



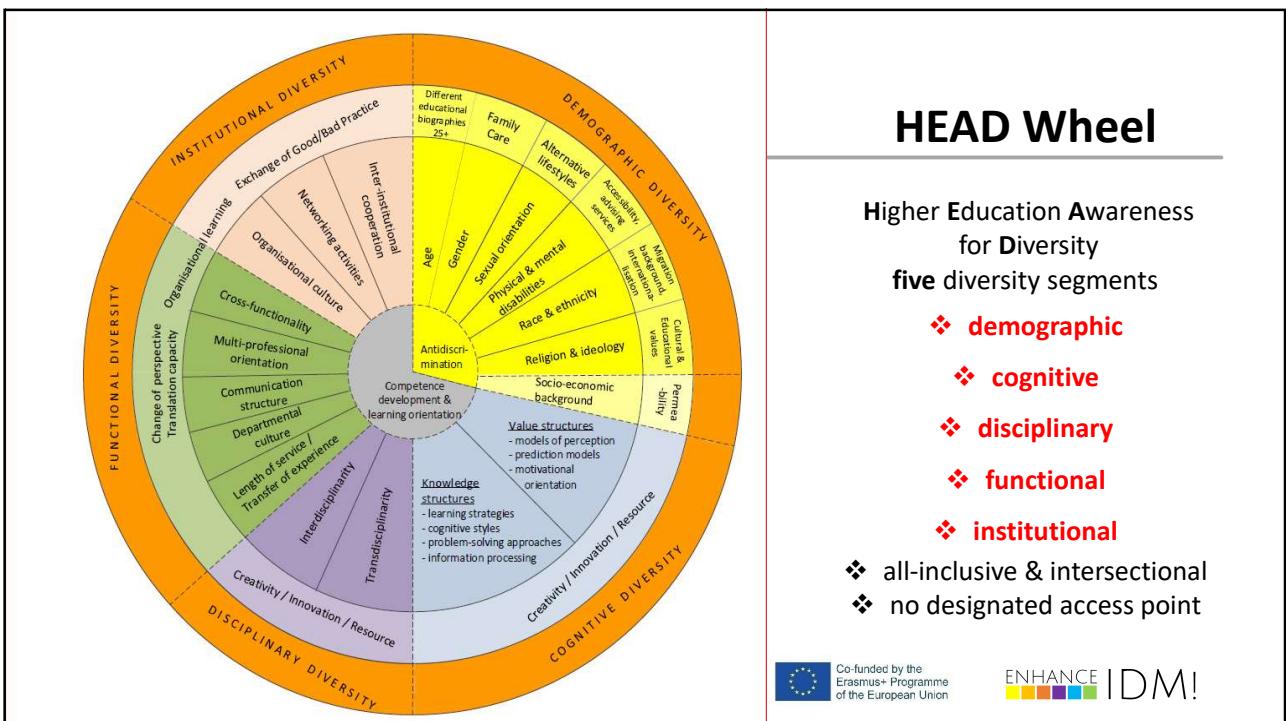
HEAD for and DIVE into Diversity Management

Martina Gaisch

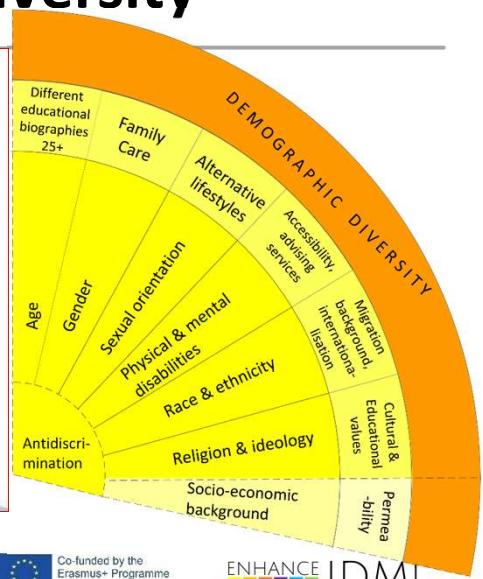
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Demographic Diversity

