



UNIVERSITY OF AMSTERDAM

Annual report

Embedding and expanding

Central Diversity Office

February 2022 – December 2023

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Foreword

This annual report covers almost two years and marks the fourth annual report of the Central Diversity Officer of the University of Amsterdam. The first three covered the years 2018 to 2020 during which time Chief Diversity Officer Dr Anne de Graaf led the CDO team. She announced her departure in spring 2021, and I did not move into her office at the Maagdenhuis until February 2022. That was some seven years after the occupation of the Maagdenhuis by students, where I gave a workshop on *The Lack of Diversity in Academia* with two colleagues on 4 March 2015. In the period between 2019 and 2022, I was part-time Faculty Diversity Officer at FNWI. During this time, I gained an understanding of the significance of a diversity officer's role, as well as the challenges involved.

In this annual report, we not only describe the activities and efforts of the Central Diversity Office (CDO), but we also identify a number of themes and dilemmas that affect diversity and inclusion at the UvA. Some of these themes are more internal in nature, while others are societal ones. Growing polarisation and social tensions are increasingly reflected on our campus too. As an academic community, we sometimes find ourselves lacking the appropriate resources to respond adequately to these challenges.

This polarisation and tension are partly the result of increased pluralism among our students and staff in terms of their background, identity and commitments. For all of us, pluralism brings enrichment, but this can also be a challenge at times. In our view, addressing these tensions requires a community-wide effort with a focus on structural solutions rather than an isolated response. That's why commitment to diversity and inclusion at the UvA is increasingly becoming an integral part of the institution and its activities. However, this commitment also continues to be the subject of debate and opposition. These power dynamics have impacted not only the recent restructuring of the Central Diversity Office but also the activities carried out by the CDO team.

As a result of the restructuring, the CDO's activities were temporarily restricted. Therefore, this annual report covers the period from my appointment in early 2022 up until the new CDO reorganisation was almost completed in 2023.

This annual report is structured according to the four themes outlined in the Diversity Policy Document, which has guided the UvA's diversity policy since 2019. Since a number of topics relevant to diversity (such as facilities, education policy and internationalisation) fall outside the scope of the Diversity Document, and the document itself has recently been re-evaluated, other topics will also be covered. Finally, the current situation now provides the opportunity to present the first annual plan from the newly formed CDO team.

Over the past few years, it has become increasingly clear that working on diversity and inclusion is a long-term process, and that success is only possible thanks to the commitment and cooperation of many colleagues, students and other stakeholders. In presenting this annual report and annual plan on behalf of the CDO team, I would like to thank the many inspired and dedicated individuals with whom we have had the pleasure of working with in recent years.

First of all, thank you to the colleagues – old and new – on the CDO team who have shown great commitment and dedication to increasing the diversity and inclusion of the UvA, despite the turmoil caused by the recent changes. I would also like to express my gratitude to the many colleagues in other policy departments at the Maagdenhuis and faculties who have always been willing to focus on diversity and inclusion in their work, however much this sometimes required adjustments.

My thanks also go to central network partners such as the participation and identity networks with whom we organised initiatives as well as worked on policymaking and implementation. We also enjoyed working with the Faculty Diversity Officers, our main and important decentralised partners. They do a lot of relevant work in the faculties and institutes with very limited time and resources, and I would like to thank them for their great commitment and cooperation.

This incomplete list shows how many people, networks and departments are needed - and fortunately also willing - to truly strengthen the diversity and inclusion of our institution, despite not always receiving recognition or appreciation for their efforts. Hopefully, this combined annual report and annual plan will inspire and motivate all readers to continue working together on this in the future!

Dr Machiel Kestra

Central Diversity Officer

1. Key dilemmas

Tensions in society and within the university

This annual report comes at a time when strengthening diversity, equity and inclusion (DEI) seems to be even more challenging than usual. Two horrifying international conflicts are causing tensions in our society, while the urgent issues of climate change and social insecurity are leading to actions that are sometimes met with controversy. Additionally, a party that seeks to eliminate what they call 'diversity nonsense' became the largest party in the November 2023 Dutch parliamentary elections. These developments also resonate in the university community, which is not surprising given that our community consists of more than 50,000 members, from young adults to seniors and with diverse backgrounds, nationalities and identities. Moreover, we can expect that the academic community will actively and wholeheartedly engage in these developments, instead of being passive bystanders. These developments, which we discuss briefly below, are not unexpected and are, to some extent, positive.

At the same time, we note that our community suffers from polarisation and limited mutual tolerance. For the UvA as a whole, and the CDO specifically, this presents a challenge for the period ahead: how can we ensure that we continue to nurture unity in diversity? And how can we approach the differences between us with curiosity and respect? After some reflection, we make a number of suggestions that will shape our activities in the upcoming period.

Changing embedding DEI and redesigning CDO

The first annual report of the previous Chief Diversity Officer of the University of Amsterdam was published in early 2019. In it, Dr Anne de Graaf notes that 'the way to increase diversity at the UvA cannot be a straightforward path' (p. 2). The annual reports that she and her team subsequently presented were called 'Diversity 2.0 - From why to how' (2019) and 'Discrimination and Decolonisation' (2020). This pointed to a consolidation of the DEI at the UvA and a substantive focus, respectively. During the process, the CDO team paid close attention to students as a target group and was involved in the development of the social safety policy.

Since then, there have been changes regarding DEI at our university – which indeed did not turn out to be a 'straightforward path'. The title of this annual report succinctly reflects that change: 'Embedding and Expanding'. Embedding refers to the renewed way of working on DEI, while expanding refers to the spectrum of topics covered. We explain more about this in the annual report, and we will also address some dilemmas.

As outlined in more detail in the foreword, the structural and organisational embedding of the Central Diversity Office has changed. There was a need to integrate the new CDO and his team more into the existing – central – organisation of the university. For the role of the new CDO, the main tasks still apply:

1. to encourage and conduct a constructive UvA-wide dialogue on DEI;
2. to bring together and connect initiatives around DEI;
3. to monitor the progress of policy implementation around DEI and identify where improvements are needed.

The role is now defined more clearly because the C in CDO no longer stands for *Chief*, but for *Central Diversity Officer*.

The appointment of new DEI policy officers, such as in HR and Academic Affairs, has also made collaboration and coordination easier. A DEI steering committee was created at the same time as these changes. This committee consists of engaged heads and HR employees, the CDO and Academic Affairs; together they set priorities and coordinate tasks for DEI. The DEI steering committee played an important role in the recent diversity policy review.

