

A ROCKET Resource: Whole-Institution Maps

Playful Pathways Towards Equity in Higher Education

Welcome to ROCKET

ROCKET is an innovative project co-funded by the Erasmus+ Cooperation Partnerships program. It seeks to develop a working concept for Critical Virtual Exchange which implements Role-Playing Games and Conflict Transformation. These novel modes of online interaction can aid participants to take on new perspectives and gain a deeper understanding of issues relating to Diversity, Equity, and Inclusion. In addition to students, the initiative offers educational formats aimed at teaching and administrative staff. Conceived by the universities of Göttingen, Groningen, and Uppsala, ROCKET seeks to improve European Higher Education while also connecting to local communities.

For more information visit the [ROCKET Website](#).

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A ROCKET Resource – Whole Institution Maps

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This resource was designed by the ROCKET project for academic and administrative staff in Higher Education. Particularly, it is geared towards people working at universities or similar research and education centers. The aim of this tool is to allow you to create an overview of supporting structures at your institution. Such an overview can benefit a diverse student and employee population, increase inclusion, and foster equal opportunities. Often, supporting structures for persons with different needs are in place, but not well-known or easy to find. Therefore, we here provide some practical tips and inspiration.

This resource was reviewed by the ROCKET Advisory Board and draws on discussions from the ROCKET trainings for teachers and administrative staff. We hereby express our gratitude to all those who have contributed to this document in one way or another and especially to the Community of Practice for Diversity and Inclusion at Groningen University for the original idea.

Text and concept by Cora Övermann. Design by Leoni Schweiger.

The Whole-Institution Principle

The Whole-Institution principle rests upon the fact that equity and inclusion in Higher Education (HE) cannot be achieved by focusing on one area of teaching or target group alone. Instead, efforts should address all actors in and around HE, including students, lecturers, administrative staff, and local stakeholders. Only when all of these actors work together can a more inclusive climate be created.

This builds on the “whole-school approach” developed by the World Health Organization’s Health Promoting Schools initiative (WHO, 1996) to promote student wellbeing. The Rethinking Learning initiative explains that “[w]hole school approaches broaden the focus of school-based interventions beyond the explicit curriculum” to include the people and contexts that support learners’ progress holistically (Singh and Duraipappah [Eds], p. 165, 2020).

While this approach has proven valuable, students are no longer the only intended target group. Academic as well as non-academic staff too can benefit from being familiarized with supporting structures. Following the example of Groningen’s Community of Practice for Diversity and Inclusion (University of Groningen, the Netherlands), the ROCKET project has thus designed two new Whole-Institution Maps (WIMs) as adaptations that can guide individuals towards valuable resources. Often, such university offers are already available and can help all target groups to overcome diverse barriers. However, not all offices and support systems may be well known or easy to find. Therefore, it is helpful to create a map of supporting structures to be shared among students, colleagues, and other interested parties within and beyond university.

How to Design Your Own Whole-Institution Map

In designing two new Whole-Institution Maps, the ROCKET team has attempted to account for a diverse HE population, as well as for intersectional challenges. Since teaching is becoming increasingly digital and the ROCKET project too operates with a Critical Virtual Exchange format,

tech support has also been considered. Below, you can find an inspirational list of what to include in your own WIM:

- Antidiscrimination services
- Career development offices and leadership organizations
- Counselors of all kinds
- Disabilities department staff
- Equal opportunities groups
- Health services
- International Offices / counseling and connection opportunities for international students
- Learning labs and writing centers/ workshops
- Life-long learning opportunities
- Psychological counseling
- Resources for parents on campus
- Student associations
- Study administrators and advisors
- Tech Services

In the following WIMs, contact persons and website links are directly included in the maps to make navigation as easy as possible. Yet, it is worth noting that keeping this information up to date involves effort that should best be thought of in advance. Therefore, we advise you to tie your map to a university website or working group. You may further consider which services are available in what language.

