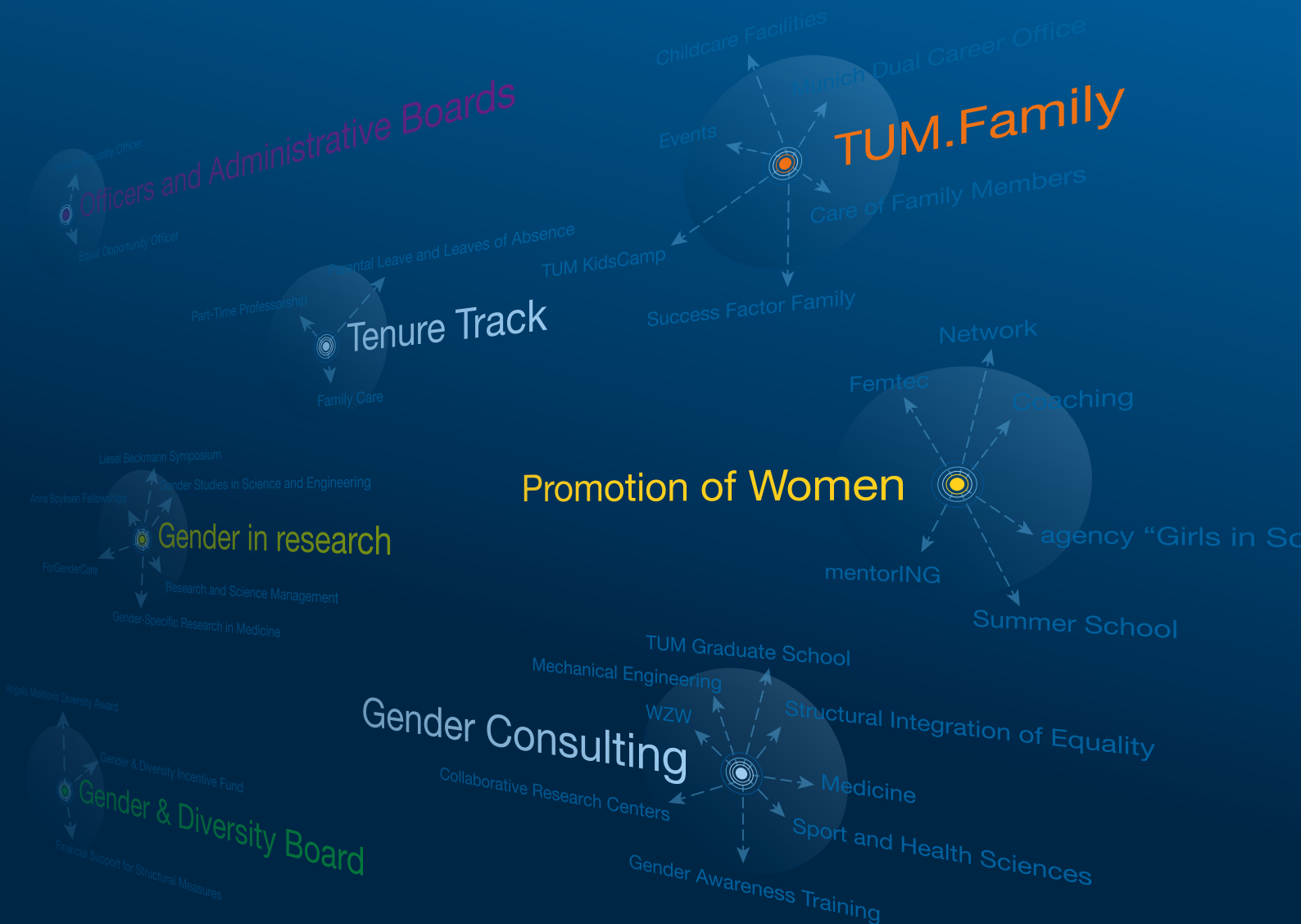


Diversity at TUM

Focus: Gender & Family



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A Message from the SVP Diversity & Talent Management

The ability of the Technical University of Munich to excel in teaching and research strongly depends on the scientific skill, creativity and passion of its employees, whose talents and abilities exist independently of gender, nationality, ethnicity, religion or worldview, disability, age and sexual identity. TUM regards achieving equality among all employees as the responsibility of its entire academic community across all levels, fostered by the TUM Board of Management, TUM schools and departments, as well as a variety of individual initiatives, and involving all members of the university. Our focus lies, in particular, on the equality of women in the fields of technology and science.

The notable achievements and remarkable advances made by TUM in recent years with regard to gender equality are the result of its commitment to fulfilling its diversity objectives. This overall positive trend, however, should not blind us to the need for continued effort toward achieving our ambitious goals concerning the percentage of women in MINT subjects at all levels of qualification – professorships, in particular. TUM, thus, maintains its strong commitment to realizing equality between men and women and consistently pursues its goal to become Germany's most attractive university of technology for women. Moreover, as a family-centered university, TUM invests a great deal of energy and resources to promote the long-term compatibility of family, job and study. These two key objectives are complemented by a third focus on strengthening TUM's contributions to internationally significant gender research.

Prof. Klaus Diepold

Senior Vice President Diversity and Talent Management, TU München

A Message from the TUM Gender Equality Officer

I would like to invite you to explore with me, here, a few select facets of the function of the university Gender Equality Officer.

The Women's Representative/Gender Equality Officer

The German term for Gender Equality Officer – Frauenbeauftragte – can be rendered literally in English as “Women's Representative,” a formulation whose connotations have been cause for much discussion concerning the intention and purpose of this function within the university. A “Women's Representative,” as opposed to an Equal Opportunity, Gender, or Diversity Officer, so the debate, could lead to the exclusion of a large part of the university community from important discussions, especially a technical university where men vastly outnumber women. What this discussion makes clear, above all, is the necessity of moving away from gender polarities to find common approaches for equality.

Pragmatically – linguistically – the debate has been resolved, in part, by adopting as lingua franca the English designation “Gender Equality Officer.” It is a starting point, an official declaration that men, too, are invited to join the struggle for equality. As another step toward resolution, the Equal Opportunity Officer also serves as a member of the Gender Equality Conference, where men and women combine their resources, working together to implement projects and measures for all members of the university community.

The Gender Equality Officer is the best-informed person at the university.

He or she has access to all important administrative boards and committees of the university and is, thus, able to follow current developments pertaining to higher education policy. There are established information interfaces among various areas within and outside the university. The network and the alliances are sustainable and far-reaching, and the schedule is full! Yet, why is there still no comprehensive equality in the German higher education system?

The simple answer is that those within the university do not see the “problem” – “Equality is a matter of course, an issue of the past,” they say. “We are fully attuned to diversity nowadays.”

The Gender Equality Officer is a person of trust and has no enemies.

As confidant to all academic staff, the Gender Equality Officer offers a safe environment in which affected persons can discuss their concerns. Discussions are private and confidential. Diplomatic mediation skills are the order of the day, not revolution, and the development of effective, sustainable approaches to gender issues is an ongoing process. With all of our resources, human and financial, we at TUM are steadfast in our pursuit of equality.

If you have any further questions, feel free to contact me personally.

Your “Gender Equality Officer”

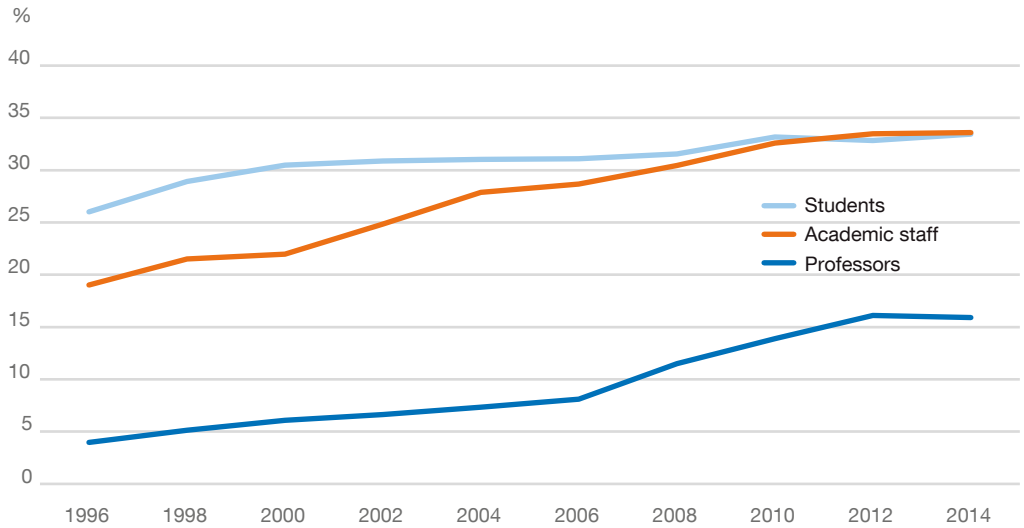
Dr. Eva Sandmann

Introduction

Equality is a central criterion in all processes of quality assurance and a cornerstone of university management. This strategic goal is evident throughout TUM, in both its institutional structures (e. g. the continuing expansion of childcare facilities) and its human resources (e. g. the increase of the percentage of female professors from 7.5% to 16% since 2005). TUM has implemented gender mainstreaming from both a top-down (e. g. the office of the Senior Vice President for Diversity & Talent Management) and a bottom-up management approach (e. g. by binding target agreements between the TUM Board of Management and TUM schools and departments).

Equality forms an essential component of the university's charter, its mission statement, its planning and development and of its target agreements with the Ministry of Education. Since 2012, the principal of equality has also been incorporated in the TUM Diversity Code of Conduct, which entered into force after the decision of the TUM Board of Trustees.

In 2015, 33% of students, 37% of doctoral candidates, 15% of post-doctoral candidates and 16% of professors at TUM are women. TUM has set the following goal for 2020: 40% of doctoral candidates and 20% of professors should be women. The Office of the Senior Vice President for Diversity & Talent Management, created in 2011, is responsible for all gender & diversity-related matters concerning the realization of the equality mandate at TUM. This includes the entities TUM Diversity and TUM Family. In addition to the professorship for Gender Studies in the engineering sciences created in 2004, faculty members in a number of TUM schools and departments, such as Sport and Health Sciences, Medicine or Management, perform research in gender-related topics. Moreover, the annual, cross-disciplinary Liesel Beckmann symposium continually generates and maintains national and international contacts in this area.



