

## BAME Awarding Gap Action Plan

Priorities to be identified through completion of three evaluation ranking categories based on following matrix:

Action evaluation criteria / Level	Levels
Resource requirements	Low – Medium – High 1      2      3
Impact on equality	Low – Medium – High 1      2      3
Cultural difficulty	Low – Medium – High 1      2      3

### Sections:

Learning, Teaching and Assessment

Student Support and Wellbeing

Research and Innovation

Changing University Culture: Advocacy and Campaign

Staff and Student Recruitment

<b>Race Equality and BAME Awarding Gap Action Plan</b>		<b>Completi on date</b>	<b>Resource needs</b>	<b>Impact on equality</b>	<b>Cultural difficulty</b>	<b>Status</b>	<b>Owner</b>	<b>Support Team</b>	<b>Evaluation metrics</b>
<b>Learning, Teaching and Assessment</b>	Targeted student peer mentoring scheme	Apr 20	2	3	1	Complete	PVC Education	Library / SloE/Fac	F'back before/after
	Examine data to determine any PGR BAME awarding/success gaps	Apr 21	2	2	1	TBC	Dir DC	Doctoral college/ EDI	Develop targeted actions to address
	Examine data to determine any PGT BAME awarding/success gaps	Apr 21	2	2	1	TBC	PVC Education	EDI	Develop targeted actions to address
	Review scheduling of exams and assessment deadlines (e.g. provided on non-religious days)	Aug 21	2	2	3	In progress	CSO	Chaplaincy /Registry	NSS scores (satisfaction/ belonging)
	Establishing anonymous marking for all written assessment	Aug 22	2	3	3	TBC	PVC Education	Registry / SloE / IT	NSS scores (assessment)
	Assessment workshop session on assessment brief (all modules)	Aug 22	1	3	3	TBC	PVC Education	SloE / EDI	NSS scores (assessment)
	Student self-evaluation prior to submission	Aug 21	1	2	3	TBC	PVC Education	SloE	NSS scores (assessment)
	Formative assessment/activities in preparation for summative assessment (all modules)	Aug 22	3	3	3	TBC	PVC Education	SloE / Registry	NSS scores (assessment)
	Tailored student support based on learning analytics	Aug 21	3	3	2	In progress	PVC Education	SloE / IT / Hives	NSS scores (assessment)
	Produce infographic poster of 'Diversity of typical classroom'	Sept 20	1	2	1	In progress	EDI Lead	Comms / SloE	NSS scores (Belonging)

	Scale up of quantitative (meta-analysis) research on BAME awarding gap	July 22	3	2	1	In progress	Head HE	SloE / Strat Planning	Introduction of new interventions
	Focus groups to understand low satisfaction among BAME students	May 20	2	3	1	Complete - ongoing	VP Voice (SU)	SU / Educ Office	NSS scores (satisfaction/ belonging)
	Provide MEQ scores by student ethnicity (White/BAME) to departments/lecturers where possible (ensuring student anonymity)	Aug 21	2	2	3	TBC	Dir Strat	PVC Education	Gap reductions by module
	Inclusive teaching practices (training and implementation) – co-design with students	Aug 23	3	3	3	In progress	PVC Education	IoE	NSS scores/ gap/ quali
	Searchable library database to support diverse reading lists	Aug 20	3	2	3	Complete	VP Ext Eng	Library / SloE	NSS scores/ gap/ quali
	Decolonising curriculum (training and implementation through curriculum review) – co-design with students	Aug 23	3	3	3	In progress	PVC Education	Library / SloE / EDI	NSS scores/ gap/ quali
<b>Student Support and Wellbeing</b>	Develop mandatory 'Introduction to Race Equity' e-module for all staff and PGRs	Feb 21	1	3	2	In progress	AM	EDI / PCI	Feedback from staff / % of staff completed
	Develop 'Zero tolerance to hate' e-module for students	June 21	1	3	2	TBC	PVC Education / EDI Lead	EDI / PCI / Student Exp	Feedback from students
	Establish liaison group with Surrey police about management of race-related incidents, include student consultation	Sep 20	1	2	1	In progress	Head Security	Student Exp / EDI	Reduction in student encounters/ stop and searches

