	21
	3.3	DIVERSITY	23
	3.4	OVERARCHING TASKS	25
	APPENDIX A: FORMALITIES	27	
	APPENDIX B: MONITORING THE IMPLEMENTATION, REPORT, EVALUATION	29	

01

1. INTRODUCTION

The Faculty of Business Administration formally commits to equal opportunities consisting of gender equality, providing work-family-life balance and nurturing diversity, which is consistent with the equal opportunity strategy of Universität Hamburg. Equal opportunities play a pivotal role in the Faculty of Business Administration's strategic focus on ethics, responsibility, and sustainability (ERS).

1.1 PROCESS

In the following, we describe steps taken by the faculty to develop the strategic equal opportunities plans:

- » creation of the data basis in coordination with the Equal Opportunity Unit, the Data Management and Institutional Research Unit, and the Smart Administration Unit
- » research and analysis of comparative data
- » research of other equal opportunity plans and their measures (fields of business administration and other subjects)
- » regular core group meetings from June to December 2022
- » exchange with and collection of ideas from status groups, particularly from academics in the qualification phase with care obligations
- » committee meetings

The planning process followed the guidance of the Equal Opportunity's Unit official documentation.

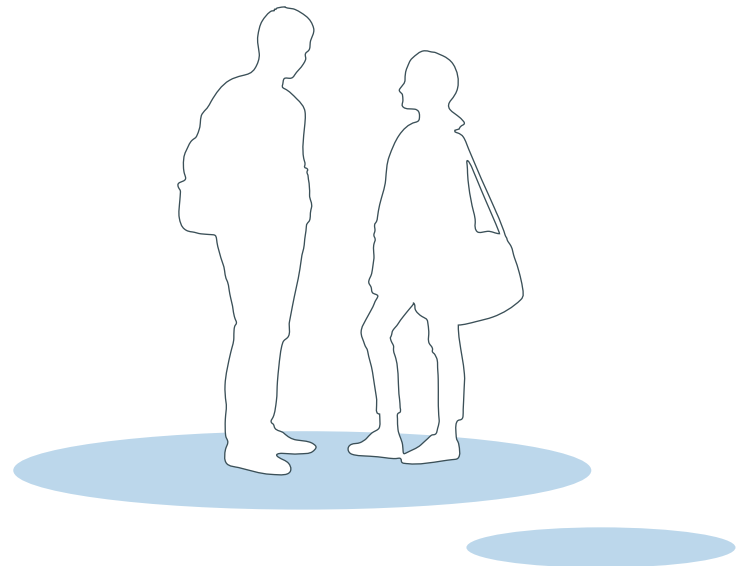
1.2 METHODOLOGY

Based on a comprehensive data analysis and discussions, the faculty of business administration identified key areas that will be strategically strengthened through equal opportunity measures. Time periods and frequencies, key performance indicators (KPI), and responsibilities were defined for each measure in order to ensure monitoring of the implementation and subsequent evaluation.

Performance evaluation: This Equal Opportunity Plan includes both qualitative and quantitative KPIs. We define KPIs on the measure level (e. g., “takes place each semester” instead of “proportion of women increases by X % to Y %”), because—ultimately—we can measure the improvement of the situation (e. g., higher proportion of female doctoral researchers) but cannot convert attributions into different measures (e. g., “information event on academic career paths”) or other factors that cannot be influenced.

Responsibilities and implementation: Operational responsibilities are defined and, if necessary, the corresponding processes are described in a table. The faculty administration is responsible for collecting data, which informs the annual statement of accounts. The equal opportunity representative regularly invites the person(s) responsible to a meeting on the suitability and possible further development of the measures.

The main objective of the equal opportunity strategic plan is to nurture an environment where gender equality, compensation for disadvantages, consideration of care obligations, and the absence of all forms of discrimination are fully embraced by in every aspect of university life at the Faculty of Business Administration. The equal opportunity strategic plan includes allocation of financial resources and staff to key measures as well as many communicative measures that constantly raise awareness to equal opportunities. The ultimate goal of this equal opportunity strategic plan is to achieve its gender equality and that future equal opportunity plans will no longer be required.