It is also worth mentioning that the provisions around social safety at the UvA have been further developed in recent years. Since DEI and social safety are interdependent, this is also important for the CDO. For example, an ombudsperson was appointed at the end of 2021 to independently deal with reports from students and staff. A year later, a confidential adviser coordinator was appointed, responsible for professionalising and supporting the confidential advisers for students and staff. The CDO, ombudsperson and confidential adviser coordinator meet regularly to discuss current events and systemic improvements.

The coming period will show whether these changes are having a positive impact on strengthening DEI at the UvA.

Highlight | Period February 2022 - December 2023

Week against Racism

In 2023, the CDO organised an inspiring evening of dialogue about Institutional Racism and Democratisation at De Brug. A room full of participants, including two members of the Executive Board, discussed practices such as creating safe spaces and policies to raise awareness

about institutional racism. The board responded to the results of the dialogue and heard again how diversity policy continues to require constant attention. As a result, they have decided to evaluate and update the existing diversity policy.



Photography Takika Horsten

2023

A safe campus for everyone?

In late 2022, university newspapers, including UvA's *Folia*, named four controversial diversity topics at Dutch universities:

1. Decolonisation
2. Intersectionality
3. Gender-inclusive language
4. All-gender toilets

Tempers ran high at the UvA when a lecturer argued in *Folia* in early 2023 that a critical debate on what he considered 'empty hype' surrounding non-binary identity was impossible. He said the diversity policy at the UvA would then lead to an 'ideological monoculture.' This resulted in various actions, including a student petition, a whistleblower report by the lecturer and a lot of debates inside and outside the UvA. Aside from the controversial content of the discussion, several stakeholders unfortunately reported feeling unsafe on campus or off-campus at some point. This social safety came into play again last autumn following the violent conflict between Hamas and Israel, which also sparked much discussion and activism on campus.

These situations highlight the absence of somewhere on our campus where different groups can meet and interact in an accessible way - we lack a common living room that could serve as a hub for the university community. Along with this, some form of social insecurity or fear prevents these conversations from taking place. The CDO has organised a number of meetings where the primary focus was on having personal conversations.

During Diversity Day 2022 held at Spui25, the CDO led a conversation on wokeism and cancel culture. During the conversation, it became clear that most participants did not share the alarmism about this, as social issues and change have always been part of academic debate. However, they recommend that we should engage more in collaborative, critical self-reflection to respond more flexibly to change.

This was affirmed during a discussion in autumn 2023 following the Stolker Committee's report on academic freedom, which also discussed its intrinsic link to DEI. Participants agreed that this particular freedom comes with a shared responsibility between staff and students. Together, they should work to actively maintain so-called brave spaces that are safe. During the Ketu Koti dialogue tables in 2022 and 2023 and during the Campus Dialogue sessions following the Hamas and Israel violence, many participants were shocked to hear how polarisation has increased in education and in the organisation. It turned out that some people don't feel at home in our community and are sometimes even excluded, while others are afraid to show their involvement for fear of police intervention.

We will therefore continue to facilitate these kind of exchanges and explore whether it is feasible to establish a 'living room' for this kind of conversation on our campus, similar to those at the Vrije Universiteit Amsterdam and Erasmus University Rotterdam.



Meet your Mentor
Photography Yunfu Duan

An engaged university, but what are the limits?

Responsibility for each other as a UvA community requires mutual empathy. Empathy is also regularly expected from the CDO. This includes requests to sign petitions, a request to take sides or speak out about a conflict, or to show empathy with a group affected by conflict or a natural disaster. This position poses a dilemma: should we make similar gestures for every conflict or disaster around the world? While it may sound exaggerated, it is important to realise that in such situations, members of our vast and international university community are often directly or indirectly affected.

Precisely because we are such a large and diverse community, it is natural that we often expect empathy and solidarity from each other. Yet, there are certain limitations to what the university – and the CDO – as an institution can do in every situation. Nonetheless, as Central and Faculty Diversity Officers, we have published statement several times in recent years following events. By doing so, we expressed empathy towards the members of our community who were affected by the suffering and provided them with support.

At the time of the Russian invasion of Ukraine, as diversity officers, we established that our primary task is ‘to offer advice and resources on how to cope with the tensions that the war may bring to our community such that its diversity, equity and inclusion are fostered’. In line with this in response to the atrocities in Israel and Gaza, the CDO wrote the following: ‘One of our most important tasks as the Central Diversity Office is to contribute to a diverse and inclusive university, recognising the many different perspectives and backgrounds present on our campus.’

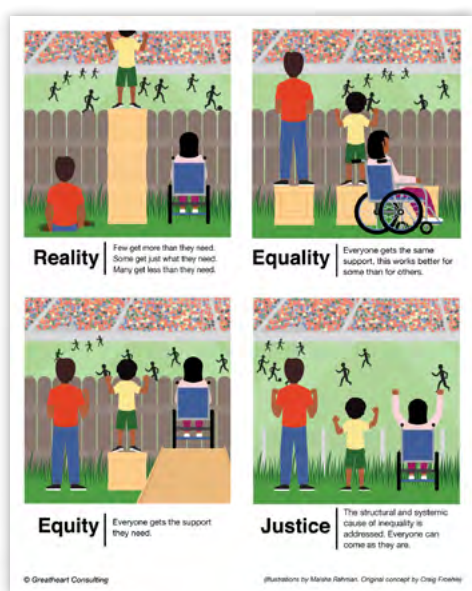
As the CDO, we want to connect and strengthen the UvA community, and also show and support the importance and value of pluralism in our midst. This does not go hand in hand with alienating, even implicitly, part of that community. Not surprisingly, our attitude was and is disappointing to some. As the CDO, we therefore consider it important to continuously demonstrate and support the pluralism of our community, which also strengthens mutual commitment.

Target group policy, specifically for an inclusive campus

The above dilemmas reveal differences between individuals and groups on our campus, some of whom are from migrant backgrounds or are refugees. But other characteristics such as disability, sexual orientation or religion can also affect one's experiences as a student or employee, especially when compared to someone who falls within the majority or conforms to the prevailing norm. UvA's diversity policy and the commitment of the CDO aims to help ensure that these differences do not become obstacles when studying or working. To this end, extra facilities are provided for some target groups, for example, in the form of support, facilities such as a quiet room, or extra programmes.

Yet for some, such a target group policy runs counter to their notions of equality and equity. Others fear that this could lead to forms of segregation on campus. The CDO will continue to discuss this with individuals and departments. During the past period, these changes in policy and new collaborations have resulted in benefits not only for specific groups, but also for our entire community. The CDO thereby assumes the principle of equity, which is different to equality.