Percentages of women at TUM, Source: HR 1



Officers and Administrative Boards

TUM Gender Equality Officer

In 1989, for the first time, a Gender Equality Officer was elected at TUM. According to the mandates of this office, the Gender Equality Officer is responsible for scientific personnel. The goal is to increase the percentage of women at all levels of qualification and to establish a network among women at TUM.

Each of the eight TUM Gender Equality Officers to date has defined his or her specific focus and implemented special measures. Particular highlights of their activities include the Holiday Academy, the agency “Girls in Science and Technology, the mentorING program, the gender-equitable appointment procedure, as well as the TUM Coaching Program.

In addition to the university-wide Gender Equality Officer, the Gender Equality Officers of TUM’s schools and departments also support their deans in meeting legislative gender equality mandates. Their work is fostered by TUM’s strategic planning regarding gender equality and the target agreements of its individual schools and departments.

Gender Equality Officers play an important role in the decision-making processes of various administrative boards of the university and constructively promote the equality of women and men in all areas where the interests of women are concerned. Regular gender equality conferences, in which the University Gender Equality Officers, the Equal Opportunity Officers, the Gender Equality Officers of TUM’s schools and departments and other interested members of the TUM community take part, foster the exchange of ideas and experience for this work.

Gender Equality Officers also work with other TUM units and take part in the “Bayerische Landeskongress” at the state level, the “Bundeskongress der Hochschulfrauenbeauftragten” at the federal level, and are active on a municipal level, as well.

› www.diversity.tum.de/team-und-organisation/beauftragte-und-vertretungen/frauenbeauftragte-gender-equality-officer/

Equal Opportunity Officer

Beginning in 1996, the Bavarian state government with the Bayerisches Gesetz zur Gleichstellung von Frauen und Männern (Law on Equality of Women and Men, BayGlG) implemented the function of the Equal Opportunity Officer to foster equal opportunity in academia.

The Equal Opportunity Officer promotes and monitors the implementation of the Law on Equality of Women and Men, BayGlG. This especially means his or her involvement in all TUM matters of fundamental significance for the equality of women and men, the balancing of work and family, and the promotion of equal opportunity. The activities of the Equal Opportunity Officer also include advising on issues of equality and providing support to individual employees in need of assistance.

› www.diversity.tum.de/team-und-organisation/beauftragte-und-vertretungen/gleichstellungsbeauftragte/

Gender & Diversity Board

The Gender & Diversity Board (GDB) serves as a consultative body for gender and diversity issues at TUM. The Vice President of Diversity & Talent Management acts as the representative of the GDB on the TUM Board of Management. In the framework of opinion-forming processes, the GDB offers access to the broad range of expertise of its members. The strategic aim of the board is the consistent implementation of equal treatment and opportunity at TUM. Members of the GDB help to promote the sensitization of gender and diversity-related issues at the university with respect to the interests and needs of all TUM members.

Members of the GDB are recruited from TUM Corporate Administration, TUM schools and departments, the TUM Institute for Advanced Study (TUM IAS) and the TUM Graduate School. GDB members establish interfaces with research and science management and the teaching and research institutes of all three TUM campuses (Munich, Garching, Freising-Weihenstephan).

› www.diversity.tum.de/team-und-organisation/gender-diversity-board/



Financial Support for Structural Measures

Gender & Diversity Incentive Fund

The Gender & Diversity Incentive Fund (GDIF) provides funding from the German Universities Excellence Initiative for the implementation of diversity-related measures in order to promote the long-term transformation of academic culture and awareness of gender and diversity issues. Supported measures include, among other goals:

- Fostering the careers of female scientists
- Creating a family-friendly atmosphere
- Inclusion of persons with disabilities / chronic illnesses
- Promotion of health / work-life balance
- Sensitization for diversity in the work context

› www.diversity.tum.de/finanzielle-unterstuetzung/gender-diversity-incentive-fund/

Excursus: Angela Molitoris Diversity Award

The Angela Molitoris Diversity Award (AMDA) honors the outstanding achievements of TUM employees in the areas of diversity and equal opportunity.

Background and Biography

Angela Molitoris, born in Deggendorf in Lower Bavaria in 1912, served as the first Syndica beginning in 1946 and as the first female chancellor of TUM beginning in 1971, a position she held until her retirement in 1976. She had already begun her career in 1941 after her studies in economics at the Technische Hochschule München (THM), joining the university as a full-time scientific assistant.

For 30 years, Molitoris helped shape the development of the institution in a leading administrative function. Her achievements, especially her commitment during the reconstruction phase after World War II, were publicly recognized with the Bavarian Order of Merit in 1975 and her appointment as an honorary senator of TUM in 1978.

Paula Hahn-Weinheimer Award

TUM's Paula Hahn-Weinheimer Award also offers transitional or hardship funds for scientists for a period of several months. The award is intended as a means of support for people with difficulties related to family, disease or other additional stress involving issues of diversity.

› www.diversity.tum.de/finanzielle-unterstuetzung/



Promotion of Women

Laura Bassi Award

Since 1992, the Free State of Bavaria has provided incentives for the promotion of women. Talented female doctoral candidates and female post-docs can currently receive support through the Laura Bassi Award for a maximum of one year.

› www.diversity.tum.de/finanzielle-unterstuetzung/laura-bassi-preis/

Dr. Eva Sandmann, University Gender Equality Officer

mentorING

The career building program *mentorING*, developed by the TUM Equal Opportunity Officer in 2001, assists TUM's female students to successfully launch their careers. It focuses on helping women to orient themselves on the labor market, develop a stable professional network during their time at university, and to meet the employment challenges facing them in their new careers. Program participants are advised by mentors from renowned companies and acquire professionally relevant competences in various seminars and training opportunities. The one-year *mentorING* program always starts in the winter semester.

The program combines proven tools for the promotion of young talents:

1. One-on-one mentoring: Mentors from different partner companies advise and support participants in life, study and career planning over the course of one year. Each mentee is assigned a mentor best suited to her field of study and professional goals.

2. Professional qualification: All participants take part in a seminar and training program designed specifically for this target group. Topics include life and career planning, leadership skills and work-life balance. Practical job application training with HR representatives of the *mentorING* partner companies forms a particular highlight of the program. Mentors may also take part in a mentoring workshop, as well as a gender awareness training.

3. Networking: Participants in the *mentorING* program are introduced to a network relevant to their professional and student life. Professional relationships among the mentees are equally as important and career enhancing as their contacts to company mentors. Joint events within the scope of the *mentorING* program encourage and foster the creation of such networks.

This mix of methods provides the female students in master's programs and those in the third year of their bachelor's program the opportunity to receive individual and sustained support to successfully start their careers. The program is intended for female students of all TUM schools and departments.

The program has experienced continual success since its introduction at TUM in 2002. Significant factors for this success include the versatile qualification and network opportunities and the binding framework of the *mentorING* program, as well as the cooperation with businesses – the future employers of female talents. This cooperation includes financial support – all projects are funded by the *mentorING* partner companies – as

well as non-material support in the form of trusted contacts and intensive exchange about the expectations and aspirations of the participating companies over many years. Over and above this clear commitment to the program, over 60 partner companies have sent employees to participate as mentors. *mentorING* is directed by TUM International GmbH, a 100% subsidiary of TUM, which serves as the university's interface to businesses.

› www.mentoring.tum.de/mentorING

Dr. Stefan März, Project Manager, TUM International GmbH

Femtec

Since January 2014, TUM has been a university partner in the career-building program of Femtec GmbH in Berlin. Female TUM students in technical and scientific fields, together with female students from all over Germany and Switzerland, prepare the launch of their careers. They train their communication, leadership and management skills and gain experience through active participation in an on-site company innovation workshop. Femtec participants benefit from contacts, internship opportunities in Germany and abroad, and the opportunity to start a career in one of the participating companies.

› www.femtec.org



agency “Girls in Science and Technology”

In the face of a continuing gender-based segregation in career training and employment, the agency “Girls in Science and Technology” seeks to spark the interest of girls and young women in science and technology and encourage them to pursue studies and a career in these fields. In 1998, the TUM Gender Equality Officer for the first time offered the holiday program “Mädchen machen Technik” (Girls and Technology) for 10 to 14-year-old girls; in 2001 the agency “Girls in Science and Technology” was established as a project under the TUM Gender Equality Officer. The holiday program became the starting point of an expanded school project “Mädchen machen Technik” (Girls and Technology), the “Herbstuniversität” (Autumn School), as well as additional smaller projects for female students of various age groups. Since January 2011, the agency “Girls in Science and Technology” has been an integral part of the TUM Student Service Center (SSZ).

Programs offer participants valuable experience in dealing with scientific and technical subjects. Central elements of the programs include the mono-educational approach, “hands-on” experience, the relevance of these

subjects to everyday life, a holistic and self-determined learning approach in small groups, as well as a range of established, top notch programs for different age groups.

Programs of the agency “Girls in Science and Technology”:

- Mädchen machen Technik™ (Girls and Technology) – the holiday program
- Mädchen machen Technik™ (Girls and Technology) – the school projects
- Schülerinnen forschen (Girl pupils research program) – the TUM Autumn School

› portal.mytum.de/am



Barbara Krischer, Student Service Center (SSZ)



Summer School

Since 1994, the “Ferienakademie für Studentinnen und junge Wissenschaftlerinnen” (Summer School for female students and young female scientists) has taken place in the Evangelical Academy in Tutzing with over 100 participants every year. Female participants with a primary interest in the engineering sciences are invited to discuss central questions concerning women in the sciences together with lecturers and speakers from scientific and practical fields. Participants examine current issues in a broad scientific, application-oriented and social context.

› www.ferienakademie.de



MINT web series

TUM strives to interest more female talents in MINT subjects and to increase the awareness of the versatility of MINT programs and jobs. To this end, we have created a web series to inform girls and young women about the benefits and opportunities opened up by the study of MINT subjects. The individual episodes present university life in an approachable and humorous manner. The central character of the series is a young female student who has decided to study in a MINT program. The episodes depict her new, exciting and sometimes turbulent life between the classroom and the dorm room, her studies and emotional trials.

The project is supported by the Bavarian State Ministry of Education, Science and the Arts, as well as the associations vbw - Vereinigung der Bayerischen Wirtschaft e. V. and Die bayerischen Metall- und Elektro-Arbeitgeberverbände bayme vbm.

The series was preceded by another TUM media “sensation” – its short movie entitled “Typisch TUM” (Typical TUM), which was awarded the audience prize of the Diversity Charter in 2013.