Experiences of Lecturers

In the ROCKET training for lecturers, participants were asked which services they have used in the past. Their answers may serve as a guiding light for your own map or work experience. Lecturers listed:

- Emergency psychological counseling in case of crisis, which may be available at university mental health care centers.
- International writing labs. Where writing blocks stem from deeper issues, it has proven fruitful to combine practical writing advice with psychological care.
- Any offers on student well-being, including opportunities for peer support.
- Services which cover basic necessities such as affordable housing, dining facilities, financial aid, and social counseling.
- The library and other places that can offer input on academic working methods, including research procedures, data management, and citation styles.
- Trainings that bridge the gap between HE and the job market, for example via fostering projects or teaching soft skills.
- Diversity and inclusion services that can check materials for accessibility, such as combability with a reading software. Offices for special needs can be particularly helpful here.

- Employee Resource Groups (ERGs), such as Hispanic/ Latino ERGs, LGBTQ+ ERGs, and Women's Leadership groups, which can strengthen networks of support, mentorship, and representation of diversity in HE.

Experiences of Administrative Staff

When discussing WIMs in the ROCKET training for administrative staff, several interesting points were raised, which may be worth taking into account as you design or implement your own map. Concretely, it was considered what is still needed to make university services more accessible:

- Information is difficult to find for students and staff members alike. Staff members are often better able to understand this system with time. The barrier of having to figure out HE and its mechanisms may be especially challenging to navigate for first generation students.
- Where services are located is crucial in a spatial and social sense. Students may be reluctant to use certain services if they are in highly visible areas. A great alternative is the option of using services from another faculty, since this offers more anonymity.
- Guidance from lecturers might be a good idea for students. Lecturers can indicate if certain resources are entry-level or offer advanced trainings. They can also share whether those offices have the capacity to take on newcomers or if they tend to be over-booked.

Example of the Whole Institution Map of the University of Groningen

Last Updated: March 2025

Welcome to the diversity and inclusion flowchart. Because we are such a large organization, finding the answer to your question: 'Where can I go for: ...?' may not be so easy. The flowchart below contains diversity and inclusion initiatives. The flowchart has four sections: training, support, connecting, and policy.

Training

If you are looking for training in diversity and inclusion (D&I), and specifically looking for:

1. improving language skills and intercultural understanding, tailor-made courses, testing services, and translations and written support, please visit the [Language Centre](#)
2. training for employees and managers on a variety of D&I themes, including social and personal safety, raising awareness of diversity and inclusion on the work floor, inclusive recruitment training, inclusive leadership training, Quality @ Work training, etc., please visit [HR](#)
3. Training through the Corporate Academy on [inclusive leadership for managers](#), [internationalisation and intercultural competence](#), and [Gender and Leadership](#) in Academia for PhD students
4. [summer/winter schools](#) on intercultural competence and D&I
5. working on the process of fostering a diverse and inclusive curriculum through a series of workshops using materials from the [EQUiP project](#), please visit the [EQUIPPING page](#)
6. modules for lecturers on inclusive education and active learning in the classroom and the UTQ and STQ, please visit [Educational Support & Innovation \(ESI\)](#)
7. for communities of practice and seminars on blended learning and inclusive education, visit the [Teaching Academy Groningen \(TAG\)](#)
8. [Course for PhD supervisors](#) with modules on neurodiversity, social safety, and cultural differences
9. [The Inclusive Teacher e-learning](#): A self-paced training for inclusive course design, pedagogy, assessment, and group work
10. Within [Faculties](#):
 - a. Faculty of Science and Engineering: intercultural training for TAs, lecturers, etc. and scientific academic skills
 - b. Faculty of Medical Sciences: interculturally competent U online modules
 - c. Faculty of Law: intercultural competence training, D&I training, social safety training

Support

If you are looking for support in D&I matters, for both students and/or staff, there are various resources and groups you can contact:

1. The [Ombudsperson](#): Are you dealing with problems as a staff member or a student and have no idea who to turn to? Then you can also call or email the independent Ombudsperson