02

2. CURRENT SITUATION

Initially, the achievement of the objectives of the last Equal Opportunity Plan's four measures will be reflected upon and evaluated where possible. Subsequently, the compiled data will be analyzed as the basis of the Equal Opportunity Plan.

2.1 EQUAL OPPORTUNITY PLAN 2018–2022

Elisabeth Einfeld Postdoctoral Funding Program for female early career researchers

Primarily aimed at female postdoctoral researchers and junior professors within the faculty who require financial support for their research. Founded in 2014, it mainly funds stays abroad in order to increase the international visibility of female early career researchers and to facilitate networking opportunities.

Assessment: The [Elisabeth Einfeld Postdoctoral Funding Program](#) has been successfully established. Funds were regularly accessed during the monitoring period. The measure should be continued.

Mentoring for female students and doctoral researchers

Conduct a [mentoring program](#) in the faculty and support University mentoring programs.

Assessment: A mentoring program for students and doctoral researchers that takes gender aspects into account has been established. The measures should be continued in a specified form [\[#5\]](#).

Promoting diversity in teaching and research

Increase networking and international exchange by promoting and facilitating more international partnerships and exchange programs to familiarize faculty members with foreign cultures and deepen their understanding of them.

Assessment: A [double master's degree program](#) was successfully introduced. The faculty strategy should introduce internationality as an objective.

Participation in collaborative measures with the engineering sciences and STEM subjects in order to attract female applicants to the degree programs in industrial engineering and management

Participation in Girls' Day, Boys' Day, and collaborations with other faculties

Assessment: Previous measures have not noticeably increased the proportion of women. Thus, the new Equal Opportunity Strategic Plan includes additional measures to increase the number of female first-year students.

Balancing studies, work, and family life

The Faculty is planning to introduce flexible regulations to help its members reconcile their academic, professional, and family obligations (such as childcare or care for dependent relatives). It collaborates closely with the University's Family Office to this end.

Assessment: The [BWLternzeitmodell](#) (Faculty of Business Administration parental leave model) was successfully established and awarded the nonmonetary 2020 Equal Opportunity Prize 2020 of Universität Hamburg. The measure will be continued. In discussions with parents from the research associates status group, it was reported that supervisors are making efforts to ensure compatibility, that consideration is being shown, and that all parties are working to find flexible solutions. At the same time, further measures were specified for the new Equal Opportunity Strategic Plan [\[#16\]](#).

2.2 DATA BASIS 2017 – 2021

The following is time series data related to equal opportunity and diversity. In each case, the data are interpreted, the expected trend is commented on, the need for action is identified, and the related measures are referred to.

TABLE 1: STUDENTS

(active students and students on a leave of absence; excluding students that have withdrawn)

		2017	2018	2019	2020	2021
Bachelor of Science in Business Administration	Total	1.149	1.127	1.033	1.099	1.067
	of which females	54 %	52 %	51 %	48 %	47 %
Master of Science in Business Administration	Total	660	711	678	676	624
	of which females	47 %	50 %	53 %	54 %	52 %
Bachelor of Science in Industrial Engineering and Management	Total	542	547	552	566	559
	of which females	25 %	24 %	23 %	23 %	23 %
Master of Science in Industrial Engineering and Management	Total	251	258	289	280	270
	of which females	25 %	27 %	27 %	27 %	23 %
Bachelor of Science / Bachelor of Education in Teacher Training in Vocational Education Economics	Total	231	219	216	174	150
	of which females	53 %	54 %	52 %	55 %	54 %
Master of Education in Vocational Education Economics	Total	169	149	158	154	121
	of which females	62 %	60 %	53 %	54 %	60 %

Source: Official student statistics; 1 December (winter semester) for all subject semesters; Data Management and Institutional Research Unit