In doing so, we recognise that not everyone has the same starting position when they enter our university. Some people need more or different facilities. The image below helps to clarify this principle while making it clear that the aim should be to remove obstacles as much as possible:



However, such discussions always raise challenging questions, such as the size a target group must be to justify separate policies, and whether this creates competition between target groups. Given the scarce resources, only pragmatic answers are often possible, requiring the broadest possible input from the community. Some of the plans listed below are designed to enable responsible choices to be made with insight and broad-based consultation.

In summary, there are several themes and dilemmas that have preoccupied the CDO in recent years. These play a significant role in our daily activities. Fortunately, we were nevertheless able to organise many activities, events and interventions. The next chapter gives a brief overview of our activities.

2. Activities

Despite undergoing several recent staff changes and facing some complex dilemmas, the CDO has managed to continue many projects. We have divided the overview of these activities into the four themes with associated goals that guide the 2019 Diversity Document. We have also added a section called 'Other Topics' containing work that does not fit within those themes but still contributes to a more inclusive campus culture.

Theme 1:

Accessibility and study success of students for whom studying at university is less obvious due to their background.

Goals:

- maximum talent development, getting the best out of yourself and putting every student in the place that best suits their ambitions and talents unhindered by social and cultural background;
- recognising and combatting social inequalities and lack of integration in education or educational careers;
- allowing our teaching, research and valorisation to benefit from a student population with a diversity of social and cultural backgrounds.

Highlight | Period February 2022 - December 2023

Iftar

The first Iftars at the UvA took place at Science Park. The CDO – then called the Faculty Diversity Office (FDO) – has been involved in this event since 2019. The CDO together with FDOs and MUSA student union organised Iftars at Science Park in both 2022 and 2023. The Iftar is the first meal that Muslims eat to break their fast after sunset

during the fasting month of Ramadan. These inclusive university-wide Iftars were accompanied by musical performances and some short informative lectures on topics such as the sustainability aspects of fasting. In 2022, participants used telescopes to observe for themselves the lunar phase that signals the end of the fast.



Photography Stephanie Bosschaert

Get Ready

Get Ready, launched in 2019, is a programme for all prospective first-year Bachelor's students. But we specifically welcome first-generation students who are the first in their family to study at college or university and students from non-western backgrounds. These students may not have the background knowledge and tools to help them settle into university life. The Get Ready programme is intended to give these students everything they need to get their bearings quickly and easily.

The programme is based on three pillars:

1. academic ties with the university as an academic institution in order to be better prepared to enter the study programme;
2. sense of belonging and community building or creating a sense of home at the university by getting to know the UvA community in an accessible, personal and low-key way. During the programme, first-year students get to know fellow students and the Faculty Diversity Officers (FDOs), and learn where to find study advisers, student psychologists, the ombudsperson and study associations;
3. Empowerment, or focusing on personal development and developing more self-confidence.

In recent years, Get Ready has been further integrated into faculty and university introductions. In 2022, for instance, FDOs were involved faculty visits to show students around their own faculty. International students had the option to attend some programme components online, but this was only used to a limited extent.

In the summer of 2023, we started working with the university Intreeweek, which is organised by Student Services. Get Ready participants took part in a tailor-made opening day. They visited the faculties accompanied by senior students, who acted as role models. They also attended workshops on resilience, empowerment and academic skills. During the other days, they could participate in selected parts of Intreeweek.

Homework Hub

Homework Hub is a community service programme intended to link UvA students to social partner organisations in Amsterdam that are committed to equal opportunities in education. Students can then collaborate with these organisations that provide tutoring services, mentoring and ambassador programmes for school students. This enables them to earn credits. The Homework Hub forms the beginning of the mentoring pathway that has been developed by the CDO in recent years. This outreach programme started in September 2022. However, the programme has been paused for the time being due to the above-mentioned circumstances at the CDO, collaboration partners and curriculum innovations.

Meet your Mentor

In 2022 and 2023, the mentoring programme Meet your Mentor was further extended to five faculties and received national attention in the Dutch newspaper *Financieel Dagblad*. Former President of the Executive Board Geert ten Dam was always present at the kick-off meetings to engage with students about their motivations for participating and also to underline the importance the university attaches to their participation.

The impact for students and the alumni is great. At the kick-off in 2023, an Artificial Intelligence student told participating students that she is interested in an academic career, but imposter syndrome¹ prevented her from taking steps down that career path. She said: 'During the mentoring programme, I worked on my self-confidence and dared to step outside my comfort zone. Together with my mentor, we created a research proposal and she helped me prepare for a conference where I was due to give a presentation. I finally dared to take the step of applying for a PhD position.'

Students appreciate Meet your Mentor because it gives a positive light to their background, boosting their self-confidence. In addition, alumni professionals who participate as mentors improve their coaching skills within a DEI context in the labour market, as they gain insight into the struggles of students from an ethnic minority, or students who have cultural backgrounds related to the Netherlands Kingdom.

Theme 2:

Successful collaboration in diverse teams

Goals:

- harnessing diversity in groups – both staff and students – for academic quality and as a source of innovation;
- working on knowledge, skills, attitudes and incentives to work successfully and inclusively with students and colleagues from different backgrounds, from a perspective of equality.

Workshops

The CDO contributes to these goals in various ways. An important tool is the provision of workshops and courses for staff and students, for example on intercultural communication, inclusive leadership, bystander interventions, implicit assumptions and stereotypes. Some workshops are delivered by CDO staff themselves, but the CDO also collaborates on a long-term basis with Our Bodies, Our Voice foundation, which provides dozens of workshops

¹ Someone with Imposter Syndrome, or impostor complex, has the persistent thought that they are misleading others in terms of their own expertise. In short, it boils down to someone thinking they don't have the right qualities, even though they are competent. The syndrome is not considered a mental disorder and is not listed in the DSM-5 (Diagnostic and Statistical Manual of Mental Disorders). It is a deeply unpleasant belief which can cause a lot of problems in a person's daily life. At the root of the impostor complex lies the deep fear of not being good enough. (Imposter Syndrome: Who are you deceiving? | (psycholoog.nl))

to groups of students and staff from all UvA faculties paid for by the CDO. More on this in Theme 4.

Teaching & Learning Centre collaboration

Our collaboration with the Teaching & Learning Centre (TLC) has contributed to integrating diversity and inclusion into existing course offerings for teachers. TLC and CDO have given a joint webinar on 'HOT Moments in the classroom & office' to help staff and teachers respond to the polarising events in their environment. A CDO employee also conducted an inventory of relevant courses at Dutch universities for the HR department. This research helped the HR department develop suitable provision for Learning & Development at the UvA.