	SU Policy on appropriateness of song choices in Rubix	Sep 20	1	2	1	Complete	President, SU	SU	Student feedback/ attendance in Rubix/ ↓R+S
	Targeted peer mentoring scheme	Aug 21	2	3	1	In progress	CSO	CWB	Participant before/after
	Awareness building among students and staff about racism and impact of mental health (story-telling, talking heads on EDI webpage)	Dec 20	1	2	1	TBC	EDI Lead/AM A/Dir DC	EDI/ Marketing & Comms/ Doc Coll	↓R+S/ NSS scores (satisfaction)
	Improve diversity of staff at Centre for Wellbeing	Sep 20	2	3	3	In progress	CSO	CWB	Recruitment of new member of staff
	BAME student and staff network wellbeing events	Jul 21	1	2	1	TBC	EDI Lead	EDI / Events	Feedback from events/ NSS scores/staff survey
<b>Research and Innovation</b>	Set up race/ethnicity research network	Sep 20	1	1	1	In progress	EDI Lead	R & I	Collaborative applications/ joint events
	Peer mentoring scheme for PGR students and Early Career Researchers	Aug 21	2	2/3	1	In progress	PVC Education	Doc Coll	Participant before/after
	Investigate establishment of studentship programme for BAME student/s	Aug 21	2	2	2	In progress	PVC R & I	R & I/ Doc Coll	No of studentships awarded/ students completing
	Establish safe space for PGRs to discuss experiences of racism	Aug 20	1	2	1	Complete	PVC R & I	Doc Coll	PRES scores (satisfaction)

Changing University Culture: Advocacy and Campaign	Access to more detailed data to improve monitoring capacity of inequalities in student outcomes (including disaggregation of BAME groups)	Aug 20	2	2	2	Complete	Dir Strat	Strat Planning/SIOE/EDI/WP&O	Accessibility and reach
	Set up mentoring relationship with another university as their beacon activity (KCL, Bristol, Kingston)	Dec 20	1	1	1	In progress	EDI Lead	Student Exp/ SIOE	No. of activities and reach
	Networking with TASO to learn about sector best practice	Jan 21	1	1	1	TBC	PVC Education	Student Exp/ SIOE	No. of activities and reach
	Strong EB commitment – Race Equality champions from Senior Management	Jan 20	1	2	2	Complete	PVC Education	EB / EDI	EB in Uni EDI Lead roles
	Set up Anti-Racism staff and student working group and development of action plan	Aug 20	1	3	1	In progress	EDI Lead	EDI	Feedback/ implementation of A-R AP
	Improving internal communication around issues of diversity and culture (website, emails, regular features)	Dec 20	1	2	1	In progress	EDI Lead	Marketing & Comms / EDI	Greater awareness of events/ programme across staff/ staff survey
	Appropriate EB KPI on BAME Awarding Gap with specific KPI for relevant leadership	Mar 21	1	2	1	In progress	PVC Education	EB	KPIs for EB
	Alumni banner campaign for campus (including strong representation from BAME alumni)	Mar 21	1	2	2	TBC	VP Ext Eng	Comms / Advancement	NSS scores/staff survey (satisfaction)
	Digital and physical poster materials celebrating our BAME students and alumni and their achievements (overlapping with the previous one)	Mar 21	1	2	1	In progress	VP Ext Eng	Comms/ Int Eng Office	NSS scores/staff survey (satisfaction)

Permanent artwork to celebrate Black Lives Matter	Feb 21	1	3	2	In progress	VP Ext Eng	E&F / Comms	NSS scores/staff survey (satisfaction)
'Surrey BAME Powerlist' – Celebrating most influential BAME leaders in the communities we work with	Dec 21	2	2	1	TBC	EDI Lead	Comms / Events	Feedback from events/ mentoring opportunities
Equality conference (focus on race)	Aug 20	2	3	1	Complete	H Vet Med	Vet School/ EDI	Feedback from events
Celebratory relevant events throughout year (cultural, faith etc.)	Aug 21	1	2	1	In progress	VP Ext Eng	Comms / Events / SU	Attendance at events/ NSS scores
Develop webpages as a place to articulate action and a resource repository	Jan 21	2	2	2	In progress	PVC Education	EDI / Comms	Hits to page/staff awareness of action plan
Publish Race Equality and BAME awarding gap stats and action plan on website with up to date progress	Dec 20	2	1	1	Complete	PVC Education	EDI / Comms	Hits to page/staff awareness of action plan
Introduction of award celebrating BAME student contribution to EDI	Aug 21	1	2	1	In progress	PVC Education	Registry	Quali
Set up BAME staff network (with standing item in staff newsletter)	Dec 20	1	2	1	Complete	EDI Lead	EDI	Attendance and feedback
Focus groups with BAME staff to understand responses to Staff Culture Survey	Aug 21	1	2	1	TBC	EDI Lead	EDI / BAME Staff Network	Quali