International Network: Women of TUM

“Women of TUM” regards itself as a network for female scientists, alumnae and female students of TUM to promote the international exchange and mutual support among women in business and the academy. “Women of TUM” was initiated by international alumnae at the TUM alumni expert seminar “Environmental Engineering” in Singapore in 2009. The aim of the network is to foster communication across geographical borders, promote exchange among TUM alumnae, as well as between alumnae and their Alma Mater, and to provide support to junior female scientists. Today “Women of TUM” has established a worldwide network, providing international contacts, speakers and mentors for female students. The network organizes seminars and events, such as the “Women of TUM Talk,” which takes place at the start of the winter semester every year. “Women of TUM” is headed by Dr. Hannemor Keidel, former TUM Vice President and Officer of the President for scientific relations with France. “Women of TUM”, in close cooperation with Alumni & Career, TUM Diversity and the TUM Gender Equality Officer, promotes the versatility and visibility of female talents at TUM.

› www.together.tum.de/alumni/netzwerk/women-of-tum/

Iris Stolz, Alumni & Career

Excursus: Coaching

TUM offers diverse coaching opportunities for a range of target groups. Coaching is short-term consultation on job or study-related issues and conflicts. Coaches offer assistance in addressing specific concerns or solving problems, as well as make suggestions on how to improve learning and overall performance. Consultation service is based on three fundamental quality standards:

- Knowledge of the requirements of academic life/ the university system
- Gender-equitable/gender-sensitive worldview
- Methodological competencies

TUM Diversity works with a pool of external and internal coaches meeting all of these standards. Quality is assured through careful selection, training and supervision.

› www.diversity.tum.de/karriere-und-weiterbildung/coaching/

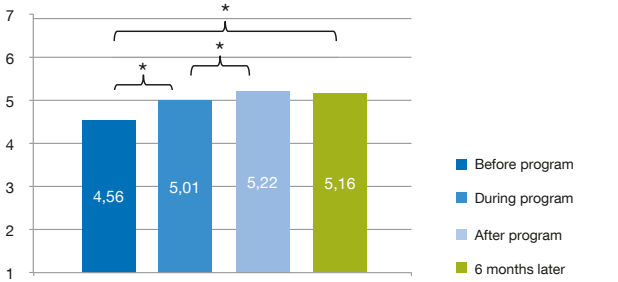
Evaluation

The coaching program has been monitored and evaluated since 2012 in cooperation with the Chair of Strategy and Organization (Prof. Welpel). As part of the evaluation process, coaches and coachees alike evaluate their progress towards achieving individual goals, the working relationship and coaching atmosphere. Coachees also evaluate the development of their individual competencies and their satisfaction with the program. Evaluations are performed at the beginning, during and at the end of the coaching process (for a total of up to four evaluations). To date, some 300 participants from all departments have made use of the coaching program (as of April 2015). Both men (37.5%) and women (62.5%) of all age groups (average age 32.2 years with an age range between 21 and 55 years) take advantage of the program. Doctoral candidates are the most represented group (56.1%) and 22.4% of participants have children.

The majority of participating coaches is female (92.9%) with an average age of 45.5 years. They have 8.34 years of coaching experience on average, 4.02 years of which are in scientific coaching. Thus far, the feedback of both participants and coaches regarding the process and results of coaching has been very positive: Participants indicate a significant increase in various job-relevant competencies, such as dealing with insecurities and having confidence in one’s own abilities. Figure 1 shows the average increase of 17 job-relevant competencies across the four evaluation dates.

As can be seen in figure 2, participants indicate higher levels of achievement of self-determined goals. These goals vary widely and comprise, among others, aspects of self-reflection, conflict management and career

Exhibited Career-relevant Competencies



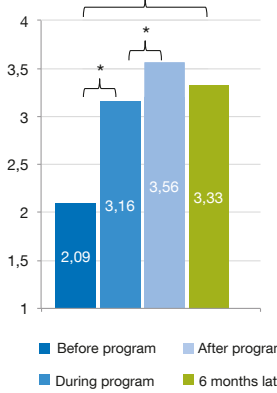
Note: Average across all measured competencies, scale of 1 to 7; Significant differences * p < 0.05

Measured job-relevant competencies

Delegation	Professional conduct
Emotion management	Self-motivation
Flexible handling	Strategic thinking
Leadership	Stress management
Communication	Dealing with conflicts
Creative thinking	Dealing with insecurities
Long-term planning of projects and tasks	Assumption of responsibility
Organizational and time planning	Confidence in one's own abilities
	Expressing one's own opinion

Figure 1: Coaching leads to an increase of career-relevant competencies

Goal achievement: Main goal



Note: Scale of 1 to 4; Significant differences * p < 0.05

Main Goals

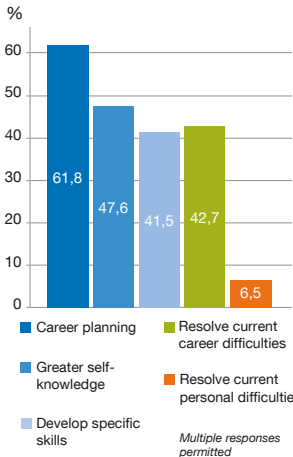


Figure 2: Coaching improves the achievement of different self-defined career-relevant goals

planning. Moreover, it is essential that results are sustainable, continuing to be evident up to six months after the coaching program has ended.

The relationship between coach and program participant also receives very positive feedback from both parties. Participants report high levels of motivation and satisfaction with the coaching process. These aspects are of utmost importance for the effectiveness of the coaching process, as the quality of the relationship between coach and participant, as well as the motivation of participants, significantly contributes to achieving coaching goals and developing participant competencies.

Over all, feedback on the TUM Diversity & Talent Management Coaching Program from both participants and coaches was very positive.

› www.strategy.wi.tum.de

Prof. Dr. Isabell Welpel, Gesche Lotzkat, Lisa Ritzenhöfer



Gender Consulting

Structural Integration of Equality in TUM Schools and Departments, the Integrative Research Centers and the TUM Graduate School

Diversity target agreements have been reached in all TUM schools and departments, the TUM IAS, the IRC and the TUM Graduate School between the deans or directors and the TUM Board of Management.

Diversity target agreements defining qualitative and quantitative objectives serve as an important instrument for measuring the success of gender mainstreaming. Through the implementation of these agreements, TUM strives to achieve greater transparency and the equitable distribution of human and material resources, to initiate learning processes by creating best practice examples, as well as to bring about long-term change in departmental and university culture. “Equality between women and men at all levels of qualification” and “Promotion of family-friendly study and working conditions” are fixed elements of these target agreements with binding goals, areas of responsibility, budgets and success criteria.

Seven departments have formed committees to consult their deans in strategic gender and diversity matters and to support the realization of the diversity target agreements. The following schools and departments have created specific positions for the management of gender and diversity concerns:



TUM Department of Architecture
» www.ar.tum.de/121108_Zielvereinbarung_AR.pdf



TUM Department of Civil, Geo and Environmental Engineering
» <http://www.bgu.tum.de/fakultaet/diversity>



TUM Department of Chemistry
» www.service.ch.tum.de/frauenbeauftragte/gleichstellungsstrategie



TUM School of Education
» www.edu.tum.de/fileadmin/tuedz01/www/Documents/Presse/Diversity_Konzept.pdf



TUM Department of Electrical, Electronic and Computer Engineering
» www.ei.tum.de/struktur-und-profil/diversity



TUM Department of Informatics
» www.in.tum.de/fileadmin/user_upload/Fakultaet/Frauen/ZielvereinbarungInFinal.pdf



TUM Department of Mechanical Engineering
» www.mw.tum.de/diversityziele



TUM Department of Mathematics
» www.ma.tum.de/foswiki/pub/UeberUns/FrauenBeauftragte/FR177_AnI3_Zielvereinbarung_Diversity_Mathematik_19912.pdf



TUM School of Medicine
» www.chancengleichheit.med.tum.de/sites/www.diabetes.med.tum.de/files/Zielvereinbarungen_Homepage_0.pdf



TUM Department of Physics
» www.ph.tum.de/about/diversity/ZV_Diversity_22012013_WWW.pdf



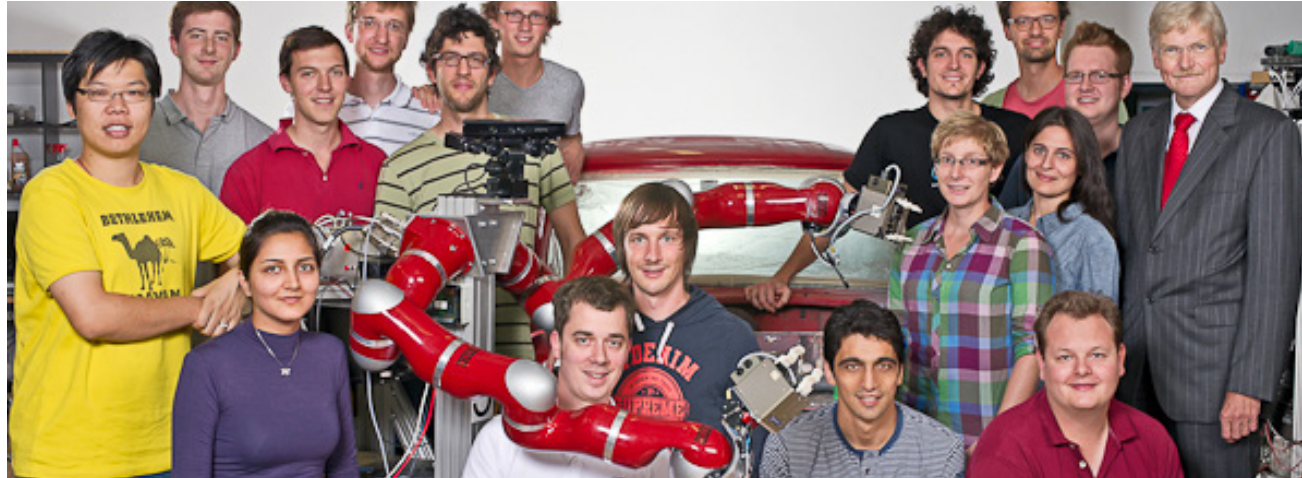
TUM Department of Sport and Health Sciences
» www.sg.tum.de/fakultaet/diversitaet



TUM School of Life Sciences Weihenstephan
» http://www.wzw.tum.de/fileadmin/pdf/Gender/WZW_Zielvereinbarung_Homepage_2_.pdf



TUM School of Management
» <http://www.wi.tum.de/about-us/equal-opportunities/objective-agreements/>



TUM Department of Mechanical Engineering

The gender and diversity objectives of the TUM Department of Mechanical Engineering extend far beyond equality and family friendliness to include ideal working, research and studying conditions for its faculty, staff and students, regardless of their gender, personal living conditions, belief or origin.