TABLE 2: GRADUATES

(active students and students on a leave of absence; excluding students that have withdrawn)

		2017	2018	2019	2020	2021
Bachelor of Science in Business Administration	Total	246	210	224	191	196
	of which females	51 %	54 %	58 %	51 %	61 %
Master of Science in Business Administration	Total	219	173	186	165	186
	of which females	43 %	43 %	46 %	55 %	55 %
Bachelor of Science in Industrial Engineering and Management	Total	90	85	112	85	92
	of which females	27 %	29 %	26 %	25 %	22 %
Master of Science in Industrial Engineering and Management	Total	60	73	49	84	65
	of which females	27 %	25 %	27 %	25 %	32 %

Source: University statistics; each graduation year (winter semester and following summer semester); Data Management and Institutional Research Unit

Interpretation

Business administration and teacher training degree programs: In the bachelor's degree program, the genders are equally distributed; this also applies for the master's degree and teacher training degree programs. The preliminary data for 2022 show a continuation of this trend, and there is no evidence to show this trend will change.

Industrial engineering and management degree program: The proportion of women in the bachelor's degree program is 25 percent. This proportion is at least the same in the master's degree program, meaning there is no leaky pipeline. The expected trend indicates neither a significant drop nor a significant improvement in these proportions. Together with the Hamburg University of Applied Sciences (HAW), the faculty is pursuing the goal of increasing the proportion of women.

Required activity

Industrial engineering and management degree program: Since the proportion of women transitioning to the master's degree program has remained stable, the focus should continue to remain on the bachelor's degree program [\[#1\]](#)[\[#2\]](#).

TABLE 3: DOCTORAL RESEARCHERS
(enrolled doctoral researchers and completed doctorates)

		2017	2018	2019	2020	2021
Enrolled doctoral researchers	Total	127	138	136	132	127
	of which females	39%	41%	41%	40%	44%
Completed doctorates	Total	19	19	19	18	24
	of which females	42%	47%	47%	50%	29%

Source: Official university statistics; 1 December each graduation year; Data Management and Institutional Research Unit

Interpretation

Since completion of the Master of Science in Business Administration is evenly distributed, a latent decline in the proportion of women (leaky pipeline) can already be observed. However, the 40:60 ratio remains close to being fulfilled. The data series up to 2020 suggest that men either take longer or drop out more frequently. In 2021, a very large number of men graduated but the proportion of women graduating fell. The effects of the pandemic may have also played a role here, but that can only be analyzed meaningfully with a larger data set. Preliminary data for 2022 reveal that this trend continued, and an improvement rather than a deterioration is expected.



TABLE 4: ACADEMIC STAFF

(incl. externally funded; not incl. scholarships/externals)

		2017	2018	2019	2020	2021
Professors (permanent, incl. W1, cover)	Total	24	26	26	26	26
	of which females	21 %	27 %	27 %	27 %	23 %
Teaching staff (permanent, Section 28 subsection 3 HmbHG teaching and other)	Total	11	11	10	10	11
	of which females	45 %	45 %	50 %	50 %	55 %
Doctoral researchers (untenured, particularly according to Section 28 subsection 1 and, partially, Section 28 subsection 3 HmbHG)	Total	71	86	98	98	83
	of which females	35 %	41 %	44 %	46 %	47 %
Postdoctoral researchers (permanent, Section 28 subsection 2 HmbHG, further qualification after doctorate)	Total	9	13	10	12	18
	of which females	33 %	23 %	30 %	42 %	33 %
Total		115	136	144	146	138

KoPers; official university statistics; 1 December in total number of staff; Data Management and Institutional Research Unit

Note: Since this breakdown of staff is not found in the University's staff statistics, staff data from KoPers (previously Paisy) was broken down manually; although the University staff statistics are also based on Paisy/KoPers data, overall, the differences are minimal and cannot be explained even after multiple checks.