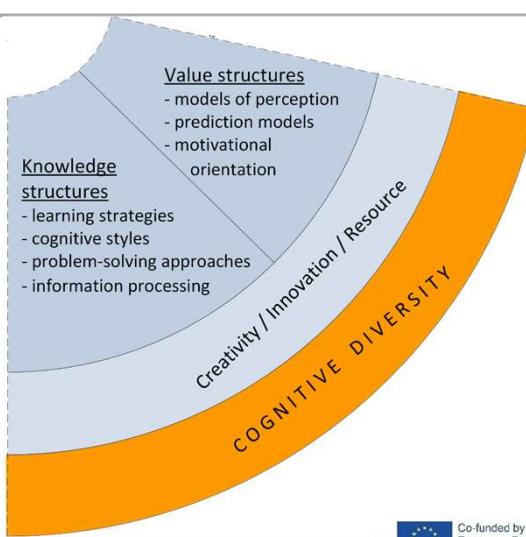


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Cognitive Diversity



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Disciplinary Diversity

The diagram illustrates the concept of Disciplinary Diversity through a funnel-shaped model. The widest part at the bottom is labeled "DISCIPLINARY DIVERSITY". Above it, the middle section is labeled "Creativity / Innovation / Resource". The narrowest top section is divided into "Interdisciplinarity" on the left and "Transdisciplinarity" on the right. To the right of the funnel is a grid of 17 boxes, each representing one of the Sustainable Development Goals (SDGs) with a corresponding icon:

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	SUSTAINABLE DEVELOPMENT GOALS

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Functional Diversity

The diagram illustrates Functional Diversity through a funnel-shaped model. The widest part at the bottom is labeled "FUNCTIONAL DIVERSITY". Above it, the middle section contains five internal components listed vertically: "Change of perspective", "Translation capacity", "Organisational", "Cross-functionality", "Multi-professional orientation", "Communication structure", "Departmental culture", "Length of service / Transfer of experience". To the right is a photograph of four stones with faces and accessories (glasses and bow tie) standing behind a conference table with chairs, symbolizing diverse functional roles.

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Institutional Diversity

The diagram shows a curved orange shape labeled "INSTITUTIONAL DIVERSITY". Inside this curve, five categories are listed: "Learning", "Exchange of Good/Bad Practice", "Networking activities", "Organisational culture", and "Inter-institutional cooperation".

- Exchange of ideas
- Organizational learning
- Generation of multiple solutions for „wicked problems“ „grand challenges“
- Interdisciplinary stakeholder analysis

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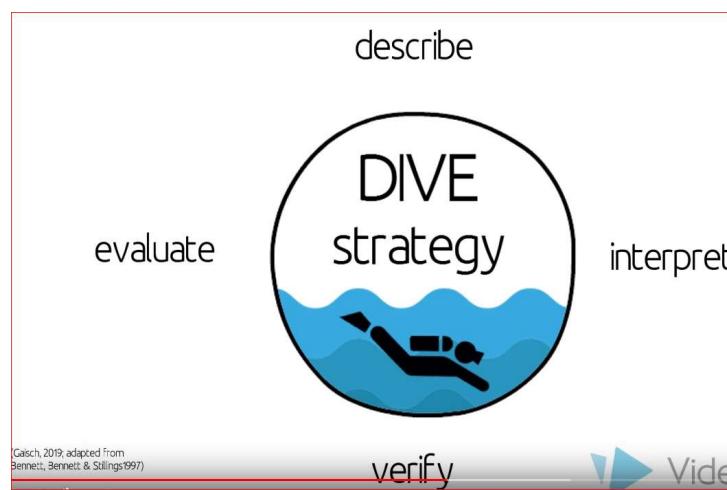
Shift happens

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DIVE Model



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BMBWF (2017). Nationale Strategie zur sozialen Dimension. Für einen integrativeren Zugang und eine breitere Teilhabe. <https://www.bmbwf.gv.at/Themen/Hochschule-und-Universit%C3%A4t/Studium/Leitthemen/Soziale-Dimension.html#Anker3>

Gaisch, M./Preymann, S./Aichinger, R. (2019). Diversity management at the tertiary level: an attempt to extend existing paradigms. Journal of Applied Research in Higher Education. <https://www.emerald.com/insight/content/doi/10.1108/JARHE-03-2018-0048/full/html>

HEAD Wheel Video (Gaisch & Aichinger, FH OÖ):
<https://www.youtube.com/watch?v=TlenqW8cssg>

Implicit Bias –DIVE Video (Gaisch & Rammer, FH OÖ):
<https://www.youtube.com/watch?v=HgaoGubbFJA>

Gaisch, M. and Aichinger, R. (2016b). Das Diversity Wheel der FH OÖ: Wie die Umsetzung einer ganzheitlichen Diversitätskultur an der Fachhochschule gelingen kann. Forschungsforum der Österreichischen Fachhochschulen, Wien.