Family friendliness is a particular priority in the Department of Mechanical Engineering, in particular through its measures to include men in these considerations. Fathers are encouraged to assume childcare responsibilities and supported in doing so.

All members of the department receive individual support in achieving a balance between their departmental and childcare responsibilities. For example, the department endeavors to create a family-friendly atmosphere and culture that values parental participation in the activities of their children's care facilities and does not schedule meetings outside of regular working hours. Individual measures to facilitate work-life balance for parents, such as setting up and equipping a remote workplace, or home

office, are actively implemented by the department and respective chair holders and adapted to the individual needs of department members.

The Department of Mechanical Engineering has also designated space on the premises providing flexible childcare on site. This facility can also be used as a relaxation room for pregnant women. This service has been expanded through cooperation with the Departments of Informatics and Mathematics, which provide facilities for flexible childcare under the supervision of a childcare professional for 3 to 5 € per hour.

If an appointment or event at the department cannot take place during regular working hours, the Department of Mechanical Engineering covers the costs for a childcare professional or, if desired, organizes the search for a childcare professional through a babysitting agency. To promote the active networking of parents on the Garching campus, the group "Campus Garching Eltern" has been set up in the TUM Internet forum "Moodle"



in cooperation with all other departments in Garching. It is managed by the Gender Equality Office of the Department of Mechanical Engineering and open to members of all other departments on the Garching campus.

The Department of Mechanical Engineering strives to increase its percentage of women at all levels of qualification. While relatively large numbers of women transfer to the department at the master's degree level, it strives, in particular, to increase the percentage of female students enrolled in its bachelor's programs. Despite their academic suitability, many young women do not regard mechanical engineering as a viable alternative in their choice of field of study because of its reputation as a "man's" discipline. The department has introduced measures to combat these prejudices, such as programs for prospective female students introducing them to the contents of the mechanical engineering program and promotional materials addressing women and men alike. Informational brochures on equality and family friendliness are available at the main entrance of the

Department for Mechanical Engineering and are updated on a regular basis. Equality and family events and TUM support services are announced on the homepage and in the display case at the main entrance (e.g. mentoring programs or stipends for female students and academic staff).

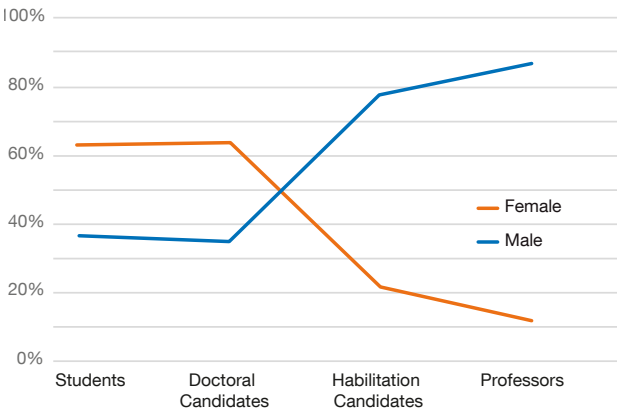
The Gender Equality Officer and the management of the department are supported by the Gender Equality Office in the realization of diversity agreements by assuming responsibility for operative activities. The Gender Equality Office also serves as the point of contact for requests and as interface between department members, other relevant TUM employees and external specialist bodies.

› www.mw.tum.de/de/gleichstellung

Mathias Weidner, Gender Equality Office

TUM School of Medicine (ME)

The TUM School of Medicine has made equal opportunity and diversity a top priority. In December 2012, it created *KeCK* – The Coordination Office for Equal Opportunity and Career Planning – devoting greater human resources to the pursuit of its diversity goals and expanding its services. *KeCK* focuses its activities on the promotion of female scientists, in particular during the post-doc phase, when statistics show many of them discontinue their studies (see diagram).



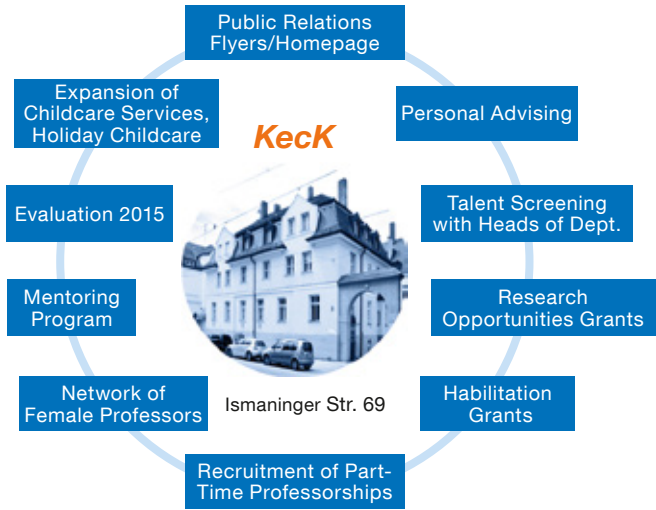
Career Stages at Klinikum Rechts der Isar

In an effort to retain qualified female scientists, *KeCK* has initiated a number of measures, from active public relations and a comprehensive homepage, flyers and regular lectures to information events on such issues as work-life balance and creating networks (see graphic below). *KeCK* staff members meet with individual clinic heads to promote a reflective and conscious approach to issues of gender and equality, to actively recruit female talents, and to continuously align *KeCK*’s activities with the reality of day-to-day activity in the clinic.

Female scientists are individually supported with stipends and personal consultation. For the first time, in 2013, *KeCK* initiated regular network meetings for post-docs focused on proactive personal career planning. Together with the human resources department, *KeCK* seeks to expand childcare services to facilitate parental work-life balance. With great commitment, *KeCK* pushed forward the creation of a mentoring program for female post-docs in 2014: *KeCK_mentoring*. Mentoring is a proven talent management tool in business, industry and science that has also proven to be effective in the promotion of junior scientists at the university in the field of medicine. The strength of the talent promotion program derives from the personal relationship established between mentor and junior scientist (mentee). In most cases, mentors are professors or lecturers and support the mentee as advisor in all questions regarding their concrete and strategic career planning. *KeCK_mentoring* also offers workshops on acquiring third-party funds, career planning and leadership skills, as well as coaching and network meetings with other top talents in the medical field.

- The components for 1.5 years for approx. 16 mentees include:
- Framework program (kickoff, interim results, closing event)
 - 3 one-to-one mentoring meetings
 - 4 network meetings in small groups of 4 to 5 mentees
 - 4 individual coaching sessions
 - 4 workshops: Introduction, acquisition of third-party funds, career planning, leadership skills
 - Optional: 10 soft skill training days
 - Supervision for mentors, as required
 - Additional evaluation

KeCK is also involved in the area of research. With *Erfolgreich mit Mentoring in der Medizin (EMMi)*, *KeCK* initiated its first major research project in 2014.



Measures of the Target Agreement between the School of Medicine and TUM

Additionally, *KeCK* is currently performing a study of mentoring programs for which it cooperates with five leading German university hospitals having a strong focus on research. The study is based on a triangulated procedure that includes questionnaires, participatory observation, interviews and document analyses, and examines the connection and processes in the course of the mentoring program.

Another research project deals with equal opportunity and family friendliness at the School of Medicine. In the framework of a survey among all scientific staff at the TUM School of Medicine and the “Klinikum rechts der Isar” (Diversity-Report 2015), *KeCK* endeavors to learn more about how equality between women and men is established, especially in regard to their scientific careers. The survey is used to adjust the office’s range of activities and develop target group-oriented services. Together with Prof. Gadebusch Bondio, Chair for the History and Ethics of Medicine, and Prof. Diehl-Schmid, Gender Equality Officer of the TUM School of Medicine, *KeCK* organized the lecture series *Wissenschaft –*



Geschlecht – Medizin (Science—Gender—Medicine) in the winter semester 2013/2014 to promote professional dialogue on gender in medicine.
www.chancengleichheit.med.tum.de

Dr. Barbara Cramer, Marina Ginal, Coordination Office for Equal Opportunity and Career Planning

TUM Department of Sport and Health Sciences (SG)

The Department of Sport and Health Sciences (SG) regards gender and diversity management as an overarching concern that must be addressed consciously in all areas of departmental activity. Measures were initiated and implemented in the framework of the diversity target agreements between the department and the TUM Board of Management to promote the scientific careers of women and men and family friendliness, as well as raise awareness concerning gender and diversity issues.

Equality is a central goal of the SG department. While the ratio of female and male students and doctoral candidates is balanced, this balance is not sustainable at higher levels along the career path. As of May 2015, the SG department has 1 female post-doctoral candidate and 7 male post-doctoral candidates. With regard to professorships, women hold only 25% of specialist fields and professorial chairs. As a result of these statistics, the SG department has set its goal to increase the percentage of female post-doctoral candidates. Reaching this goal and increasing the proportion of women in science requires the targeted and early support of female junior scientists. For the SG



department, targeted support means active equality and the creation of conditions that allow for the reconciliation of work/study and family.

Last year, the department began offering individual advising and support to its female junior scientists to facilitate the transition into their scientific careers. Based on an analysis of needs, these women receive specific and individually tailored support through a variety of measures, including financial support in the form of grants for travel and participant costs for congresses and conferences.

Within the scope of its family-friendly measures to optimize the compatibility of work/study and family, the department offers a broad range of flexible childcare services. Aside from its long-running the holiday care and “KidsTUMove” programs, the department, in cooperation with professional childcare providers, offers its students and employees flexible childcare options for events, conferences, congresses or other professional appointments taking place outside regular working hours. To date, the family room has been variably organized to accommodate the needs of the specific situation, however, in the long run, the department hopes to provide a permanent family room.

In 2013, the department created the position of the Equal Opportunity and Diversity Management Officer to support its Gender Equality Officer and expand its activities and its capacity to achieve gender and diversity objectives. He or she is responsible for the conceptualization, coordination and evaluation of all gender and diversity measures, as well as for communication concerning current and planned diversity measures within the department and TUM, as a whole.

› www.sg.tum.de/fakultaet/diversitaet

Hiam Tarzi-Schams, Diversity Officer



TUM School of Life Sciences Weihenstephan (WZW)

The TUM School of Life Sciences Weihenstephan (WZW) actively pursues equality at all levels and in all areas of the institution.

