



University College Dublin



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Equality, Diversity and Inclusion (EDI)

Strategy and Action Plan
2018 - 2020 - 2025





UCD EDI Strategy Introduction

UCD's 2015-2020 Strategy speaks of a mission 'to contribute to the flourishing of Dublin, Ireland, Europe and the world' and 'providing a supportive community in which every member of the University is enabled to achieve their full potential.' UCD has a long tradition of using its capacity to promote equality, diversity and inclusion. Our two mottos from 1911, *Ad Astra* ('To the Stars') and *Cothrom na Féinne* ('levelling the playing field'), reflect aspirations to both excellence and inclusiveness. As part of the implementation of UCD's 2015-20 Strategy, the University established the University Management Team Equality, Diversity and Inclusion Group and, through a number of sub-groups, has sought to enhance UCD's capacity and activity in developing and implementing policies which seek to remove barriers to equality, celebrate diversity and promote a positive sense of inclusion. In 2018 the UMT adopted a new Equality, Diversity and Inclusion Policy for the University which renews UCD's commitments to EDI.

The renewed focus on EDI enables us to say what has been done and what is the impact of our policies and actions but also to raise awareness of the challenges we face across all ten of the University grounds, which are drawn from the Equal Status Acts 2000 and 2004, the Higher Education Act 1997 and Bunreacht na hÉireann, the Constitution of Ireland. We recognise, in particular, that formal compliance with legislative

duties is necessary but insufficient to deliver on our objectives. This new Strategy draws on and develops both the things we have done and the wide range of planned actions addressing equality, diversity and inclusion challenges. No one thing will make us a truly equal, diverse and inclusive place to learn and to work. Rather we will progress through implementing a great many smaller actions, each of which points in the same direction, mainstreaming our commitments in the lived life and culture of our great University.

This Equality, Diversity and Inclusion Strategy and Action Plan sets down at a high level the initiatives we are taking across a set of six EDI objectives. Sitting behind this is a more detailed statement indicating who is taking a lead and expected timelines. I am grateful to all who have been involved in building our capacity for equality, diversity and inclusion generally and for supporting the development of this Strategy and Action Plan in particular. The publication and implementation of this document is a significant step towards further enhancing UCD as an equal, diverse and inclusive place of employment and learning. We are not complacent about the challenges we face in implementing this strategy and acknowledge that the real measure of success for this strategy will be a sense of wellbeing, equality and inclusion for all our students, staff and wider community.



Professor Colin Scott,
Vice-President for Equality, Diversity and Inclusion





UCD Equality Diversity & Inclusion Vision

UCD's vision for EDI is to be a leader and role model in equality and diversity in the higher education sector nationally and internationally, and for EDI to be at the heart of all we do.

UCD Equality Diversity & Inclusion Mission

UCD believes in equality, diversity and inclusion and embeds these fairness principles into all aspects of University life. UCD's mottos, "Ad Astra" and "Cothrom na Féinne" reflecting both excellence and fairness, remind our community that fair play is integral to our mission and informs our policy development, behaviours and decision-making so that the UCD community embraces equality, diversity and inclusion.



UCD will ensure that through specific actions, we deliver on our equality, diversity and inclusion objectives and meet our legislative requirements across the 10 University grounds.

UCD Equality, Diversity & Inclusion Strategy

UCD aspires that this Strategy becomes a 'living' document, laying new foundations to drive the equality, diversity and inclusion agenda forward. As a University community we will deliver a strategy that contributes to a vision that values and benefits us all, that enables new ways of learning and working together and allows everyone a chance to fulfil their full potential.

We recognise that there will be challenges to overcome and that is why every member of the University community has a responsibility to commit to, support and contribute to the success of the strategic actions in order to ensure that it succeeds and contributes towards the achievement of the strategic objectives.

Timeframe

The timeframe for this strategy is until 2025. This strategy will be reviewed in 2020 following the revision of the UCD Strategy to ensure that it remains in line with the University strategy and to also seek to incorporate KPIs to measure impact as per the University strategy.



1. To **support** the University in its mission and vision to continue to be an equitable, diverse and inclusive community.

UCD EDI Strategic Objectives



2. To **enhance** the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups.

The following objectives were developed in alignment with the University strategic objectives, with particular emphasis on Strategic Objective 5 “To attract and retain an excellent and diverse cohort of students, faculty and staff” and Strategic Objective 7 “To develop and strengthen our University community”.