Campus Dialogues

Since the outbreak of violence in Israel and Palestine, the UvA campus has been the scene of teach-ins, demonstrations, occupations and other activities that have highlighted the involvement of students and staff. Very divergent views and fierce emotions have caused mutual tensions in the lecture hall or the office at many locations.

Since October 2023, the CDO has organised regular Campus Dialogues where participants can share their experiences and emotions in a safe setting and reflect on how we can continue to talk to each other in such a tense situation. Several students and staff said they are very concerned about all the victims and suffering while experiencing social pressure to choose a particular side. As a result of this social pressure, many participants are reluctant to start talking about these events which leads to a sense of alienation and sometimes even an avoidance of the campus.

Highlight | Period February 2022 - December 2023

Open stage in memory of earthquake victims

To commemorate the victims of the earthquake in Türkiye and Syria on 6 February 2023, the CDO, led by a project manager (whose family was also affected by the earthquake), organised an open stage together with students from the Earthquake Committee. Attendees could express their grief at the loss of loved ones or

express their sympathy in the form of poetry, spoken word and prose in their own language. Poets Çağlar Köseoğlu and Bakr al-Jaber recited in English, Turkish, Kurdish and Arabic. Collected donations benefited local aid organisations. The plan is to repeat this annually.



Photography Meltem Halaceli

*Theme 3:***Recruitment, selection, appointment, promotion and retention of employees from diverse backgrounds****Goal:**

- increase the diversity of the workforce to strengthen our core functions (education, research and valorisation).

Gender Equality Plan

The European Commission makes institutional gender equality plans mandatory for funding from Horizon Europe, the framework programme for research and innovation. The condition is part of the European Commission's plans to actively promote gender equality in every legal entity, including the UvA. The UvA also committed to this in 2021, with HR taking primary responsibility (see: [Gender Equality Plan](#)). Moreover, gender should not be approached in a vacuum, but in combination with other social factors such as ethnicity, disability, age, sexual orientation and social class. This calls for an intersectional approach to creating a gender equality plan (GEP), giving it comprehensive meaning.

The CDO collaborated with colleagues from HR to prepare the GEP and held interviews with the female network of scientists (WiF) at the UvA and the Dutch Network of Women Professors (LNVH). We also explored the limited funding opportunities including the identity networks, opportunities for monitoring DEI as well as the training provision to promote the careers of women scientists. Furthermore, we implemented several actions, such as the addition of extra DEI categories to the existing Gender Balance monitor. In the meantime, HR has appointed a new policy officer who is responsible for overseeing the progress of the plan and the resulting actions.

Contribute to inclusive recruitment and selection

In early 2023, the CDO also supported HR with the pilot training involving recruitment and selection. In addition, a systematic manual was added to HR's new handbook on recruitment and selection, which could potentially include the appointment of a diversity advocate on the committee. This committee member would have a special focus on DEI aspects during the proceedings, just as other members focus specifically on research and education. Last year, in several faculties, diversity advocates were appointed to participate in selection procedures for vacancies to be filled.

Theme 4:**Identifying and encouraging good practices and knowledge exchange****Goals:**

- we ensure measures, processes and outcomes related to increasing UvA's diversity and inclusiveness are evidence based or evidence informed as far as possible;
- we increase support, involvement and ownership through research and exchange of knowledge and experience;
- we make problems negotiable by moving from problems to opportunities and incorporating them into organisational norms that evolve over time.

Evaluation and revision of the Diversity Document

The Diversity Document, adopted by the Executive Board in 2019, is still the main policy document for DEI at the UvA. Following a comprehensive review of this in 2023, the Executive Board decided to commission a revision of the Diversity Document. The CDO was involved in the evaluation and has remained an integral part of the core team overseeing the review. This process has been slightly delayed due to the debates and unrest that occurred on campus during the previous academic year. The review not only required time and attention from several stakeholders but also led to a number of adjustments in terms of content.

Faculty Diversity Officers

In addition to a Central Diversity Officer, the UvA also has Faculty Diversity Officers (FDOs) who contribute to policymaking and activities on behalf of DEI within their faculty. These FDOs usually have only 0.2 FTE available for this, which is why the CDO provides them with some support and coordinates the mutual sharing of good practices and insights. All the FDOs are aware of relevant topics in their faculty, which is helpful for their colleagues as well as for the CDO. The CDO team organises a monthly meeting with all FDOs and the CDO team to discuss a variety of topics – both current and more structural. The CDO also has a

Highlight | Period February 2022 - December 2023**Keti Koti dialogue table**

With a history dating back to 1632 and a building containing the historic VOC-zaal (Dutch East India Company room), it is evident that the UvA is linked to Dutch colonial and slavery history. Keti Koti dialogue tables have resumed following lockdowns that prevented in-person meetings. In 2022, the CDO organised a dialogue table in collaboration with the AUAS, ASVA and the Faculty

of Science at Science Park. And in 2023, we held a dialogue table near the Dutch East India Company room in collaboration with the Decolonial Dialogues@Humanities project. Dialogue themes 'Room for Discomfort' and 'Seeing and Being Seen' invited the exchange of both painful and hopeful personal experiences.



Photography Michelle Urbiztondo

2022



Meet your Mentor
Photography
Bete van Meeuwen

meeting at least once a year with the dean and FDO of each faculty to discuss specific faculty challenges. We also collaborate specifically on various projects. In recent years, we jointly created a comprehensive recommendation about inclusive recruitment and selection and a sense of belonging questionnaire that has been used by various departments.

Activities and developments of the FDOs can be found in their own annual reports.

Grassroots fund and Campus Connection Support

The Grassroots fund is designed to make the UvA more inclusive, more equal and more diverse. The Grassroots fund aims to support self-organised initiatives from the UvA community and allow them to flourish. These initiatives are complementary to the policies and activities of the CDO and other departments. All UvA employees and students can apply to the Grassroots fund for financial support up to €1,500 and some practical support.

In 2022, we made the Grassroots fund more accessible by reviewing the conditions and application process. In addition, the maximum amount has been increased from €1,000 to €1,500. In 2022-2023, several networks and individuals made claims to the fund for education or activities. For example, a lecturer at FMG received support for a new didactic method in which actors collaborate. Two students also organised a talent show at Boom Chicago where they reached students from very different backgrounds and talents in front of an enthusiastic audience. A final example is the support for the Baanbrekers (Trailblazers) programme for first-generation students at the Faculty of Social and Behavioural Sciences.