	Roadshows to present Access & Participation and BAME Awarding Gap to faculty colleagues	Aug 20	1	1	1	In progress	PVC Education	Student Exp / EDI	Staff awareness of awarding gaps
	Race equity training for senior leaders, as part of broader EDI awareness raising	Aug 21	1	1	2	TBC	Dir HR	EDI / HR	Feedback
	Investigate audio feature with correct name pronunciation on staff webpages	Mar 21	1	1	2	In progress	PVC R & I	IT	Staff satisfaction
<b>Staff and Student Recruitment</b>	Interview Chairs to remind panel of importance of diversity and to challenge unconscious bias	Dec 20	1	1	1	In progress	Dir HR	EDI / DC / Registry / HR	Increased appointment of BAME staff/ students
	Strengthened face-to-face equity training mandatory for all those involved in staff interviewing	Jun 20	1	1	2	Complete	EDI Lead	EDI	Staff survey
	Develop consistent approach to PhD student recruitment to reduce potential bias	Mar 21	1	2	2	TBC	Dir DC	Doc Coll/ EDI	Recruitment of more BAME PhD students
	EDI statement on job adverts/website (much bolder general statement + specific focus on under-represented groups in advertised roles)	Dec 20	1	2	1	In progress	Dir HR	EDI / HR	Greater number of applications from BAME applicants
	Broader/targeted staff recruitment advertisement to diverse audiences on social media and other appropriate channels	Dec 20	1	2	1	In progress	Dir HR	EDI / HR	Greater number of applications from BAME applicants

Broader/targeted PGR student recruitment advertisement to diverse audiences on social media and other appropriate channels	Dec 20	1	2	1	TBC	Dir DC	Doc Coll / EDI	Greater number of applications from BAME applicants
Re-prioritise school outreach activities to include focus on schools with higher BAME representation	Aug 21	2	2	1	In progress	Head Stud Exp	WP&O	School & student engagement metrics/ AP logic model
Ethnic diversity of interview panels to be considered (where possible)	Dec 20	1	2	3	TBC	Dir HR	EDI / HR	Increased appointment of BAME staff/ students
Mandala career development programme for BAME staff – partnership with Royal Holloway	Jul 20	1	2	1	Complete	Dir HR	EDI / PCI	Feedback from alumni / promotion of alumni
Investigate feasibility of anonymous short-listing of applications	Aug 21	2	1	3	In progress	Dir HR	EDI / HR	Increased interviewing from BAME staff
Set recruitment agencies diversity targets, apply penalties where targets not met (consider engagement of diversity-focused agency)	Mar 20	1	2	1	TBC	Dir HR	EDI / HR	Greater number of applications from/ Interview interviews of BAME applicants
All procurement companies to demonstrate/commit to equality standard	Aug 21	1	2	3	TBC	VP Ext Eng	Finance / EDI	NSS scores/staff survey (satisfaction)/ quali
All research/industry partners to demonstrate/commit to equality standard	Aug 21	1	2	3	TBC	PVC R&I	R&I / Doc Coll / EDI	NSS scores/staff survey (satisfaction)/ quali



Placement companies to demonstrate/commit to equality standard	Aug 21	1	2	3	In progress	CSO	Student Exp / EDI / Empl & Careers	NSS scores/staff survey (satisfaction)/ quali
Training for placement tutors in handing reports of racism	Aug 21	2	2	1	In progress	CSO	Student Exp / EDI / Empl & Careers	Feedback from placement students
Staff mentoring scheme – greater number of BAME mentors	Aug 21	2	3	1	In progress	Dir HR	EDI / PCI	More BAME staff matched with BAME mentors
BAME student champions/ambassadors (paid)	Dec 20	1	2/3	1	In progress	CSO	WP&O / Library	Greater proportion of BAME student ambassadors
Including EDI as standalone component of staff appraisal	Dec 20	1	2	2	In progress	Dir HR	EDI / HR	Staff rated in appraisal according to EDI contribution
Evaluate need for a Race Equality Adviser role (permanent)	Aug 21	3	3	2	TBC	Dir HR	EDI / HR / Student Exp	Appointment of BAME Staff Student Officer