The school endeavors to make its degree programs attractive to female and male students alike. Statistically, however, women at higher levels of qualification tend to drop out, a phenomenon often referred to as the “leaky pipeline”. While the benefits of the TUM Faculty Tenure Track system for female junior scientists at WZW are clear, women continue to be underrepresented in professorships, even in areas of specialization with a generally high proportion of female students, such as the nutritional sciences or biology. Changing this trend over the long term requires the targeted support of female junior scientists. The goal is to pave the way for female junior scientists and to facilitate their ability to combine academic life and parenthood in the “rush hour” of life. Suitable study and working conditions and solutions for conflicts between professional goals and the desires and

obligations of family life must be developed for female post-docs and early career scientists. The TUM School of Life Sciences Weihenstephan supports the financing of temporary employees during parental leave under consideration of specific working conditions so that – by extending maternity protection – the absence of pregnant employees, who are prohibited from working in the laboratory, can be compensated through the employment of temporary replacements.

The reconciliation of work/study and family is supported by a variety of complementary services provided by TUM Family Service at the Weihenstephan campus. This includes advising, babysitting and emergency care services, holiday care, day nurseries (Krabbelstube Weihenstephan and Dr. Gudula Wernecke-Rastetter Kindervilla) and TUM after school care. The goal is to offer flexible, professional childcare facilities located close to the campus and tailored to individual needs. As such, the TUM School of Life Sciences Weihenstephan

continuously develops new concepts for the expansion and supplementation of its childcare services: In the year 2014, the group daycare “Glückskinder” was opened in cooperation with two organizations from Freising. The facility provides daycare for children 9 weeks and older, as well as temporary care for visiting children. But children are not the only family responsibility. The care of elderly relatives (elder care) has become increasingly important and promises to be more so in the future. As a possible response to this growing need, the WZW envisions the holistic approach of “science & care”, an innovative and future-oriented, multigenerational day-care center .

New models of flexible part-time study represent another way in which the WZW demonstrates its commitment to diversity and family. The summer semester 2015 marks the start of the master’s program “Environmental Planning and Engineering Ecology”. The new degree program model provides maximum flexibility to students by allowing them to choose from semester to semester what percentage of their time to devote to their studies (50%, 66%, 100%). This enables students to react quickly to changes in their individual life circumstances. In February 2011, the WZW created the Office of Gender Management to centralize and network communications with all of its divisions and with the university as a whole, TUM Diversity and TUM Family, in particular, concerning matters of gender and diversity, study and scientific careers of women, and work-life balance. The office integrates organizational, coordinative and conceptual activities and supports WZW’s Gender Equality Officer in its efforts to raise awareness of the relevance of gender within the field of science, at the WZW and the university itself.

› www.wzw.tum.de/index.php?id=40

Dr. Stephanie Handschuh-Heiß, Office of Gender Management

Gender & Diversity at TUM Graduate School (TUM-GS)

Openness, mutual appreciation and equal opportunity form the basis of scientific progress and excellence in research, as well as in science management and administration. Diversity fosters creativity, productivity and innovation. Since its foundation in 2009, the TUM Graduate School (TUM-GS) has been committed to establishing gender and diversity-friendly institutional structures and a culture of mutual respect in daily work and research activities at TUM. Personnel at all levels of the TUM-GS are involved in the conceptualization and implementation of its diversity strategy. The TUM Graduate Dean, as head of TUM-GS and member of the TUM Extended Board of Management, represents the TUM-GS and its interests inside and outside the university. The managing director of the TUM-GS also serves as a member of the TUM Gender and Diversity Board (GDB), ensuring the two-way flow of information both from the doctoral candidates to the board and from the board into the graduate school’s diversity strategy and policy. The TUM-GS’s commitment to diversity is reflected in its diversity target agreements.

The sustainable promotion of gender equality and the reduction of gender stereotyping in research, education and science management are as much a part of the active principles of the TUM-GS as the sustainable establishment of a friendly, welcoming culture for international doctoral students and their families. In order to fully support our talents at TUM and further increase their number, the TUM-GS commits to diversity-compatible public relations work and language and promotes gender competencies as key qualifications for its members. In cooperation with other TUM departments, the career pipeline “master-doctorate-postdoc” will be made more open and attractive to female junior scientists.



A family-friendly design of research and work conditions for junior scientists is one quality criterion for the doctorate at TUM. In close cooperation with TUM Family Services, the TUM-GS offers target group-oriented advisory services and organizational and financial support to improve the reconciliation of family, career and research. In addition to childcare services for all events and emergency childcare service, the TUM-GS offers financial support for research visits abroad in the form of an additional stipend within the scope of its internationalization measures. The TUM-GS final phase stipend provides support to doctoral candidates in the final phases of their dissertation, if they require an extension due to family responsibilities such as pregnancies, parental leave or the care of relatives.

› www.gs.tum.de

Zizheng Zhang, Diversity Project Manager



Equality in the Collaborative Research Centers (SFB)

Every contemporary research proposal must address the concerns of gender and equality. Meanwhile, the planning and implementation of gender mainstreaming have become a defining aspect of high-quality research management, according to the German Research Foundation (DFG). In keeping with the equality requirements of the DFG, TUM’s Collaborative Research Centers have allocated resources to implement gender equality measures.

TUM Diversity serves as a point of contact for individual consultation and as interface with the SFBs concerning their gender activities in order to establish synergies with TUM ForTe.

› www.diversity.tum.de/beratung/diversity-consulting/

Excursus: Gender Awareness Training

In cooperation with the “Carl von Linde Akademie”, TUM Diversity offers seminars to raise the awareness and sensibility of students and doctoral candidates for issues of gender equality.

› www.diversity.tum.de/karriere-und-weiterbildung/trainings/

The aspects of gender and diversity are a significant component of the training in the TUM-wide research and science management program of the Chair of Research and Science Management. The program offers the following courses:

To further strengthen gender and diversity competence at TUM, the team of the Chair of Research and Science Management offers continuous training on professional personnel selection starting in the summer semester 2015. This training for professors with the additional module “Genderkompetenz in Berufungsverfahren” (Gender Competence in Recruitment Processes) is developed in close cooperation with the TUM Gender Equality Officer and TUM Diversity.
› <https://www.rm.wi.tum.de/wissenschafts-management>

Course	Diversity focus
Die besten Talente finden (Finding the best Talents). Mitarbeiterauswahl und Diversität (Employee Selection and Diversity).	Gender, nationality
Finding the best talents. Employee Selection and Diversity: For International PostDocs.	Nationality
Führend Wissen schaffen (Generating Knowledge as a Leader). Führungsstil und Führungskompetenz (Leadership Style and Leadership Competencies).	Leadership of diverse teams
Erfolgsgarant Netzwerk (Networking as Success Guarantee). Strategische Netzwerkkompetenz für Management und Karriere (Strategic Networking competencies for Management and Career).	Gender
Newly appointed professor? Tools and clues for a successful start at TUM (in English and German)	Leadership of diverse teams, starting aid for international scientists
Persönliche Führungsprofile (Personal Leadership Profiles)	Leadership of diverse teams
Mitarbeitergespräche erfolgreich führen (Leading successful Performance Reviews with Employees).	Leadership of diverse teams
Communicating across cultures	Nationality
Gemeinsam Wissen schaffen: Effektive Teamarbeit (Generating Knowledge together: effective teamwork)	Working together in diverse teams
Welcome to TUM for international Postdocs	Nationality



TUM.Family

TUM.Family Services provides support to TUM students and employees with families. We offer personal and individual advising at all three TUM campuses on combining family, job and study. Our goal is to improve the work-life balance at TUM by expanding its family-friendly structures.

Childcare Facilities at TUM

Childcare facilities
TUM offers childcare facilities for the care of students’ and employees’ children at all three campuses. TUM has invested more than € 10 m toward this end in recent years. Following is a comprehensive list of institutional childcare services:

TUM Munich campus

- *R.U.F.-Mäuse, day nursery*
(Age: 0—3 years), 2—8 spots for children of TUM employees
- *Pfifferlinge, day nursery*
(Age: 1—3 years), 20 spots for children of TUM employees and students
- *Municipal kindergarten Friedrich Schiedel*
(Age: 3—6 years), 24 spots for children of TUM employees

TUM Garching campus

- *Ingeborg Ortnher-Kinderhaus*
day nursery spots (Age: 1—3 years) kindergarten spots (Age: 3—6 years), 36 day nursery spots and 22 kindergarten spots for children of TUM employees and students
- *Sonnenkäfer*,
day nursery (Age: 1—3 years), 12 spots for children of TUM employees and students

TUM Weihenstephan campus

- *Glückskinder*
day care (Alter: 0—3 years), 3 spots for children of employees and guest researchers
- *Dr. Gudula Wernecke-Rastetter Kindervilla*
day nursery (Age: 1—3 years), 25 spots for children of TUM employees and students
- *Krabbelstube Weihenstephan*
day nursery (Age: 1—3 years), 12 spots for children of TUM employees and students
- *Kinder(t)räume Weihenstephan*
kindergarten (Age: 2—6 years), 30 spots for children of TUM employees and students
- *Company crèche Weihenstephan*
(school children from 6—12 years), 16 spots for children of TUM employees

In addition to our regular spots in childcare facilities, we also offer day care personnel, nannies or au pairs for new employees and visiting researchers or employees, who



require particularly flexible arrangements as they join the university during the academic year. Moreover, all TUM members receive advice on external childcare options and are supported in finding suitable arrangements.

Emergency Care Services

In order to help TUM employees and students reconcile work or study-related and family-related obligations, TUM.Family Services in the Munich/Garching area assists in arranging emergency care services within 24 hours and bears the costs of arrangement.

Babysitters and Day Nannies

Our office cooperates with HalloBabysitter.de to provide flexible childcare services. HalloBabysitter.de is one of the largest online job portals for babysitters and day nannies in the German-speaking area and has 15 years of experience in arranging childcare services. Babysitters and day nannies are selected based on individual criteria (e.g. place of residence, emergency care services, language skills). The portal also serves as a platform for posting search ads for babysitters. To use the service, you must request login details for a premium account from TUM.Family Services. Costs for this account are

covered by TUM. Moreover, a pool of school students is available as babysitters for members of TUM's Weihenstephan community.

Schools

Advising is available for all employees and students with school-age children on selecting the right state, municipal or private school in and around Munich. We offer information about not only the Bavarian school system but about international and bilingual schools, as well.