In 2022, the CDO was involved in a UvA-wide Grassroots report, in which various scenarios were outlined regarding existing and possible future Grassroots funds. The report highlighted several benefits of this support for bottom-up initiatives, including increasing inclusion and positive impact for UvA's innovation capacity. The CDO would like to see a more systematic expansion of Grassroots funds at the UvA. Unfortunately, it seems that the recommendations of this report have not been implemented yet.

In autumn 2023, in addition to the Grassroots fund, the CDO set up another fund in response to increased tensions and polarisation: Campus Connection Support. While the Grassroots fund is meant for more sustainable projects, the Campus Connection Support can be used for one-off events. In that context, a condition is that pluralism is made visible on campus, or: 'there should be visible space provided for different perspectives, including an academic perspective on the calamity or event at stake.' This included a lunch funded during the Teach-In on Friday 3 November 2023 about 'EU and Dutch Discourses on Israel/Palestine, and alternative voices.'

Collaboration with OBOV

Our Bodies Our Voice Foundation (OBOV) <https://www.ourbodies-ourvoice.com> has partnered with the CDO team to deliver fully-funded workshops to students, study associations and student associations, and staff from all UvA faculties. This partnership is designed to jointly strengthen social safety, contribute to the prevention and awareness of sexual violence, strengthen inclusive communication and train participants about bystander interventions.

From the workshop menu offered by the CDO, OBOV provided training to board members and members of study associations, staff members of various research institutes, groups of teachers and various other groups. In total, there are more than 25 workshops per year, with

Highlight | Period February 2022 - December 2023

Get Ready introduction programme

After several editions offering the Get Ready programme as a standalone event, the CDO launched a collaboration with the Introduction Week (Intreeweek) organisation during the summer of 2023. First-year students who are the first in their family to go to university attended useful workshops on academic skills and resilience. They then took part in the regular Intreeweek events, such as visiting

institutions on Museumplein, the UvA Information Market and the Intreeweek Festival. This programme provides additional support for first-generation students who may find the transition to university more daunting than their peers who have family members who are familiar with the process.



Photography Kirsten van Santen

2023

some faculties funding additional workshops themselves. OBOV also worked with student groups such as HeForShexUvA to provide workshops on productive communication and active listening, and offered advice to help improve the policies and reporting structures of student organisations.

Partnership with CARE

Following a number of incidents at the UvA, the CDO has facilitated a number of support groups for students and staff in 2019 at the request of the Central Student Council (CSR) and the Executive Board. These support groups were intended for students who were struggling with the mental stress of studying during lockdowns, for victims of sexual violence and for victims of racism and discrimination. Supervised by external psychologists, weekly sessions were organised that focused on living and working and studying in the aftermath of stressful or traumatic experiences. The CDO has decided to phase out this partnership, partly because this support overlaps with the services offered by student counsellors and student psychologists. This now takes place in a more integrated way within the mainstream mental health services.

Collaboration with UvA Pride

UvA Pride is a platform for LGBTQIA+ people who work or study at the University of Amsterdam. The CDO supports UvA Pride practically and financially wherever possible. For example, the CDO helps organise social activities such as drinks and other gatherings. UvA Pride also has a focus on spreading scientific knowledge about gender and sexuality at the UvA and other universities to a wider audience. UvA Pride organised a guest lecture on Pinkwashing.

A great example of a collaboration between UvA Pride and the CDO is the Grassroots fund application from UvA Pride. The award funded the very first LGBTQIA+ Research Day in collaboration with VU Pride, The Flemish-Dutch LGBTI Research Network and the Centre of Expertise of LGBTQIA+ Issues (University of Groningen). The theme of (In)Visibilities attracted over 150 entries from interested researchers and students, making it a successful event. We also consult UvA Pride for policy plans such as the development of all-gender toilets.

UvA IDEAs & Knowledge Platform Accessibility collaboration

UvA IDEAs is a student platform dedicated to 'Inclusivity, Disability, Equity, Accessibility for and by students'. As far as the CDO is concerned, accessibility for students and staff with a disability or chronic condition is an issue that is often underestimated. Although more attention was paid to it during the COVID pandemic, the support of this group still leaves much to be desired. LanDo (National Dialogue Network of Diversity Officers) consultations also indicated that universities tend to overestimate the self-sufficiency of this often-overwhelmed group. Therefore, the CDO is calling for the establishment of a Central Disability Resource Centre or similar support. We discussed these and other topics in 2022-23 with UvA IDEAs and in the university-wide Accessibility Knowledge Platform. Furthermore, UvA IDEAs and the CDO organised a number of events, including a public evening at Spui25: 'A veil of ignorance: Living in the city with a disability'.

LanDO

In 2022-2023, the CDO also participated in the monthly meetings of LanDO (National Dialogue Network of Diversity Officers). It is valuable to share best practices, despite the differences between universities. In addition, LanDO is a discussion and collaborative partner of the Ministry of Education, Culture and Science, UNL (Universities of the Netherlands), the LNVH (National Network of Women Professors) and the National Coordinator against Discrimination and Racism (NCDR). One topic that has come up frequently in recent years, partly because of public incidents, is social safety. CDOs are working together to ensure that diversity and inclusion are connected to social safety at our universities, rather than seeing them as two separate issues. In addition to these types of policy issues, we also develop joint initiatives. For instance, with a number of LanDO colleagues, in collaboration with CBS, we collected new data of students with and without migration background at the end of 2023. Recently published figures show that the proportion of Dutch undergraduates with a migration background has only slightly increased since 2008, and this group is significantly less likely to pursue a Master's programme. We will examine how the UvA can improve on this in the coming period. Central Diversity Officer Keestra has been part of the LanDO Steering Committee since 2023. In this role, he is involved in a national project concerning an 'educational reflection scan' for the purpose of educational innovation and decolonisation.

Central Student Council

With the appointment of the new CDO in 2022, the cooperation with the Central Student Council (CSR) has been expanded, supported by a monthly meeting. Our collaboration covers a wide range of topics, some of which we will highlight below. The CSR and the CDO team have teamed up to raise awareness that non-EU students who serve as board members for a year do not receive compensation or adequate tuition fee reductions. The CSR has

Highlight | Period February 2022 - December 2023

Meet your Mentor programme

The fourth UvA-wide edition of Meet your Mentor was launched on 7 December 2023. This is a mentoring programme for students from Surinamese, Moroccan, Turkish and Caribbean backgrounds and first-generation students who are about to make the leap into the job market. It was a lively evening with an interactive introduction between students and mentors followed by

an in-depth discussion on values and norms in the workplace. Students could talk to public prosecutors, managers and conservators in a comfortable setting. This evening marked the beginning of a series of meetings between the mentees and their mentors, all of whom are UvA alumni and come from the students' intended field of work.