Interpretation

Professors: According to the federal data available for 2020, 27 percent of the faculty's economics professors are female, which is well above the national average of 20 percent.¹ In 2022, the proportion of women will increase to over 30 percent as a result of two new appointments of female professors. However, a further increase in the proportion of women during the period up to 2027 will be more incremental as only two to three new appointments are planned for that period.

Teaching staff (permanent): Here, a balanced distribution of gender can be seen. Little change is expected for the next 10–15 years, due to the low number of cases and the expected retirement of staff from 2035.

Employed doctoral researchers: The proportion of women has steadily improved to over 40 percent. The proportion of women among employed doctoral researchers is higher than the proportion of enrolled

¹ DESTATIS (2021). *Bildung und Kultur. Personal an Hochschulen*. Note: In economics, the data for business administration and economics are combined. An even lower proportion of women is expected in economics. However, since the proportion of women in economics is much smaller than in business administration, the overall effect appears negligible allowing for comparison.

female doctoral researchers overall. Thus, the proportion of men is higher among externals and scholarship holders. It is difficult to predict a trend here.

Postdoctoral researchers: The low case numbers clearly show a leaky pipeline between doctoral researchers and postdoctoral researchers. With appropriate measures in place, a positive trend can be expected; however, the proportion of women can only be increased very slowly due to the limited number of positions.

Total staff: In terms of University staff in economics², the faculty has been above the national average for the past five years. However, this aggregate number remains only an indicator and does not solve the problem of the leaky pipeline.

Adjunct lecturers: The gender distribution of teaching contracts was not presented and analyzed. Here, there are strong fluctuations and too few cases to make further analysis not appear very useful.

Required activity

There is a need for action with regard to increasing the proportion of women among professors [#6] and postdoctoral researchers [#8].

STAFFING OF COMMITTEES AND BODIES

The faculty has largely implemented all legal requirements with regard to the composition of committees and commissions.

Staff selection commissions could not always be sufficiently staffed with equal representation, which should be avoided in the future. The Equal Opportunity Unit regularly raises awareness of this issue.

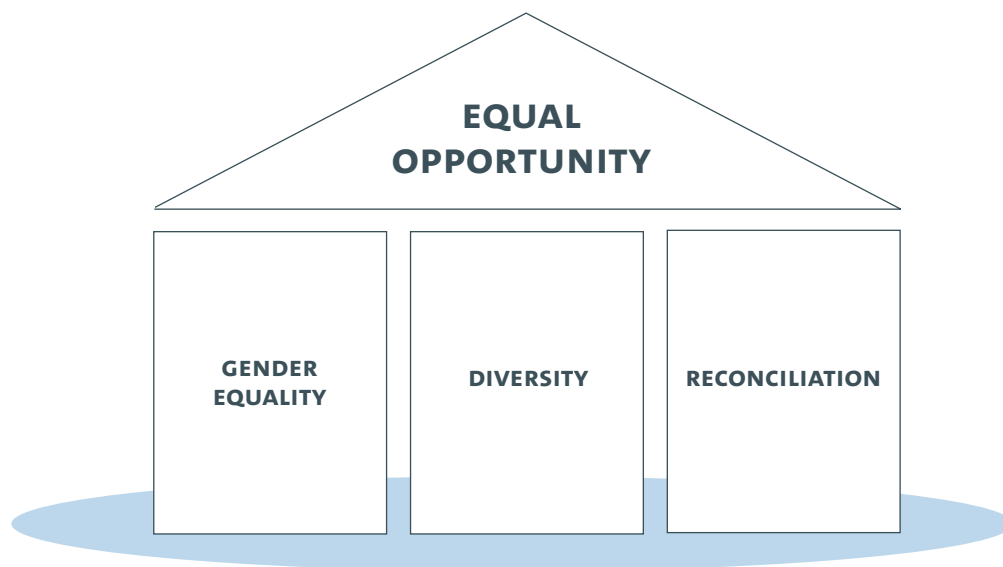
During the period of validity of the last Equal Opportunity Plan, women were very clearly underrepresented in the office of the dean, so that measures [#9] and [#10] should be taken. As of 1 December 2022, two out of four members of the office of the dean are female.