TUM Holiday Care

TUM.Family Services offers the holiday program “Bewegte TUM-Ferien” to school children of TUM students and employees. This program is continuously growing and intermittently offers a holiday program for kindergarten children (age 3 to 6), as well, in summer. The TUM.Family Services team will happily provide further information on its holiday programs for children and adolescents at TUM and in Munich and the surrounding area.

Children's and Family Rooms

Various schools and departments at all three campuses provide rooms for parents and children, where parents can take care of their children in case of emergency, e.g. if their regular babysitter or nanny has had to cancel. Flexible, part-time care service by professional childcare personnel is also available in these rooms outside of regular business hours, on days when regular childcare is closed, or in special work or study-related situations. This service is subsidized by TUM.Family Services and the TUM schools and departments. This service is available on an hourly basis to students and employees visiting seminars/lectures or working on scientific projects.

Family and Child-Friendly Infrastructure

TUM continually develops and enhances its family and child-friendly infrastructure to include facilities such as changing tables and rooms for nursing and for children.



Care of Family Members

Another focus of our activities at TUM.Family Services lies on the care of relatives. We offer advising and support to TUM members on all questions regarding the care of family members. Thanks to a new contract with “ElternService AWO” advising and arranging the provision of care for relatives can now be sought through the hotline of “ElternService AWO”. Costs for the consultation and arrangement are covered by TUM.Family Services. In emergency situations, “ElternService AWO” can arrange a qualified care service for relatives in need of care within 24 hours (on business days). In addition, all TUM members can use the online care portal of “ElternService AWO” to access information on all relevant services and legal regulations.

Events

At our “TUM.Family informiert” (Get Informed about TUM.Family) events, qualified speakers regularly provide information about current topics regarding the balance of family and work/study. Our focus in the winter semester is “Care for Family Members”. Every semester, TUM. Family Services, in cooperation with the Student Union Munich, organizes the discussion group “Studieren mit Kind” (Studying and children). The group’s network also organizes inter-university events for students with children.

Success Factor Family

TUM has been a member of Success Factor Family network since 2008. The network is a joint initiative of the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) leading German industrial associations (BDI, BDA, DIHK, ZDH) and the Confederation of German Trade Unions (DGB). It regards itself as central platform for companies and institutions interested in or already committed to a family-centered human resources policy. The network’s membership currently includes some 5,596 companies and institutions.

The network supports companies and institutions to implement ideas and measures for the successful integration of work and family. Its office works with a number of facilitators to sensitize companies and institutions in Germany to the benefits of improved family policy. At regular company days, current issues of work-life balance are discussed with the German Minister of Family Affairs and other representatives from politics and industry.

› www.diversity.tum.de/familie

Alexandra Schulz, Monika Laschinger, TUM.Family

Excursus I: From Soccer Camp to Award-Winning TUM KidsCamp

Initiated by Prof. Dr. Claudia Kugelmann in 2011, the Kids Soccer Camp project has since become a fixed date on the TUM calendar. The project originally took place under the auspices of the one-time TUM Gender Center and comprised a one-week training unit for students of sport and health sciences with the kids camp as the practical component.

The soccer camp took place for the first time in September 2011 and was met with great enthusiasm from the start. Positive feedback from students, kids and parents, alike, was so overwhelming that the program was further developed and a camp offered in the Easter holidays, as well. For the first time, there was also a soccer camp just for girls.

This trial run was a valuable experience: The idea of a mixed soccer camp and a girls-only soccer camp was well received, yet the number of boys taking part in the camp continued to outnumber that of girls. It became clear that the division of the camps compromised the initial concept of “playing together” and that the program was in need of further development.

Project leaders Dr. Carolina Olufemi and Kathrin Lehmann fundamentally reworked the project in 2012. The concept of “playing together” was still the absolute priority, and thanks to the re-alignment, it was even exemplified by “implementing together” on the organizational level.

The student-training component of the sport science program was extended to two weeks and encompassed not only soccer but other sports, as well. Training was also expanded to include the development and design of a sports week for kids. What is more, the training was integrated into the department’s curriculum as an elective module, enabling students to earn credits



and simultaneously creating new opportunities for the children of TUM employees. Voila! TUM KidsCamps were created.

As a result of the new program structure, cooperation with TUM Family was intensified, so that the two sports weeks (April and September) were added to TUM Family’s official children’s holiday program. “From TUM for TUM” is a perfect description of the sustainable and holistic study and practice model.

Dr. Carolina Olufemi and Kathrin Lehmann were awarded the Ernst-Otto-Fischer teaching award for innovative teaching in 2013 for their newly designed program, ensuring the continuation of TUM KidsCamps. The project leaders continued to enhance the quality of the training program and were again supported by the TUM Teaching Endowment Fund, which enabled the inclusion of experts in voice training and PR and marketing in the program.

The expansion of the sports camp to include two different types of sport each day has attracted even greater numbers of children – increasingly girls – to the

TUM KidsCamps. Soccer, after all, is not the only sport kids love, and now the camp offers lovers of other sports a place in the two holiday weeks at the University Sports Center. The camp is expanding continuously.

To date, more than 100 students have completed the training program and more than 500 children have visited the TUM KidsCamps – and the numbers are growing. The 10th camp will take place in April 2016, an anniversary to be celebrated by all involved.

The project is an example of continuous, award-winning concept development and demonstrates the potential for projects initiated with start-up financing to become self-supporting. The TUM KidsCamp has also been incorporated in the department’s target agreement and the concept of “playing together” has become as much a part of our philosophy as “From TUM for TUM”.

› www.sportdidaktik.sg.tum.de/index.php?id=1585

Kathrin Lehmann, Dr. Carolin Olufemi, Department of Sport and Health Sciences

Excursus II: Munich Dual Career Office – Demand and Services, Goals and Accomplishments

Unsere Partner:



The Munich Dual Career Office (MDCO) was established to support the partners of highly qualified TUM personnel and TUM network partners in science and industry. 72% of demand for MDCO services derives from partners of newly recruited TUM personnel from partners of TUM early-career scientists, with 6% coming from partners of established TUM professors and 22% from partners of employees of institutions in the broader TUM Network.

MDCO offers a comprehensive range of professional support as a central element of its innovative recruiting and personnel retention strategy. Our services include comprehensive advising focused on the (re)integration of dual career partners on the job market, individual career planning, as well as opportunities for further education and development. We also provide assistance in practical matters, such as finding a place to live, bureaucratic processes, professional development programs, language courses, leisure activities, cultural and social events, as well as mobility options. More than all of that, the MDCO also serves as a communication platform. By organizing regular events, it creates an opportunity for exchange among dual career couples to facilitate their integration into networks within and outside of the university.

The MDCO actively pursues its gender and diversity objectives through a variety of approaches, operationally through its individual advising and counseling, conceptually through its cooperation with the Dual Career Network Germany, and, finally, within the scope of its public relations work and events.

The MDCO has been particularly instrumental in the recruitment of female professors. Its dual career advising and support of the partners of recruited employees has made TUM more attractive to top-level female scientists, whose male partners are statistically less inclined to follow their wives and risk limitations to their own careers.

The MDCO's advising services for female partners (74%) directly promotes women's careers. These women are both scientists and professionals from different career sectors, whose résumés are often characterized by gaps resulting from relocations for the sake of a partner's career and family-related matters. The Munich Dual Career Office has helped these women in numerous cases to successfully re-integrate into the job market or even resume their scientific careers. The support of the careers of men makes up the remaining 26 % of the office's work.



The MDCO was chosen as a best practice example for the database of the German Research Foundation (DFG). The database provides a special information system for measures fostering equal opportunity in science. Furthermore, the MDCO received a “Good Practice” award for its achievements in the area of gender & diversity and was integrated into the database of the EU project “GenCo” (Gender Competencies in Business and Science), whose focus lies on the improvement of equal opportunity competencies in HR management.

Since 2008, the MDCO has registered 505 requests for its advising services, resulting in approximately 418 advising processes in the area dual career. In total, 443 processes have been completed so far. The number of cases currently in processes at the MDCO has steadily increased due to the extension of its target groups, in particular, through the introduction of the TUM Faculty Tenure Track Model, the performance-oriented career model for junior scientists with international experience, as well as to the expansion of the network, which currently comprises some 26 partners.

› www.dualcareer.tum.de/mdco-home/

Malah Wittmann, Lydia Eichmann, Munich Dual Career Office



TUM Faculty Tenure Track

TUM faculty – both male and female – should be able to balance their career and family. To this end, the university has implemented a variety of measures, among them the TUM Faculty Tenure Track system, which is designed to meet the needs arising from familial obligations by offering special work-time models and consideration of the family situation in performance evaluations.

Parental Leave and Leaves of Absence

During the tenure phase, TT faculty can be granted parental leave or a leave of absence to care for an underage child in line with the relevant legislation (parent tenure clock extension). In such cases, the tenure phase will be extended at the researcher's request to take account of the period of leave. For parental leave, an extension of up to four years may be granted, while for other leave the maximum period is three years. The dates for status assessments and tenure evaluations are correspondingly extended.

Part-Time Professorship

During the tenure phase, assistant professors can apply for a part-time work arrangement in line with the relevant legislation in order to care for an underage child (part time tenure clock extension). Two different arrangements are possible: During parental leave, the assistant professor can work (part-time) for up to 30 hours per week. Alternatively, their working hours may be reduced for a leave of absence to care for an underage child; in this case, part-time employment for at least 8 hours per week is possible. With both arrangements, the tenure phase will be extended at the researcher's request to take account of the duration and scope of the part-time employment; however, the maximum extension is four years. The dates for status assessments and tenure evaluations are correspondingly extended.

Family Care

TT faculty who need to care for a family member may opt for part-time employment or a leave of absence in line with the relevant legislation (elder care). In such cases, the tenure phase can be extended at the researcher's request for the corresponding period of time. The dates for status assessments and tenure evaluations are correspondingly extended.