3. To **promote** a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination.



4. To **develop** a framework to capture robust and reliable equality and diversity data for students and employees across the University's 10 grounds in order to monitor progress in areas of under-representation.



5. To **raise** awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University.



6. To **collaborate** with external bodies on EDI related matters with a view to becoming the leading third level Institution in Ireland to advance equality, diversity and inclusion.

In addition to the above strategic objectives, the University will continue to manage the development of bespoke equality projects in line with the desired requirements.

A number of actions in this plan are currently underway as part of other strategies or initiatives. It is important that all EDI related actions are included as they all significantly contribute towards the achievement of the EDI strategy and a more inclusive work and study and environment.



1.

Age: a person's age (this does not apply to a person aged under 16).



2.

Civil status: a person's civil status be it single, married, separated, divorced, widowed, civil partnered and formerly civil partnered.

10 University Equality Grounds



3.

Disability: includes people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions.



4.

Family status: being a parent of a person under 18 years or the resident primary carer or parent of a person with a disability.





5. **Gender (including gender identity):** a person's gender identity including male, female, transgender or non-binary.



6. **Membership of the Traveller community:** recognised as an ethnic group.



7. **Race:** includes race, skin colour, nationality or ethnic origin.



8. **Religion:** a person's religious belief, background, outlook or none.



9. **Sexual orientation:** a person's sexual orientation including gay, lesbian, bisexual and heterosexual.



10. **Socio-economic status:** a combined economic and sociological measure of economic and social position in relation to others, based on the income, education, and occupation of an individual and their family.





The following section outlines the actions that will be carried out in order to achieve each of the strategic objectives.

Strategic Objective 1:



To **support** the University in its mission and vision to continue to be an equitable, diverse and inclusive community





Action

Measure of Progress / Target

Report annually on the progress of EDI initiatives over the previous year, and how these contributed to the achievement of the actions in the EDI Strategy. The report will also set out the programme of work for the following year.

Publication of EDI Report annually and submission to UMT and Governing Authority.

Review, develop and implement an EDI Policy to demonstrate the University’s commitment to EDI, the creation of an inclusive culture and elimination of discrimination.

Launch of EDI Policy.

Continue to refine, expand and mainstream the process of conducting equality impact assessments (EIAs).

Streamlined process for conducting EIAs and expanded to processes as well as policy development.

Mainstream equality and diversity into the University’s formal decision-making processes by addressing under-representation in decision-making bodies. Develop guidelines / establish targets in relation to Committee membership and diversity representation.

Increased diversity of membership on decision making bodies.

Implementation of the University for ALL Framework.

Access and inclusion mainstreamed and embedded throughout the University.

To establish an accountability framework, and a set of EDI KPIs for the next University strategy.

Development of KPIs as part of the University strategy.

To implement the Gender Equality Action Plan (GEAP).

Retain Athena SWAN bronze award.

To establish Vice-Principals for EDI in each of the Colleges and EDI School Representatives.

VPs for EDI in each College and EDI School Representative in each School.



Strategic Objective 2:



To **enhance** the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups





Action

Measure of Progress / Target

Continue to improve on the recruitment and admissions processes and literature for students to ensure there is a transparent process in place to attract students from all backgrounds.

Increase in diversity of students.

Review the recruitment processes and literature for employees to ensure there is a transparent process in place to attract employees from all backgrounds.

Increase in diversity of employees.

Review of student orientation to integrate EDI.

EDI embedded in student orientation.

Review of local level induction processes and University orientation for employees to incorporate EDI element.

EDI embedded in local level inductions and University orientation.

Continue to demonstrate good practice and enhance Learning, Teaching, curriculum planning and assessment from an EDI perspective, and incorporate the principles of Universal Design.

Review undertaken with EDI and Universal Design principles incorporated.

Continue to enhance the process for obtaining scholarships for under-represented students to study at the University including those from low income households, students with disabilities, mature students, ethnic minorities, refugees, and asylum seekers.

Clear processes and increased student numbers from these groups.

Build on and develop initiatives to support the induction, ongoing support and integration of international students (undergraduate and postgraduate) and employees.

Improved satisfaction rates / responses from international employees and students.

Continue to improve Universal Accessibility and Design on campus and to prioritise remedial works on older buildings within a timeframe of five years, and ensure it is a consideration in all new developments and future renovations.

Remediation accessibility work carried out on older buildings. All new developments / future renovations to comply with Building Regulations and best practice in accessibility.