2 DESTATIS (2021). *Bildung und Kultur. Personal an Hochschulen.*

03

3. EQUAL OPPORTUNITY OBJECTIVES AND MEASURES

At all levels, the faculty strives to raise the awareness of all stakeholders for the three pillars of equality at Universität Hamburg. For this purpose, suitable measures in the respective subject areas are specified below.

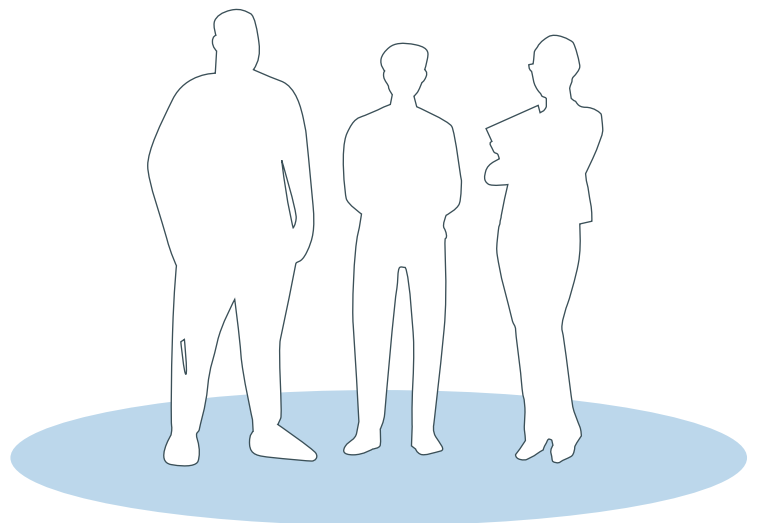


3.1 GENDER EQUALITY

STUDENTS

Objective: The faculty strives to achieve a realistic increase in the proportion of women in the Bachelor of Science in Industrial Engineering and Management.

Measures	KPI
<i>Bachelor of Science in Industrial Engineering and Management</i>	
[#1] Establish gender-specific awareness raising at University open day to attract interest from female prospective students— with regard to industrial engineering and management, listing of career opportunities specifically for women and presentation of the Industrial Engineering and Management degree program to female students with female role models	Takes place annually
[#2] Engage in regular exchange with the Industrial Engineering and Management examinations board.	Takes place annually



DOCTORAL RESEARCHERS

Objective: The faculty strives to maintain a 40:60 ratio of women.

Measures	KPI
<i>Doctoral researchers</i>	
[#3] Roundtable on balancing academic career paths and care obligations	Takes place annually
[#4] Establish an annual dean's list, with certificate awarded to the top 10 percent of a cohort year. Extend invitations for networking meetings with the Head Office for Academic Affairs that highlight possible career paths in academia, and invitations to female students on the dean's list to a separate meeting	Takes place each semester
[#5] Establish "Karrierewege in Wissenschaft und Praxis" (Career paths in academia and practice) networking events, in which female professors discuss their career paths with female prospective students—possibly sponsored to ensure catering can also be provided for internal participants.	Takes place regularly

STAFF

Objectives: Professors: The faculty is committed to increasing the proportion of women among professors. However, only three new appointments are planned up to 2027, which permits only an incremental increase. Equal representation should be achieved among early career researchers. Employed doctoral researchers: The faculty continues to strive to achieve a balanced gender representation; there is no special need for action. Postdoctoral researchers: The proportion of women working toward a Habilitation (postdoctoral qualification) or are in the postdoctoral phase should not differ significantly from the proportion of men.