Performance Evaluation

The candidate's personal and family commitments (e.g. parent sabbaticals, care of a family member, other services to the general public) are suitably factored into the performance evaluations.
[› www.tum.de/die-tum/arbeiten-an-der-tum/berufungen/tum-faculty-tenure-track/familie-karriere/](http://www.tum.de/die-tum/arbeiten-an-der-tum/berufungen/tum-faculty-tenure-track/familie-karriere/)



Prof. Dr. Jia Chen PH



Prof. Dr. Anja Rammig WZW



Prof. Dr. Kathrin Lang CH



Prof. Dr. Corinna Hess CH



Prof. Luisa Menapace, Ph.D. WZW



Prof. Dr. phil. Ruth Müller MCTS/WZW



Prof. Dr. Natalie Germann WWW



Prof. Dr. Yolanda Demetriou SG



Prof. Dr. Mirjana Minceva WZW



Prof. Dr. Christina Zielinski ME



Prof. Dr. Nicole Megow MA

TUM Tenure Track – Women (As of: summer semester 2015)



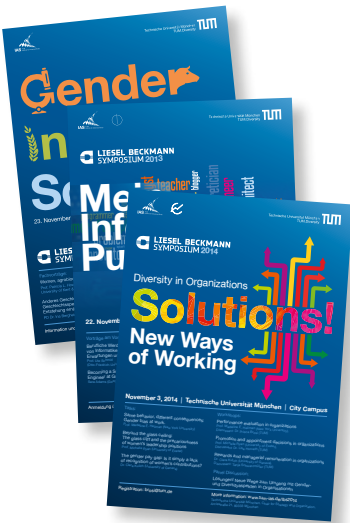
Gender in research

In the course of recent decades, gender research in Germany has become an integral element of research across the disciplines. What was initially at home in the cultural sciences, humanities, social and educational sciences has now made its way into the natural sciences, engineering and medicine. Its increasingly recognized potential to enhance our knowledge and capacity for innovation has made gender an essential component in research planning design.

Liesel Beckmann Symposium

Organized by TUM Diversity in cooperation with the TUM Institute for Advanced Study (TUM IAS), the Liesel Beckman Symposium has taken place annually under a different thematic focus since 2007.

2014	Diversity in Organizations
2013	Mein Informatik Puzzle (My Informatics Puzzle)
2012	Gender in Life Sciences
2011	Gender und Diversity in die Cluster (Gender and Diversity in the Clusters). Neue Forschungsfelder für die TUM (New Research Areas for TUM)
2010	Gender in den Wirtschaftswissenschaften (Gender in the Economic Sciences)
2009	Gender in der Lehre (Gender in Teaching)
2008	Gender in der Medizin (Gender in Medicine)
2007	Gender- und Diversity-Aspekte in der Technikkultur (Gender and Diversity in Technological Culture)



The symposium aims to generate new ideas and concepts for gender and diversity-related research at TUM and to promote internal and external networking. With its national and international keynote speakers, the symposium serves as an opportunity to establish regional and transnational research collaborations concerning Gender & Diversity.

› www.diversity.tum.de/veranstaltungen/liesel-beckmann-symposium

Anna Boyksen Fellowships at the TUM Institute for Advanced Study (TUM-IAS)

Male bodies react differently than female bodies and children's bodies differently than adults'. When medical studies fail to take this into consideration, it can lead to sometimes grave consequences. Designing the safest cars also requires engineers to consider the differences in size and weight of male and female drivers. Not to do so makes even the seat belt a potential risk in accidents. In short, ignoring people's natural diversity can lead to dangerous and very often expensive consequences. To strengthen the focus of TUM research activities on diversity, the TUM Institute for Advanced Study (TUM-IAS) inaugurated a special fellowship. The Anna Boyksen Fellowship is intended for outstanding international researchers working in cooperation with a TUM research group to explore gender and diversity-related problems within the natural sciences, engineering, life sciences and medicine.

In keeping with the fellowship's aim to promote scientific cooperation, applicants submit proposals under the auspices of a TUM "host" professor. The award offers funding and material resources. The amount of the award is determined in accordance with the individual duration of stay. Applicants may be nominated year round. Duration of the fellowships is two years, during which time fellows are to spend approximately three to six months at TUM. This period of stay can – as with all TUM-IAS fellowships for international scholars – be

divided into several shorter or longer visits to enable researchers greater practical flexibility in carrying out their research and enable a positive work-life balance. In exceptional cases, top-level scientists who are unable to stay at TUM for several months may be supported for shorter stays as Visiting Fellows with travel and accommodation.

The fellowship is named after Anna Helene Boyksen, the first female engineering student at TUM. In 1906, after the German Reich opened its universities to women, Boyksen enrolled in an electrical engineering program, passing the intermediate exam in 1908. Boyksen went on to study economics and law, even after her marriage, and completed her doctorate in Erlangen.

Fellowships awarded to date (as of May 2015):

- Prof. Madeline Heilman, Department of Psychology, New York University (Host: Prof. Isabell Welpe, Chair of Strategy and Organization, TUM School of Management)
- Prof. Giovanni Boniolo, Dipartimento di Scienze della Salute, University of Milano (Host: Prof. Mariacarla Gadebusch Bondio, Institute for History and Ethics of Medicine, TUM School of Medicine)
- Prof. Regina Ensenaer, Experimental Pediatrics with main focus on metabolic processes, Heinrich-Heine University Düsseldorf (Host: Prof. Renate Oberhoffer, Chair of Preventive Pediatrics, TUM Department of Sport and Health Sciences)

› www.tum-ias.de/how-to-apply/anna-boyksen-fellowship.html

Anna Fischer, Program Manager, Institute for Advanced Study

Anna Boyksen Fellowship of the TUM Department of Sport and Health Sciences



The rise in recent years in what are known as diseases of civilization has made research in prevention through lifestyle intervention an important focus of the TUM Department of Sport and Health Sciences. Contemporary intervention programs are largely gender-specific in design, however, and have, as yet, failed to consider one very sensitive phase of life, namely, pregnancy. Physiological changes during pregnancy are accompanied by a number of pathologies subject to modification through changes in lifestyle. Gestational diabetes, for example, is one such pathology whose prevalence has increased to such levels as to warrant the introduction of general screening measures in 2012. Affected women suffer not only from impaired metabolism but can also experience blood vessel transformations that, if left untreated, may result in increased cardiovascular risk leading to early-onset arteriosclerosis. But that is not all. There are also risks to the unborn child, whose metabolism and cardiovascular system can also show after-effects that may lead to long-term consequences, such as obesity and early-onset arteriosclerosis. The connection between changes in the

mother's metabolism and fetomaternal vessel damage has long been neglected by research. Anna Boyksen Fellow Prof. Regina Ensenaue has thus dedicated her interdisciplinary research to this question whose answers will affect an especially vulnerable patient segment. While the Chair of Preventive Pediatrics (host: Prof. Renate Oberhoffer) provides the expertise in the early and preventive examination of the vessel systems of mother and unborn child, Prof. Ensenaue supplies her expertise in metabolics. Ensenaue is professor for "Experimental Pediatrics with a specialization in metabolic processes" at Heinrich-Heine University Düsseldorf and deputy speaker of the graduate college "Vivid" (In vivo investigations in metabolic patho-mechanisms and diseases). The cross-disciplinary potential of this issue, in particular, with its early-preventive and transgenerational approach to research involving pregnant women and unborn or newborn children, places it squarely in the field of gender and diversity research. The goal of the collaborative research is to examine the development of vascular transformation in pregnant women with gestational diabetes, as well as any potential vascular and metabolic transformation in their descendants. The corresponding patient collective will be examined in the center for mothers and children "RDI" (lead by Prof. Schneider). Results of the research will lead to the development of early-preventive measures to minimize the risk of secondary diseases such as obesity and cardiometabolic disturbances in both the mothers and their children.

Prof. Renate Oberhoffer, Chair of Preventive Pediatrics

Research Alliance "ForGenderCare"

In summer 2015, the Bavarian Research Alliance "Gender und Care - Dynamiken von Fürsorge im Kontext von Institutionen, Praxen, Technik und Medien in Bayern" (ForGenderCare) was launched. Coordinated by LMU, the alliance consists of 12 sub-projects carried out by working groups at 8 Bavarian universities and selected independent research institutes. Three sub-projects are carried out by TUM faculty members, Prof. Mariacarla Gadebusch Bondio, Prof. Claudia Peus and Prof. Susanne Ihlen. The Bavarian Ministry of Science funds the association with more than three million euros. (Source: TUM Campus, 2/2015)

› www.forgendercare.de

Gender-Specific Research in Medicine – Some Medicohistorical and Medicoethical Remarks

Gender difference and distinct differences in the way men and women deal with issues of health and disease constitutes an important area of medicoethical research. The following synopses of completed and recently launched projects at TUM's Institute for the History and Ethics of Medicine provide some insight into the field. The relation between personalized and gender-specific medicine is the subject of a recent publication by clinical and theoretical physicians, as well as representatives from philosophy, medical ethics and sociology.¹ In the past 15 years, personalized medicine has undergone significant changes, as is increasingly evident in

¹ ›Gendermedizin‹ Krankheit und Geschlecht in Zeiten der individualisierten Medizin (Hg. Mariacarla Gadebusch Bondio and Elpiniki Katsari), Bielefeld 2014, 210 pages. The project was created in Greifswald as part of the research association GANIMED (Greifswald Approach to Individualized Medicine). With the cardiac surgeon Elpiniki Katsari and Tobias Fischer, coordinator of the Greifswald Department for Ethics in Life Sciences at the University of Greifswald, the topic was dedicated a congress at Alfred-Krupp-Wissenschaftskolleg Greifswald in 2012. The anthology does not only present the results of the fruitful exchange, as female gender researchers from Munich could also be won for the book project and played a part in the publication.

clinical research, as well as in prevention and therapy. Which overlapping concerns and possible synergies of individualized medicine and gender medicine require analysis? Our approach begins with the recognition that the hormonal, molecular-biological and genetic uniqueness of individuals – both women and men – forms only one aspect of personalized medicine. Another central factor we must consider in our research is gender-typical behavior regarding health, the risks of illness and disease. For example, women and men perceive preventive measures differently, depending on age and social class, which results in gender-specific disease risk and mortality rates. The results of an interdisciplinary examination of these phenomena, published in the volume ›Gender Medizin‹ (Gender Medicine), show that gender-specific research must precede the development of an individualized medical approach, as they form the basis for genuinely more effective individualized prevention, healthcare and therapies designed to benefit women and men alike.

The Bavarian Research Alliance's "ForGenderCare"
Another field of our gender-specific research connects medical ethics, sociology and communication sciences. The project "Die Sorge um die Fürsorge: bis zum Ende über sich verfügen...Vorstellungen von Autonomie, Verantwortung und Vulnerabilität" is carried out at TUM and the University of Augsburg within the scope of the Bavarian Research Alliance "Gender und Care – Dynamiken von Fürsorge im Kontext von Institutionen, Praxen, Technik und Medien in Bayern" (ForGenderCare).

