
Our ambitions are to:

- Improve the progression and attainment of BME students
- Create a clear career progression route for all BME staff

And we recognise that in order to do this we must:

- Raise the profile of race equality, and HERAG, across higher education
- Enable governors and leaders to deliver race equality for students and staff
- Create a bank of race equality resources and good practice case studies about students and staff to share across the sector

HERAG

Race equality: making a difference, making it count
Objective 1  Improve the progression, attainment and graduate level employment of Black, Asian and minority ethnic students

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<th>Timescales</th>
<th>Outcomes/success measures</th>
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| 1.1    | Increase the resources that support race equality in teaching and learning | Higher Education Academy | 2013-14 | Reduction in the Black, Asian and minority ethnic attainment gap (1st/2:1 honours degrees  
Positive feedback from the sector about the usefulness of the resource. |
| 1.2    | Enhance staff development resources for personal tutors to support their Black, Asian and minority ethnic students | Equality Challenge Unit, Higher Education Academy (Professional Standards Framework) | 2013-14 | Improvement in progression rates from year 1 to 2 and year 2 to 3  
Positive feedback from the sector about the usefulness of the resource. |
| 1.3    | Develop criteria for successful Black, Asian and minority ethnic student mentoring schemes that support retention progression, attainment and employment | Equality Challenge Unit, NUS | 2013-2016 | Reduction in the Black, Asian and minority ethnic attainment gap (1st/2:1 honours degrees  
Improvement in progression rates from year 1 to 2 and year 2 to 3  
Employment  
Positive feedback from the sector about the usefulness of the resource. |
## Objective 2  Create a clear career progression route for all Black, Asian and minority ethnic staff

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| 2.1 Develop race-specific information and guidance to support the research careers of Black, Asian and minority ethnic staff | Network of Black, Asian and minority ethnic staff network chairs  
Equality Challenge Unit  
HEFCE  
HR networks | 2013-15 | Improvements in the participation of Black, Asian and minority ethnic in the next research exercise (equality impact assessment).  
Increase in the numbers particularly of British Black, Asian and minority ethnic Professors.  
Positive feedback from the sector about the usefulness of the guidance. |
| 2.2 Develop a ‘preparing for senior staff portfolio’ of initiatives/activities to identify effective strategies both within and outside the sector | Network of Black, Asian and minority ethnic staff network chairs  
Equality Challenge Unit  
Higher Education Academy  
Universities and Colleges Employers’ Association  
HR networks | 2013-15 | Improvement in the participation of Black, Asian and minority ethnic in senior academic and management roles  
Positive feedback from the sector about the usefulness of the resource. |
Develop guidance to support the recruitment and selection and appraisal of Black, Asian and minority ethnic staff

Equality Challenge Unit
Universities and Colleges Employers’ Association
HR networks

Improvement in the participation of Black, Asian and minority ethnic in senior academic and management roles

Number of universities running unconscious bias training
Number of universities offering race equality guidance in appraisal documentation

### Objective 3

To create an inclusive environment which facilitates and promotes belonging and respect for Black, Asian and Minority Ethnic students and students.

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| 3.1    | Raise the profile of race equality, and HERAG, across higher education through a variety of mechanisms including lobbying | Equality Challenge Unit, Higher Education Academy, HEFCE, Race for Opportunity HEOON, NUS, UCU and Unison | 2013-2016 | Stakeholder organisations and mainstream news articles/features on race equality in higher education
Hold symposiums and Think Tanks to look at staff and student Race Equality. |
| 3.2    | Enable governors and leaders to deliver race equality for students and staff through race equality success criteria (what to look for) | Equality Challenge Unit Universities UK Leadership Foundation for Higher Education | 2013-2015 | Reduction in the Black, Asian and minority ethnic attainment gap (1st/2:1 honours degrees
Improvement in the participation of Black, Asian and minority ethnic in senior management roles |
| 3.3 | Create a website which includes a bank of institutional race equality resources and good practice case studies about students and staff to share across the sector | HERAG | 2013-2016 | Number of hits, positive feedback from stakeholders |