Measures	KPI
Professors	
[#6] Adopt gender equality as a core value	Proportion of female professors
[#7] Female junior professors (both phases) and W2 female professors (first appointment) receive the following for the duration of the appointment: undergraduate research/teaching assistant, 32 hours per month	Number / amount of funding
Postdoctoral researchers	
[#8] Financial incentives for hiring female postdoctoral researchers (financed through budget funds and third-party funds insofar as no materials or equipment is provided) for the duration of the employment (both phases): undergraduate research/teaching assistant, 20 hours per month	Number / amount of funding

COMMITTEES

Pursuant to Section 96 subsection 2 Hamburg higher education act (Hamburgisches Hochschulgesetz, HmbHG), all autonomous bodies must have representation of at least 40 percent of both men and women, committees with three members must include at least one member of both genders. The parity of gender representation on committees is also established in the selection rules for the Academic Senate, the faculty councils, and the institute and department committees at Universität Hamburg.

Objectives: *Office of the dean:* Reflecting the relationship in the faculty meeting. *Autonomous bodies:* Gender parity in hiring (particularly for faculty council). *Advisory board:* Increase in proportion of women

Measures	KPI
Office of the dean	
[#9] Participation of equal opportunity representative in office-of-the-dean meetings in an advisory capacity	Invitation to 100 percent of office-of-the-dean meetings
[#10] Equal representation in office of the dean staffing or at least according to ratio of female professors	30 percent of positions in the office of the dean held by women during monitoring period
Autonomous bodies	
[#11] Achieve statutory gender parity in hiring or at least according to ratio of relevant status group in each status group (faculty council, committee for teaching, studies and academic reform, doctoral committee and examinations boards)	Annual assessment of achievement of objectives
Advisory board	
[#12] Recruit additional female members	At least two women by 2024

3.2 RECONCILIATION

FUNDING FOR BALANCING FAMILY AND CAREER

Universität Hamburg (and, accordingly, the Faculty of Business Administration) is a family-friendly university where balancing career and family are a normal part of the University's culture. The digitalization strategy of the University/faculty is still being created, but it highlights the potential for digitalization to ensure individuals are better able to balance their (doctoral) studies and care obligations. In 2022, the office of the dean decided the Head Office for Academic Affairs would approve short-term need to conduct digital teaching (e.g., when children are ill) upon notification.

Objective: The faculty aims to enable the reconciliation of family and career as far as possible and, thus, also reduce the number of people leaving academia during the transition to the postdoctoral phase.



Measures	KPI
[#13] Elisabeth Einfeld Postdoctoral Program (incl. bridge funding for short-term needs—e.g., childcare costs, travel expenses)	Increase number of cases funded
[#14] Roundtable on balancing academic career paths and care obligations	Takes place annually
[#15] Increase provision of information and advertising of centralized courses on balancing work and family and diversity (e.g., Equal Opportunity Unit, Career Center)	Reworking of website: 2023
[#16] BWLternzeitmodell (Faculty of Business Administration parental leave model): Early appointment instead of short-term parental leave cover without code of conduct and increased planning security for professorships which should also encourage fathers to take more than two months of parental leave.	To be continued despite strained finances

3.3 DIVERSITY

DIVERSITY IN THE FACULTY

Objectives: Diversity: The faculty is striving to incorporate commitment to diversity into its operations by realistically increasing applications (and admissions) from international/diverse students to the business administration and industrial engineering and management degree programs. This is a specific objective of the faculty's strategy paper. We use the term "diversity" as defined in the Universität Hamburg diversity concept.

Accessibility for disabled individuals: The faculty strives to facilitate complete accessibility for disabled individuals and a gender-neutral learning environment and infrastructure.

Measures	KPI
[#17] Establish gender-neutral toilets in the Haus der Betriebswirtschaft	Implementation: 2023
[#18] Install tampon and sanitary pad dispensers in the toilets in the Haus der Betriebswirtschaft (continued after pilot project)	Implementation: from Summer Semester 2024
[#19] Examine challenges for students with health issues	Monitoring of case numbers and challenges

DIVERSITY IN RESEARCH AND TEACHING

Objectives: *Diversity* should be a visible topic in research and teaching. This includes awareness and skills of teaching staff, on the one hand, and the inclusion of gender and diversity topics in the curriculum, on the other hand. *Support for refugees:* The faculty supports all University programs that provide support to students and researchers with refugee status (currently, #UHHhilft, Hamburg Programme for Scholars at Risk, etc.).