The sub-project examines if and how the concepts of autonomy, vulnerability, need for care and dependence are perceived and practiced by women and men. The patient decree, for example, offers patients the opportunity to make arrangements for the end of life. We want to know how gender, age and religion influence patients' decisions to draw up such a document. Our work will also investigate how such subjects as patient decrees, living wills and human dignity are dealt with

in the media? How does the discussion in the media differ from the professional discussion, the “expert debate”? Why are autonomy and self-determination a subject of public concern, while, mutual dependencies and the responsibility for people in need of care are the focus of discussions within the family and semi-public environments? On the basis of both written and verbal statements concerning patient decrees, the project performs a comparative analysis of lines of argument to understand the interplay of such factors as gender perceptions, denominational criteria and individual experiences. Results of the study not only constitute new research perspectives but can also be applied to enhance awareness campaigns and consultation services.

Finally, our research also examines intercultural and gender-sensitive consultation practices in hospitals. The issues of gender and diversity as challenges within a multicultural clinical reality forms the centerpiece of a pilot project to be launched in the fall of 2015. Initiated by the Institute for History and Ethics of Medicine and supported by TUM’s Anna Boyksen Fellowship, the pilot project takes a closer look into contemporary waiting rooms at university hospitals to get a first-hand impression of our continuously changing health care reality. Migrants, on the one hand, and private patients from the United Arab Emirates, Russia or other countries, on the other, are the most glaring example of some of these changes. The interplay of a variety of factors, such as cultural background, religious belief, gender and outlook, poses a challenge to doctors and nursing staff in “global” hospitals striving to deal competently with this diversity in a variety of situations. Together with Giovanni Boniolo (professor at the European Department of Experimental Oncology and at the Biomedical Humanities Unit, Milan) who will be cooperating closely with our institute as a visiting professor at the TUM Institute for Advanced Study in the course of the next three years, we plan to develop and organize workshops, seminars and coaching events on the subject of “Ethical

Counseling, Gender Issues and Cultural Diversities”. On this basis, it will be possible to establish models for a clinical consultation practice at the “Klinikum rechts der Isar” capable of meeting ever greater multicultural challenges.

When issues of gender and culture become the subject of research in medical ethics and medical history in their efforts to develop practicable approaches for implementation in hospitals, then theory, practice, human and life sciences meet. There will be time and space in busy everyday clinical life to handle culture and linguistic diversity creatively and competently. Effective patient care begins with communication, with reciprocal understanding between physician and patient. Our goal is and remains to provide better and more just, careful and respectful health care that takes human beings and their respective histories into consideration.

Prof. Mariacarla Gadebusch Bondio, Institute for the History and Ethics of Medicine



Professorship of Research and Science Management

At the Professorship of Research and Science Management, research projects are carried out in which gender aspects are the main focus:

BMBF Project

The research project “Auswahl und Beurteilung von Führungskräften in Wissenschaft und Wirtschaft – wie unterscheiden sich Männer und Frauen?” (AuBe-Führ) [Selection and Assessment of Leaders in Business and Academia – How do Men and Women Differ?] is a gender-based joint project (BMBF/EU) at the TUM School of Management (Professorship of Research and Science Management / Prof. Claudia Peus and Chair of Strategy and Organization / Prof. Isabell Welp).

The work of the project team with the focus on science (lead by Prof. Peus) centers on sensitizing male and female decision-makers in science to ensure the best talents are recruited, regardless of gender, and that these individuals are offered the best conditions to develop their full potential. As such, the project supports the overall objective of the AuBeFühr “Frauen an die Spitze” (Women at the Top) to develop and test innovative measures for the promotion of equal opportunity in

science and research. To this end, research on the factors influencing the selection and assessment of leaders in science was carried out between 2011 and 2014 using experimental methods.

National and International Symposia

In May 2013 the project team organized the international symposium “Perspektiven für Chancengerechtigkeit und Diversität am Wissenschaftsstandort Deutschland” (Perspectives for Equal Opportunity and Diversity in Research and Science in Germany) at the Technical University of Munich. Some 90 participants and speakers (among them Ministerial Advisor Christina Hadulla-Kuhlmann; Prof. Ronit Kark of Bar-Ilan University, Israel; Kathrin Zippel of Northeastern University, Boston, USA; TUM Senior Vice President of Diversity and Talent Management Prof. Klaus Diepold; and TUM Gender Equality Officer Dr. Eva Sandmann) presented current research findings and discussed sustainable strategies for equal opportunity and diversity.

In April 2014, the symposium “Selection and Assessment of Leaders in Business and Academia” took place with some 180 guests (among them Prof. Beate Schücking,

Rector of the University of Leipzig; Prof. Doris Klee, Vice Rector for Human Resources Management and Development of RWTH Aachen; and Prof. Simone Kauffeld, Vice President for Teaching, Study and Continued Education at TU Braunschweig). Participants experienced a forum for dynamic discussions and insight into current debates and challenges regarding the recruitment of women and men for leadership roles.

Workshops, Lectures and Consultation for Decision-Makers

In the years 2013 and 2014, under the auspices of the BMBF, the project team developed, piloted and carried out intervention measures based on the findings of their research. Germany-wide workshops were used to present new findings and current research approaches, as well as the most important steps and measures regarding personnel selection. A central aspect of the workshops focused on the practical implementation of these methods. Participants were given the opportunity to learn methods (such as the assessment of written application materials, interview methods, methods for decision-making) and discuss their individual questions. In the form of guest lectures at research institutes in the European area and individualized consultation, the project team informed and supported science managers, researchers and the interested public of their research.

The booklet “Gendergerechte Personalauswahl und -beförderung” (Gender-equitable selection and promotion of personnel) can be downloaded online at: www.abf.wi.tum.de

An edited volume entitled “Personalauswahl in der Wissenschaft” (Selection of Personnel in Academia) will be published by “Springer Verlag” in the fall of 2015. The book provides an overview of scientific findings and practical methods for the selection of the best talents – male and female – for science.

Project in the Bavarian Research Alliance “ForGenderCare”

In the next four years, the project “Fördert Fürsorge für Angehörige fürsorgliche Führung?” (Does providing care to relatives promote careful leadership?), under the leadership of Prof. Claudia Peus and Dr. Susanne Braun of the Professorship of Science and Research Management at TUM, will deal with the gender-specific consequences of leadership at the interface between private and professional life. The project is integrated in the research focus “Leadership & Leadership Development” of the professorship and combines leadership and gender theories to create an innovative approach for research on leadership and care. The project focuses on two research gaps decisive for company practice, as well as for leadership research. In the first step, the project examines how assuming care roles in private life (e.g. maternity leave, care of relatives) influences the evaluation of women and men in leadership positions and their actual leadership behavior. In a second step, researchers deal with the question of how careful leadership affects employee motivation and well-being.

Established theories on gender-specific roles in a leadership context and ethically-oriented leadership theories (Braun & Peus, 2014) form the theoretical foundation of the project. A series of studies will be carried out that includes a Germany-wide online survey of leaders and their employees, as well as causal analyses using laboratory experiments performed at TUM. The scientific goal of the project is the development and validation of an evidence-based model of care-oriented leadership, while its practical aspects comprise workshops for HR managers of companies in Germany focusing on leadership and care, and the publication of a brochure on leadership and care.

Braun, S. & Peus C. (2014). Wertschöpfung durch Werte? Vom Nutzen ethikorientierter Führung. PERSONALquarterly, 1/2014, 28-33.

Prof. Claudia Peus, Professorship of Research and Science Management



Chair of “Gender Studies in Science and Engineering”

The Technical University of Munich is committed to the integration of gender and diversity research into its predominant academic cultures of the natural and engineering sciences. This is consistent with the concept of a university of technology that integrates the acquisition of “gender competence” as a key qualification into its teaching and develops innovation potential for research, in particular, through interdisciplinary cooperation. To this end, the professorship “Gender Studies in Science and Engineering” (Prof. Susanne Ihlen) was created in the Department of Electrical Engineering and Information Technology in 2004. The professorship was integrated into the TUM School of Education in 2009 in order to expand its range of activity from strictly the field of engineering to include teacher training and educational research. We cooperate with all relevant TUM schools and departments and support universities, engineering departments, associations and industry, as well as the political sphere, all over Germany

and abroad. We promote scientific exchange with our partners in the social sciences, especially in the field of gender research, through publications and projects. Our research takes place through permanent work areas and third party-funded projects. These include:

Gender and diversity in student and professional life in the natural and engineering sciences, in particular, the sustainable recruitment of not-yet fully integrated groups; gender and diversity in the design of the instruction and curricula; the evaluation of existing development concepts with regard to their sustainable success; the further development of respective occupational profiles; as well as analyses regarding the career start, occupational objectives and career paths of men and women.

Gender and diversity in technological research and design: The question here is “Who researches for



whom?” Our projects deal with the concepts of mixed development teams, the continuous integration of users of innovative technological products and further development in the field of robotics for the household and care services.

Gender and diversity in (scientific) organizations: This project involves consultation and research regarding change management at universities and companies, as well as career opportunities and issues of female scientists and managers.

The field of gender studies is integrated into instruction in the engineering sciences, economic sciences and teacher training within the scope of bachelor’s and master’s programs. The goal is to convey to our future graduates interdisciplinary thinking for their jobs and the awareness that gender and diversity competence today already plays a major role for scientific, technological and economic success.

Project in the Bavarian Research Alliance “ForGenderCare”

Prof. Susanne Ihlen und Dr. Yves Jeanrenaud of the Chair of Gender Studies in Engineering Sciences conduct research within the framework of the project »Die Rolle einer gender- und diversityorientierten Technikentwicklung bei der Teilhabe von Senior/-innen im demografischen Wandel« (The Role of Gender and Diversity-Oriented Technological Development in the Participation of Senior Citizens undergoing Demographic Change). Goals of the project include the testing of a participatory research approach, the formulation of recommendations for action for scientific, economic and political players dealing with a society under demographic transition, as well as for developers of MINT degree programs and technical design processes. Demographic and social change poses great challenges to Bavaria as a territorial state and technology location: In the future, more and more people will require support in everyday life. Among other solutions, technology plays a central role. However, how needs-based are these solutions? Which communication and participation models are appropriate so that seniors with different needs and living situations can participate in the development of social change?

(Source: TUM Campus, 2/2015)

› www.gender.edu.tum.de

Prof. Susanne Ihlen, Gender Studies in Science and Engineering

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