Photography Bete van Meeuwen

2022



Chanoeka
Photography
Marjon Melissen

written a proposal on this issue with input from the CDO team and submitted it to the Executive Board.

In addition, the CDO team collaborated on topics such as accessibility, social safety, crisis policy, all-gender toilets and quiet spaces. The CSR and the CDO team are concerned about vulnerable students when it comes to these issues and will continue to work on this. In the context of the tensions on campus recently, the CSR has also been working on a critical view of the UvA's existing crisis protocol.

Central Works Council

As with the CSR, consultation and cooperation with the Central Works Council (COR) have also intensified since 2022. During the 2022-23 period, this applied in particular to the following topics: renewed policy on social safety; accessibility for people with disabilities or chronic conditions, with a specific focus on neurodiversity; various issues around pregnancy and parenthood; general crisis policy; and psychosocial workload. These consultations show that the diversity policy and practical support for students and staff differ regularly. This is something we need to explore and improve further.

Theme 5:**Other activities****International partnerships: LERU, EPICUR, University of Birmingham.**

In addition to LanDO at national level, the CDO team also works intensively with other European educational institutions through an EDI (Equity, Diversity, Inclusion) Policy Group within the LERU (League of European Research Universities) network. This group consists of 24 members and meets in person twice a year in a European city. It also has regular online consultations for the purpose of exchanging best practices and fostering mutual cooperation where possible.

The first half of 2022 was marked by an international conference *Sexual Harassment in Academia* and a meeting with all CDOs from the other European universities in Geneva. A few key points emerged from the conference:

- sexual harassment within academia leads to lost potential of women who are victims of sexual harassment;
- costs are entailed for universities;
- progress is being made in terms of policies and interventions, but more attention is now needed for prevention and aftercare;
- the PhD period is a particularly sensitive time, contributing significantly to a 'leaky pipeline' with many people dropping out. After the PhD, there is a significant drop in the number of cases of harassment.

LERU colleagues also work together on other topics such as accessibility for students and diversity training. More recently, the LERU agenda has included discussions on decolonisation, in part due to a presentation given by UvA's Central Diversity Officer about the decolonisation research commissioned by the UvA at his initiative.

Highlight | Period February 2022 - December 2023

Diversity Week

The Diversity Day & Week takes place annually at the beginning of October. In collaboration with the Faculty Diversity Officers, the CDO presents a varied programme of workshops, discussions and exhibitions. In 2022, the CDO concluded with a panel discussion on 'Controversy and Progress in Academia: Exploring Discourses on Feminism and Wokeism' in the social debate about woke issues,

asking has the call for social justice gone too far, or not? Exactly one year later, an interactive meeting was held to discuss academic freedom, partly in response to the recently published UvA report on this important yet thorny topic, asking if academics should have a special freedom and responsibility regarding their public speech?



Photography Yunfu Duan



Photography Rozianna Maria

2022

The UvA is also part of another European partnership called EPICUR, an alliance of nine universities working together towards a future ‘full-fledged federation of universities offering a European learning and academic training experience to all.’ As part of this development, the participating universities drew up a DEI framework and also compiled a toolkit (see <https://epicur.edu.eu/about-epicur/resources/edi-documents/>). The framework required extra attention because of the differences between the different diversity policies and their implementation.

Furthermore, the CDOs of the UvA and the University of Strasbourg are working together to prepare a course on diversity which will be mainly online. Participating Bachelor’s students can collaborate with students from other universities to learn about international and intercultural differences and similarities.

The UvA has collaborated with the University of Birmingham for several years, during which time DEI was a joint focus. Various circumstances have limited this collaboration, partly because of the other partnerships mentioned above. However, in recent years the CDO has contributed to the inter-university and hybrid ‘EDI Festival’ which is jointly organised by the UvA and UoB every spring.

Buildings and facilities

It is widely known that the UvA has always had to juggle limited physical space for teaching and research for its staff and students. Consequently, the intensive use of existing spaces can occasionally result in complex trade-offs.

When it comes to DEI, two topics are particularly relevant: all-gender toilets and quiet rooms. In both cases, these are spaces that make studying and working more inclusive by meeting the needs of underrepresented groups. For some years now, every UvA campus has had a quiet room, and most buildings have all-gender toilets. The CDO works with the CSR and COR, with diversity networks such as UvA Pride, Amsterdam United and MUSA and also with Facility Services to evaluate the existing facilities, raise awareness of them and suggest improvements.

Education

Since the Teaching & Learning Centre (TLC) plays an important role in teacher professionalisation and educational innovation, the CDO consults regularly with the TLC and collaborates on various projects. Two projects deserve a special mention: curriculum innovation and ‘HOT moments in class.’

DEI is also addressed as part of the continuous educational innovation. This raises questions such as do teaching methods take sufficient account of the different backgrounds and learning styles of students, and can additional perspectives find a place in subjects and literature? In 2022-23, the Central Diversity Officer was external adviser to an inter-university expert group that developed a number of tools. In collaboration with the TLC, a pilot will be carried out at the UvA.

In addition, the CDO together with the TLC conducted a workshop and webinar on 'HOT moments in class (& office)', a topic that required a lot of attention in the 2023-24 academic year. The aim here was to give lecturers and staff practical insights into possible interventions when an emotionally charged situation arises in education or at work.

Social safety

Although policy and implementation of DEI and social safety are often carried out separately, the two are intrinsically linked. DEI cannot be strengthened without social safety, while social safety benefits from diversity and inclusion - and can be under pressure in a homogenous, less pluralistic environment. Hence, the CDO has been involved in the development of UvA 'house of safety', to which a ombudsperson and confidential adviser coordinator have been hired in recent years.

The CDO team welcomes this development and actively participates in the regular broad consultations on social safety at the UvA, while also discussing specific developments or incidents with officials. One reason that social safety is always an important issue is due in part to the many substantive, financial and hierarchical dependency relationships within the university, which also merits constant attention from the CDO.

In addition to policies and social safety infrastructure, prevention is key. Therefore, the CDO team contributes to increasing social safety at the UvA through a structural collaboration with the Our Bodies Our Voice foundation, which offers a workshop menu to students and staff. The CDO funds and coordinates these workshops. All faculties can request three workshops per year on topics as diverse as bystander intervention, boundaries, communication and consent, inclusive teaching, alcohol, and party culture.