Measures	KPI
[#20] Increase number of English-language courses on offer (also, English-language master track in business administration)	Implementation by Winter Semester 2023/24
[#21] Issue calls to take part in central funding measures for diversity and equal opportunity research	Regularly through research newsletter
[#22] Include gender and diversity topics in courses	Implementation during Winter Semester 2023/24
[#23] Offer workshops, gender and diversity training (to all faculty members)	Offered annually
[#15] Increase provision of information and advertising of centralized courses on balancing work and family and diversity (e.g., Equal Opportunity Unit, Career Center)	Reworking of the website: 2023

3.4 OVERARCHING TASKS

SEXUAL DISCRIMINATION AND VIOLENCE

On 15 November 2021, the Executive University Board adopted and published the [directive for protection against sexual discrimination, harassment, and violence at Universität Hamburg](#). The directive contains preventative measures and procedures for intervention. Furthermore, the directive regulates duties and procedure for Universität Hamburg with regard to sexual discrimination, harassment, and violence its area of responsibility. The faculty supports this directive as well as regular surveys and documentation for all status groups through HR.

Objective: The aim is to counteract sexual discrimination and violence.

Measures	KPI
<i>Sexual discrimination and violence</i>	
[#24] Link existing services on website and regularly announce contact persons at the Center for Academic Advising and Psychological Counseling	Regular invitations to contact persons in the faculty council

APPENDIX

APPENDIX A: FORMALITIES

LEGAL FRAMEWORK

According to Section 3 subsections 4 and 5 and Section 85 subsection 1 HmbHG, Universität Hamburg draws up equal opportunity plans and a concept for constructively dealing with differences. The Equal Opportunity Directive for the academic sphere of Universität Hamburg also stipulates that decentralized equality opportunity plans be drawn up in faculties that will be adopted by the University Senate in accordance with Section 85 subsection 1 number 9 HmbHG (Section VI.1.1.2 Equal Opportunity Directive).

As a rule, centralized and decentralized equality opportunity plans are effective for five years (Section VI.1.1 Equal Opportunity Directive). After this period, either they are updated or new plans are drawn up.

Management staff / office of the dean in cooperation with the faculty equal opportunity representative is responsible for drawing up and updating decentralized equality opportunity plans. The plans must also be submitted to the faculty council and the Equal Opportunity Committee. When a plan is drawn up, the University Senate decides; when it is updated, the Equal Opportunity Committee and the University equal opportunity commissioner must inform the University Senate (Section VI.1.1.2 Equal Opportunity Directive).

Section 3 subsection 5 HmbHG dated 18 July 2001 issues universities with a mandate to foster equal opportunity. The Equal Opportunity Plan will be drawn up according to the requirements set forth in the Equal Opportunity Directive of Universität Hamburg dated 7 February 2019.

RESSOURCES

The faculty administration coordinates the collection of data, monitors the implementation of the measures, and provides a yearly report in the annual statement of accounts. Staff resources are allocated accordingly. Attached below is an example of the planned budget for equal opportunity funds for fiscal year 2023. The office of the dean has set the 2023 budget accordingly.

# No.]	Measure content	Annual budgeted amount
[#3, 4, 5, ...]	Budget for equal opportunity representative (conferences, guest lectures, networking meetings, dean's list, etc.)	€5,000
[#7]	Funding for women W1/W1TT/W2: Undergraduate research/teaching assistant, 32 hours per month (expected: 3 cases)	€18,000
[#8]	Hiring of female postdoctoral researchers: Undergraduate research/teaching assistant, 20 hours per month (expected: 3 cases)	€11,000
[#16]	BWLternzeitmodell (expected: 1.0 full-time equivalent for 12 months)	€80,000
Total budgeted amount		€114,000

ENTRY INTO FORCE AND PUBLICATION

Decision in office of the dean	16 January 2023
Opinions of the faculty council	25 January 2023
Equal Opportunity Committee resolution:	30 January 2023

This Equal Opportunity Strategic Plan comes into effect on 30 January 2023.