To establish a working group in relation to the race ground to research and make recommendations.

Recommendations made in relation to supporting race diversity.

To establish a working group on the diversity of faiths and beliefs within a multicultural University to research and make recommendations.

Recommendations made on enhancing supports in relation to faith and beliefs.

To establish a working group on cultural and linguistic diversity to research and make recommendations.

Recommendations made on the promotion of cultural and linguistic diversity.

Enhance the accessibility for students and employees on campus.

Increased campus accessibility.

To review the Head of School Appointment policy to ensure greater gender balance across the University and the necessary supports are in place.

Increase in gender balance in Head of School appointments.



Strategic Objective 3:



To **promote** a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination



Promote the University Dignity and Respect policy and raise awareness through training and promotional materials.

Increased awareness of the Dignity and Respect policy and options and enhanced culture of Dignity and Respect.

Ensure appropriate supports are in place to help employees and students who may experience harassment or bullying based on the University's ten grounds.

Range of trained supports in place. Increase in numbers using those supports.

To carry out a feasibility study of anonymous reporting of Dignity and Respect issues in UCD.

Decision made in relation to the feasibility of the introduction of anonymous reporting.

Develop a framework for Carers in UCD.

Range of supports developed /enhanced and improved satisfaction by employees of support in this area.

Develop the University's approach to implementing the Age-Friendly University designation, particularly the 10 AFU Principles.

Range of supports developed / enhanced and improved satisfaction by employees of support in this area.



Strategic Objective 4:



To **develop** a framework to capture robust and reliable equality and diversity data for students and employees across the University's 10 grounds in order to monitor progress in areas of under-representation



Enhance data collection methods for those applying for roles in the University, and to connect this data from application to appointment stage.

Improved completion of Diversity Monitoring Tool by applicants.

Capture data to understand the EDI make-up of the existing employee population.

Development of Core ESS diversity screen.

Develop a process to capture EDI data at student registration to understand the EDI make-up of the existing student population taking into account data protection concerns, the rationale and stage of collection.

Development of screens to capture EDI data at student registration.

Monitor the impact and success of EDI related policies and develop a set of KPIs to be incorporated into University strategy and subsequently the EDI strategy.

KPIs developed and monitored.

Strategic Objective 5:



To **raise** awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University

Action

Measure of Progress / Target

To carry out an EDI Survey of University employees as part of the Athena SWAN application to retain the bronze award.

EDI Survey carried out.

Organise events around key dates in the EDI calendar.

Four seminars and events held each year to mark a number of EDI related dates.

Mainstream EDI into various non-EDI training, events as appropriate e.g. UCD Festival.

EDI mainstreamed into one non-EDI event each year.

Encourage the development of a credit-bearing 'Good Citizen Module' for first-year students, including unconscious bias and diversity awareness topics.

Development of Module and high level of student uptake.

To engage with equality, human rights, and culture and organisational change experts in UCD to support and inform the EDI work programme.

Internal expert knowledge leveraged by holding an annual event or seminar.

To incorporate EDI into coaching and mentoring programmes.

EDI incorporated in coaching and mentoring.

To deliver face-to-face training in key areas such as Cultural Awareness raising.

Delivery of face-to-face training.

To develop an online EDI awareness raising programme (review of the LEAD programme).

Increased level of awareness of EDI.

To communicate EDI related initiatives and updates throughout the academic year and put forward EDI initiatives for awards etc. to gain recognition for work in this area.

Quarterly EDI Update to the University Community.



Strategic Objective 6:



To **collaborate** with external bodies on EDI related matters with a view to becoming the leading third level Institution in Ireland to advance equality, diversity and inclusion



To increase engagement with organisations that work to support under-represented groups and continue established relationships with partners who work / advocate for students / prospective students and employees / potential employees.

To organise an event with advocate organisations.

To network with our counterparts in other third level institutions and organisations, to engage with the Higher Education Authority, and the Irish Universities Association.

Continued engagement with external bodies.

To identify opportunities for collaboration with external bodies and organisations on EDI initiatives, and to engage with those that have demonstrated leadership in this area.

To hold collaborative events with Industry Partners and student related bodies.

To seek funding for EDI and Human Rights related initiatives as appropriate, to co-ordinate calls for funding across the University through the establishment of an EDI Research and Curriculum sub-group.

Establishment of EDI Research and Curriculum sub-group and funding obtained in the area of EDI.



University College Dublin

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www.ucd.ie/equality