In recent years, the CDO has also facilitated several CARE support groups for students and staff who have experienced abusive behaviour or racism. This was prompted by a number of

Highlight | Period February 2022 - December 2023

LGBTQIA+ Research Day

UvA Pride, with the support of the CDO, organised the very first LGBTQIA+ Research Day at the UvA in 2022, with a contribution from the Grassroots fund. This was done together with VU Pride, the Flemish-Dutch Network LGBTI Research, and the Centre of expertise for the Study of

LGBTQIA+ Issues (University of Groningen). The theme was (In)Visibilities, and we received a large number of applications from interested researchers and students. The symposium was a great success.



Photography Kirsten van Santen

2022

incidents that occurred when the social safety policy was still being developed. Now that that policy has been implemented, the groups have been phased out, in part because they required a relatively large budget.

UvA decolonisation research

At the UvA, research and teaching frequently focus on the shared colonial and slavery past. Nevertheless, its own history, dating back to 1632, did not appear to have been systematically examined from this perspective. That is why one of the first initiatives of the new CDO in 2022 was a comprehensive two-part research proposal 'Exploring the colonial and slavery past of the University of Amsterdam'. The proposal involves an initial inventory phase, followed by a phase including student projects, teaching and exhibitions resulting from the research. This proposal was accepted by the Executive Board and the first phase will be implemented by the NIOD Institute in 2024.

Week against Racism

The European Week against Racism takes place every year in March, including at the UvA, organised by the CDO. In 2022, the week took place from 14 to 18 March, in the run-up to the national Demonstration Against Racism on Sunday 20 March.

The CDO team made room for initiatives from UvA students, employees and partners around the theme 'Connective leadership: the point is not to become a leader, the point is to empower others'. The packed programme included workshops on privilege and intersectionality in the workplace, a panel discussion on Indigenous knowledge in Academia, a city walk by Far Too Close looking at the colonial past of six buildings in the Amsterdam University Quarter, and an inspiring opening programme. Folia reported on the opening night.

Meet your Mentor
Photography Bete van
Meeuwen



For the 2023 edition, the CDO once again collaborated with partner organisations from different sections of the UvA community such as student organisations, lecturers, SPUI25 and the Teaching & Learning Centre. During the Week against Racism 2023, the CDO organised many workshops for different people with different entry levels, as knowledge sharing alone is not enough to tackle racism and discrimination. The opening evening was noteworthy as Rector Magnificus Verbeek and President of the Executive Board Ten Dam both took part, with Ten Dam specifically acknowledging that institutional racism still exists at the UvA.

Diversity Day/Week

The Diversity Day & Week takes place annually at the beginning of October. In collaboration with the Faculty Diversity Officers, the CDO offers a varied programme of workshops, discussions and exhibitions.

In 2022, the CDO concluded with a panel discussion on 'Controversy and Progress in Academia: 'Exploring Discourses on Feminism and Wokeism' in the social debate about woke, asking the question has the call for social justice gone too far, or not?

Exactly a year later, an interactive meeting on academic freedom took place, partly in response to the recently published UvA report on the important but thorny topic, which asked should academics have a special freedom and responsibility in their public speech?

Iftar

Even though the UvA is a secular institution, the CDO does support the celebration of cultural and religious holidays. After all, in a pluralistic community of 50,000, such celebrations - if explicitly aimed at all interested parties and not intended to be exclusively religious - can promote greater inclusion for all. Public Iftars - the first meal eaten by Muslims during the fasting month of Ramadan immediately after sunset - are organised all over the country.

The first Iftars at the UvA took place at Science Park, involving the CDO - then the FDO - from 2019 onwards. The CDO together with FDOs and MUSA student union organised Iftars at Science Park again in 2022 and 2023. These inclusive, university-wide Iftars were accompanied by musical performances and some short informative lectures on topics including the sustainability aspects of fasting. The Iftars are attended by a diverse group, including local residents. In 2022, the large group of participants were even able to use telescopes to observe the lunar position that signalled the end of fasting.

Keti Koti dialogue table

With a history dating back to 1632 and a building containing the historic Dutch East India room, it is evident that the UvA is linked to Dutch colonial and slavery history. Since colonial and slavery history is a shared history with implications for institutions such as the UvA and the population, the CDO has been working with the Keti Koti Table Foundation since the COVID period. Keti Koti tables were organised in person once the lockdowns were lifted. A dialogue table was organised in collaboration with AUAS, ASVA and the FNWI at Science Park in 2022, and in 2023, the dialogue table took place near the VOC zaal (Dutch East India

Company room) in collaboration with the Decolonial Dialogues@Humanities project. Dialogue themes 'Room for Discomfort' and 'Seeing and Being Seen' invited the exchange of both painful and hopeful personal experiences. One of the participants recounted their story to *Folia*. The current Central Diversity Officer is also a co-initiator of the Ketu Ketu table and was able to apply that dialogue expertise to the Campus Dialogues facilitated by the CDO last year.

Hanukkah

In 2022 and 2023, the CDO provided practical and financial support to a group of students and lecturers from the Faculty of Humanities to organise the first Hanukkah celebration. Hanukkah is a Jewish festival of lights that takes place in December and involves cultural and religious freedom. These celebrations were always inclusive and informative in nature for interested students and staff.

Last year, Hanukkah was opened in the canteen of the PC Hoofthuis with a welcoming speech by Dean Prof. Bart de Goede. Master's student and student rabbi Yanki Jacobs illuminated the Hanukkah, after which Prof. Bart Wallet talked about the Amsterdam and Dutch Hanukkah traditions and how they have evolved over time. There was Yiddish singing by UvA students, and author Ronit Palache talked about her personal experience of Hanukkah and the healing and connecting effect that comes from celebrating together. After that, drinks and traditional snacks were served such as soufganiot and latkes. The celebration attracted more than a hundred participants, many of whom were from non-Jewish backgrounds. The approach and information provided contributed to a sense of harmony, mutual understanding and togetherness.

Ketu Ketu Tafel
Photography Michelle
Urbiztondo



Earthquake Remembrance Open Stage on 11 May 2023

On 6 February 2023, a terrible earthquake occurred in Turkey, Kurdistan and Syria. In response to the tragic events, the CDO organised an Open Stage in which students and lecturers could express their grief at the loss of loved ones and friends or express condolences in the form of poetry or prose. There was an emphatic invitation to do so in the participant's native language, with a translation projected in English and Dutch. The commemoration took place in the Doelenzaal meeting room with the poets Çağlar Köseoğlu and Bakr al-Jaber. They recited works in English, Turkish, Kurdish and Arabic.