APPENDIX B: MONITORING THE IMPLEMENTATION, REPORT, EVALUATION

- » Faculty administration provides administrative support and monitors implementation.
- » The equal opportunity representative regularly invites the person(s) responsible to a meeting on the suitability and possible further developments of the measures;
- » The equal opportunity work is documented in the faculty's annual statement of accounts (a separate equal opportunity report is not planned).
- » From 2028, an overall evaluation is planned as part of the creation of the Equal Opportunity Plan.
- » Responsibilities and the mode of data generation and implementation are recorded for the individual measures as follows:

No.	Short text on measures	Unit responsible frequency documentation
[#1]	Industrial Engineering and Management University open day	Head of degree program Bachelor of Science in Industrial Engineering and Management annually
[#2]	Industrial Engineering and Management consultation with chair of the examinations board	Equal opportunity representative annually short report
[#3]	Roundtable	Equal opportunity representative annually short report
[#4]	Dean's list	Information through academic office every semester invitation by equal opportunity representative
[#5]	Networking meeting	Equal opportunity representative organizes advisors and issues invitations at least biennially sponsorship sought after
[#6]	Professors proportion of women	Equal opportunity representative participation in calls for applications and academic search procedures no further operationalization

No.	Short text on measures	Unit responsible frequency documentation
[#7]	W1/W1TT/W2 funding for undergraduate research/ teaching assistant	Faculty administration monitors staff cases and identifies opportunities booking through equal opportunity cost center
[#8]	Postdoctoral researchers funding for undergraduate research/teaching assistant	Faculty administration monitors staff cases and identifies opportunities booking through equal opportunity cost center
[#9]	Office of the dean invitation for equal opportunity representative	Faculty administration invites and provides documents participation documented in protocol
[#10]	Office of the dean hiring	Equal opportunity representative emphasizes the parity objective to acting dean no further operationalization
[#11]	Autonomous bodies hiring	Faculty administration monitoring via committee database information and requests to committees/selectors
[#12]	Advisory board recruitment of women	Vice dean for research / head of administration / controller
[#13]	Elisabeth Eisfeld Postdoctoral Program	Equal opportunity representative / research advisor points out possibility booking through equal opportunity cost center
[#14]	Roundtable	Equal opportunity representative / faculty administration invites annually protocol
[#15]	Information on centralized courses on balancing work and family life and on diversity.	Research advisor in agreement with equal opportunity representative

No.	Short text on measures	Unit responsible frequency documentation
[#16]	BWLternzeitmodell	Faculty administration assesses and approves applications documentation in statement of accounts
[#17]	Gender-neutral toilets	In Haus der Betriebswirtschaft faculty administration with Department 8: Property Management short report
[#18]	Tampon and sanitary pad dispensers	In Haus der Betriebswirtschaft faculty administration with Department 8: Property Management short report
[#19]	Student survey	Faculty administration annually consultation/evaluation with Office for Students with Disabilities and Chronic Illnesses
[#20]	Courses in English	Head Office for Academic Affairs / program director for the Bachelor of Science in Business Administration and Master of Science in Business Administration
[#21]	Central funding measures	Research advisor
[#22]	Gender and diversity as a topic in courses	Head Office for Academic Affairs academic office from 2023 as part of course announcement request gender and diversity topics
[#23]	Gender and diversity training	Equal opportunity representative offer voluntary from 2023
[#24]	Contact for advice on sexual violence	Equal opportunity representative / head of administration annually in faculty council protocol

Universität Hamburg
Faculty of Business Administration
Moorweidenstraße 18
20148 Hamburg
E-Mail: bwl@uni-hamburg.de