2. The Confidential Advisor is the first point of contact for staff members and students who are victims of undesirable behaviour or discriminatory treatment, who witness or suspect malpractices within the organization, or who are involved in a work-related conflict
3. Occupational Health, Safety & Sustainability employs a variety of experts in the fields of work and organization, sick leave, staff welfare, occupational health and hygiene, ergonomics, the environment, occupational safety and radiation safety
4. The Advisory Committee for Students with a Performance Disability (ACF), which monitors and advises the Board of the University on policy for students with performance disabilities and is part of the project group for physical and digital accessibility
5. The study advisors from each degree programme at the University.
6. The Student Service Centre (SSC), which offers workshops, training, psychological support, etc. for students
7. Career Services, for expertise on job orientation and disabilities
8. The Student Wellbeing Portal, for points of contact, sources of support, and initiatives for students and their wellbeing
9. Support for studying with a functional impairment
10. HR website for staff about supporting students with a functional impairment
11. Information and feedback point regarding physical and digital accessibility at the UG
12. Resources for staff with care responsibilities: Work and informal care for employees
13. Inclusive Language Style Guide of the D&I Office, which provides explanations, tips and tricks on using inclusive language at the University

Connect

Perhaps you would like to connect with some colleagues on D&I topics. There are several options for this:

1. Across the University, then you could join the:
 - a. Community of Practice on Diversity & inclusion, organized by the Teaching Academy Groningen (also known as TAG)
 - b. Community of Practice on Wellbeing, organized by the Teaching Academy Groningen (also known as TAG)
 - c. EQUIPPING project, which supports the development of international classrooms
 - d. Young Academy Groningen (YAG), which aims to create a welcoming and inclusive working environment at the University of Groningen
 - e. Various D&I networks and interest groups
 - f. Peer groups for students to connect, including peer groups on AD(H)D, auditory impairment, autism, cancer, refugees, caretakers, parents, LGBTQIA+, and more
 - g. Self-organized groups across various faculties
2. Within faculties, then you could join:
 - a. the Young Arts Network (YARN) Decolonise Hub (for Diversity, Equity & Inclusion initiatives)
 - b. i-BSS (inclusion at the Faculty of Behavioural and Social Sciences)
3. Or internationally, then you could contact:

- a. the ENLIGHT project, which is an alliance of nine Universities focusing on piloting new learning formats

University Policy

Finally, there are various University policy initiatives on diversity and inclusion:

1. The University's diversity and inclusion policy statements and an action plan
2. The Language and Culture database, which aims to ensure consistency and transparency in expectations regarding language and intercultural skills for all UFO profiles (job classification system) at the University of Groningen
3. Occupational Health, Safety, and Sustainability regulations, which includes issues such as staff well-being and mental health, safe working environment, and the Committee for Language and Culture
4. The project for work opportunities for employees with a labour market disadvantage
5. The policy plan for those studying with a performance disability
6. The Integrity policy (such as the Zero Tolerance Statement, Code of Conduct, confidential advisor, etc.)
7. Information about physical and digital accessibility at the UG
8. The Code of Conduct for student associations and organizations
9. UG Strategic Plan 2021-2026
10. Strategy Education and Students (SES) which assists with developing and implementing strategic policy on education, innovation, quality assurance, students, research funding and internationalization of education at the UG
11. A list of D&I officers for the various faculties
12. The University's Language and Culture Policy
13. Digital Accessibility: General Guidelines for Digital Content
14. Within Faculties:
 - a. Faculty of Medical Science: UMCG committee for Language and Culture
 - b. Faculty of Science and Engineering: The policy plan and working group for students with disabilities 4
 - c. Faculty of Economics and Business: Inclusive Curriculum group, D&I task force, Inclusivision Stimulation Fund
 - d. Faculty of Law: Wellbeing, Diversity and Inclusion Office
 - e. Faculties' Strategic Policies

This overview is the product of a series of collaborative workshops initiated by the Community of Practice (CoP) Diversity and Inclusion (TAG) and other stakeholders within the UG community. For updates/additions, please contact: diversity@rug.nl.

Example of the Whole Institution Map of the University of Göttingen

So you want to learn new skills...