3. Communication

In 2021-2022, the CDO team sent its own monthly newsletter to interested parties within and outside the UvA. The newsletter has had several updates. Following the appointment of the new Central Diversity Officer, we decided to focus the newsletter less on CDO activities and more on diversity and inclusion within the UvA in general. This included new items, such as the regular column in which one of the Faculty Diversity Officers sheds light on what is going on within the various faculties.

It was also an opportunity for the CDO team members to introduce themselves in turn. The layout of the newsletter has also been improved. And lastly, we have said goodbye to the old CDO blog and all information can now be found on uva.nl/diversiteit. Diversity and the CDO's activities are regularly featured in the UvA's main employee and student newsletters and on the UvA's social media channels.

In 2023, the Central Diversity Office joined the DEI Steering Group. This development allows the CDO team to focus more effectively on bringing together, connecting and driving DEI initiatives. Communication plays an important supporting role in determining and communicating the CDO's ambitions. We take into account the fact that we are part of a growing diversity network within the UvA.

House of Vinyard
Photography Yunfu Duan



4. Annual plan 2024

The following is a brief look at the CDO's main plans for the coming period. This annual plan does not cover the full commitment of the CDO, which is also partly determined by both topical issues and structural collaborations.

Continuing existing CDO engagement: some developments

- **Student programmes expansion and cooperation:** For several years, the CDO has organised the Get Ready summer programme for first-generation starting students with a non-Western background and the Meet your Mentor programme for first-generation students with a non-Western background who could use support in their transition to the labour market. Both programmes will be expanded to include an English language option for international students. As far as possible, we collaborate with similar programmes for the purpose of integrating different groups of students.
- **Educational innovation:** We continue to work with the TLC to make education more inclusive. Next year, we will be conducting experiments using a new 'reflection tool' that will be shared between universities. The CDO was involved in the development of this tool and its associated toolbox. These resources are designed to support students, lecturers and programmes to make existing education more inclusive.
- **Identity networks:** Recently, the CDO has placed a greater emphasis on engaging and supporting various identity networks on campus. We will build on this in the coming period, exploring with them how these networks can operate - partly collectively - more effectively, more visibly and more sustainably for the UvA community.

New projects for an inclusive campus

- **Gender issues:** As already mentioned, gender issues appear to be among the most contentious issues at Dutch universities. These range from the well-known all-gender toilets (how many, for whom?) to the registration of variations in sex and/or gender, and appropriate language. Again, the CDO intends to work in consultation with various parties to develop a coherent vision.
- **Dealing with religion (Religious observation):** The UvA has traditionally been a secular university, unlike the other Amsterdam university. However, ignoring the religious background of a substantial part of the population does not tend to contribute to a diverse and inclusive community. We therefore devote attention not only to issues such as quiet rooms or leave days, but also to holidays and celebrations. These issues require a coherent vision. The continuing implementation of the UvA Inclusion Calendar is part of this.

- **Diversity and inclusion sounding board:** The challenges and dilemmas for our university community discussed above require an ongoing collaborative dialogue. To this end, the CDO will establish a new sounding board in early 2024 and invite relevant networks and concerned individuals to contribute ideas on current and policy issues.

Plans based on Diversity Document evaluation

Last year, the 2019 Diversity Document and the resulting centrally deployed activities were subjected to a comprehensive review process. The CDO took part in this. The report *'Staying the course - Evaluation of UvA Diversity Policy Document 2019-2023'* states that much has been achieved in recent years but that there is a need for further expansion of policies and activities, as well as better monitoring of progress. The Executive Board aims to publish the updated Diversity Document by the middle of the 2024-25 academic year. For the current academic year, we have identified three objectives that the CDO is also working towards.

- **Support for students and staff with disabilities, including implementation of the Participation Act:** The CDO is actively involved in the redesign of the provision for students and staff, with the CDO continuing to highlight the need to provide support for those who need it - for example, through more coordinated, centralised and proactive provision - for people who already have to devote a lot of energy and time to their condition. It is also important that students and staff can receive similar support.

Get Ready introduction
programme
Photography Kirsten van
Santen



- **Measuring and monitoring DEI:** In order to be evidence informed as much as possible, we need to conduct research. To this end, we will draw up a work plan with the DEI steering group for the coming years. The CSD also works with external partners to this end, as it benefits inter-university comparison. Data on the proportion of Dutch students with a migration background and their study success at different universities will be published in 2024. Next year, we will also be working on a questionnaire to investigate the current awareness of the CDO among employees and students. We want to conduct this survey annually to measure progression.
- **Facilitate identity networks and staff and students committed to DEI at the UvA:** This is in line with strengthening and coordinating identity networks already initiated by the CDO. We will develop a policy framework to guide the selection of networks that will receive support, and to determine how that support will be provided.

Again, the Central Diversity Office looks forward to working with and learning from students and staff of the UvA and other stakeholders!

5. The team



Anna Zanger

Management assistant since February 2024.

Responsibilities include: General support CDO team



Ibrahim Kamara

Student assistant since July 2024.

Responsibilities include: General support CDO team



Machiel Kestra

Central Diversity Officer since February 2022 and philosopher at the Institute for Interdisciplinary Studies (FNWI) since 2005.

Responsibilities include: Policy advice | Education and research | Campus Dialogues | Decolonisation projects | National and international diversity networks



Marjon Melissen

Communications Adviser since October 2023.

Responsibilities include: Inclusion calendar | Annual report | CDO newsletter | Inclusive communication, including B1 language use | Advising UvA colleagues | Supporting CDO team



Meltem Halaceli

Student Projects and Community Coordinator Project Manager since April 2020.

Responsibilities include: UvA communities | Diversity sounding board | Get Ready | Homework Hub | Meet your Mentor | First-Generation fund | Earthquake Remembrance Turkey & Syria February 6 2023



Soumia Akachar

Policy Adviser Diversity and Inclusion and Project Manager since October 2023.

Responsibilities include: Diversity Document | Religious observation | Quiet spaces | Week against Racism | Diversity Day | Hormone-related topics | All-gender toilets

We would like to extend our special thanks to our colleagues, both former and temporary, who have worked hard during the period covered in this annual report:

Jennifer Aardema, Sahar Afzal, Elize Fallon, Anne de Graaf, Janissa Jacobs, Tijmen ter Keurs, Rozianna Maria, Sarina Nooitgedacht, Raisa Sambo, Thea van Schoot, Pravin Sewgobind and Tuyet Stoker.

Credits

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Any questions or comments?

Please contact us at diversity@uva.nl.

More information can be found at www.uva.nl/diversiteit.

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