

European Universities Network on Multilingualism

Higher Education and Research on Multilingualism: Challenge or Opportunity?  
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**DIVERSITY MANAGEMENT:**

**A TOOL FOR DEVELOPMENT OF INCLUSIVE COLLECTIVE IDENTITIES AND ADEQUATE  
FRAMEWORK FOR MULTILINGUAL AND MULTICULTURAL SOCIETIES (?)**

**Abstract**

All contemporary societies are plural and diverse. Languages, cultures and ethnicities as well as different collective identities are just a few segments of these diversities, however, considering their potential social potency and impact very important ones. This paper explores the concept of diversity management as a possible normative, political, institutional and organizational framework and tool for the management of these and other diversities.

It pays special attention to the role of research and higher education institutions in this context - both in studying these phenomena (thereby providing the necessary scholarly basis for decision making and evaluation of policies and measures) as well as in teaching and training (in) languages and other relevant fields (in formal and informal programs and activities in the process of life-long learning) and in the promotion of multiculturalism and multicultural understanding that should be considered key contents and characteristics of inclusive and plural/multiple European identities, as a specific type of inclusive collective identities.

In this context, diversity management can be considered also the concept of and platform for strategies, policies and measures of multiculturalism and multilingualism that should contribute to the promotion of minority and regional languages, cultures and identities. Knowing languages (that should ideally materialize in bi-/pluri-lingual individuals and environments) and understanding multicultural communication as well as knowing of languages and understanding multilingualism and multicultural nature of societies should be considered necessary knowledge and skills in this context.

The paper discusses the role that research and higher education institutions can play in development, promotion and realization of strategies and policies of diversity management at the regional, national, continental and global levels that might contribute to the better self-image of diverse minorities (particularly minority language communities) and to their voluntary, equal and full inclusion and integration in the respective plural societies.