1. Intercultural Learning Lab: interkulturell@uni-goettingen.de
2. International Writing Center: schreiblabor@uni-goettingen.de
3. Life-long learning opportunities: office@udl.uni-goettingen.de
4. Ways to Study as a Refugee: gefluechtetenarbeit@uni-goettingen.de

So you want to be healthy...

1. Health Services: betriebsarzt@med.uni-goettingen.de
2. Psychological Counseling:
 - a. Psychological and Social Counseling Office
 - b. Psychotherapeutic Outpatient Clinic for Students
 - c. Counseling Office for University Employees

So you need practical advice...

1. Career development offices: career@uni-goettingen.de
2. Social Services: sozialdienst@studentenwerk-goettingen.de
3. Study Advisors: infoline-studium@uni-goettingen.de
4. Tech Services for Students: info@studit.uni-goettingen.de
5. Studying with disabilities:
 - a. Studying without barriers: katrin.lux@zvw.uni-goettingen.de
 - b. Advocates for students with disabilities: sbv@zvw.uni-goettingen.de
6. Financial Support:
 - a. Funding and Study Advisors: sjardtankred.seibert@zvw.uni-goettingen.de
 - b. Studierendenwerk
7. LGBTQ+ Services:
 - a. Counseling for Trans Students: transberatung@asta.uni-goettingen.de
 - b. Advisors for LGBTQ Students: beratung@equity-goettingen.de

So you want to connect with others...

1. International Office, integration and inclusion: julie.harris@zvw.uni-goettingen.de
2. Institute for Intercultural Communication
3. Student Associations:
 - a. General Student Board/ AstA: sekretariat@asta.uni-goettingen.de
 - b. Student translation service/ Conquer Babel e.V.: conquerbabel@gmail.com
4. Students Supporting Students:
 - a. Nightline: +49 551-3935991
 - b. Student to Student Coaching: s2s.coaching@posteo.de

So you want to know about university policy...

1. Conflict Management:
 - a. Central Conflict Management: konfliktmanagement@uni-goettingen.de
 - b. Conflict Management Advisors: ak-konfliktpraevention@zvw.uni-goettingen.de
2. Equal Opportunities:
 - a. Advisors each faculty
 - b. Advisor for the university: doris.hayn@zvw.uni-goettingen.de
 - c. Anti-discrimination counseling
3. Examination Offices (for each faculty)
4. Family Services:
 - a. Studying with a family: katrin.hansmann@zvw.uni-goettingen.de
 - b. Combining work and family life: familienservice@zvw.uni-goettingen.de

This overview was designed by Cora Övermann for the ROCKET project in 2025.

Example of the Whole Institution Map of Uppsala University

So you want to learn new skills...

1. Learn Swedish: basic@nordiska.uu.se
2. The Language Workshop: uppsala@sprakverkstaden.uu.se

So you want to check your finances...

1. General Information
2. Tuition Fees
3. Scholarships for Current Students
4. CSN (The Swedish Board of Student Finances)

So you want to be healthy...

1. Student Health Services: studenthealth@uu.se
2. Counseling
3. Student Health Support – National resources

So you want to connect to others...

1. Student Unions
2. Student Nations (Social Clubs)
3. International Students in Uppsala - Buddy Program: buddy@uskar.se

So you want to know Degree Requirements...

1. [General Students Counsellors](#)
2. [Programme and subject-specific advising](#)

So you want to know about university policy...

1. [Your Rights](#)
2. [Policies and Regulations](#)
3. [Structure of the University](#)
4. [Student Working Conditions](#)
5. [Ombudsman for grading](#)
6. [Equal Opportunities](#)

So you need support/ practical advice...

1. [General Study Counsellors](#): studiekarriar@uu.se
2. [Programme and subject-specific advising](#)
3. [Career Center](#)
4. [Studying with disabilities](#)
5. [LGBTQ+ Services through Specific Student Union](#)
6. [IT-Support for students](#): itsupport@uu.se

This overview was created by Josefin Westborg, and designed by Leoni Schweiger in 2025.