A Framework for Progressive Action to Address Race Inclusion

This submission is made on behalf of enterprise standard body LEADing Practice for further information please contact Jamie Caine at JC@leadingpractice.com
LEADing Practice is happy to provide oral evidence in relation to this submission.

Executive Summary

This report provides an account of how racial inclusion is being enhanced at Sheffield Hallam University (SHU) through Principles of Success (PoS), an organic innovative progressive change platform. The challenges and need for such a solution are discussed along with some statistical evidence that highlight drivers for fundamental change. The report proceeds to discuss how PoS has applied the Racial Inclusion Framework from enterprise standard body LEADing Practice. This supported a systematic agile approach towards enhancing Racial Inclusion at SHU. Evidence of how the Racial Inclusion Framework has been tailored within the Academic and Professional Student Services Directorate is provided, demonstrating the agility built into the Framework.
The report concludes, stating the opportunity to make transformational change through applying the Race Inclusion Framework within organisations and institutes that have a sincere endeavour to make a difference through the lens of race.

LEADing Practice, France

Chateau Du Grand Perray
72500 La Bruere-Loir,
France

LEADing Practice ApS

Villingebæk Strandvej 635B
2120 Dronningmølle
CVR Nr.: 20 46 00 33

Table of Contents

List of Figures

1   Introduction

Principles of Success (PoS) is an organic progressive change strategy centred upon addressing race inclusion. It is resourced by the goodwill of members of staff within Sheffield Hallam University and members outside the university. The initial concept of PoS developed over two years ago through as a sincere endeavour to develop a platform that leverages the cultural wealth of students coming from African, Asian and other Minoritized Groups (AAMG). This later developed into four tangible work streams: 1.Student Self, 2.Organisation and Staff Development, 3.Research and 4.Habitus. PoS has contributed towards the body of knowledge related to Race Inclusion through the following:

- **Developing Sustainable Communities of Practice through Principles of Success** - at Race Equity through Pedagogy Conference (2019)
- **Principles of Success 'A student centred approach towards developing communities of practice'** – at Advance Higher Education Student Retention & Success Symposium (2019)
- **Principles of Success: Reflection -**Workshop at BAMEed Network Conference: Keeping Resolutions (2020)
- Accepted abstract in Journal: Social Policy and Society: Special Issue on 'Race', Learning and Teaching in higher education (1.685 impact factor)
- Unpublished: **Introducing the Race Inclusion Framework:** *Caine J, von Rosing, M, Gilroy, J, Greaves, M, Shepperson, L & Iyiola O (2020)*

The development of the second and third strand has involved collaboration with enterprise standard body LEADing Practice. Their experience of developing standards within local authority and governments include projects with: City of Munich, Government of Canada, Government of Denmark and United States Border Services.

Through this collaboration, the Race Inclusion Framework has been developed which is part of the Racial Inclusion Standard at LEADing Practice. The impact of the Race Inclusion Framework has been evidenced through PoS.

2   Situational Context and Challenges that Faced PoS

The systematic structures across the Higher Education sector fail to integrate race equity. This is entrenched in the historic makeup of universities and this presents a fundamental challenge when attempting to attain a holistic approach to racial inclusion. Whilst the sector places some emphasis on attainment and employability outcomes for 'BAME' students, the systems, processes, policies, competencies, accountability and governance applied to this in comparison with other performance indicators lack the same level of commitment.

A deficit thinking culture has grown stronger over the years which assumes students are broken and that we need to fix them. In contrast, there is a lack of questioning fundamental practice and quality of teaching and learning. This results in race inclusion being viewed as an 'add on' pushed to the bottom of the pile within the equality basket. Race inclusion needs to be part of the strategic and operational fabric in order to realise the transformational change that is long overdue. With race inclusion being absent in strategic and operational fabric it presents difficulty when innovative progressive change is proposed as this disrupts the way of thinking, working and implementing.

3   Need for a Solution

Quantitative statistics in the public domain provide a significant amount of evidential symptoms that indicate there are fundamental issues with race equity at Sheffield Hallam University. The level of attainment for black students was recognised as one of the worst in the country across the sector (The Guardian, 2019).

However, in the same year Sheffield Hallam was named 'University of the Year for Teaching Quality' by the Sunday Times Good University Guide 2020 (Sheffield Hallam University, 2019). Across all ethnicities there has been an historic degree awarding difference between white students and students coming from African, Asian and other Minoritized Groups (AAMG). The below figure from Office for Students shows the percentage difference at SHU between how less likely you are to attain a high degree honours, with African (Black) at the top of the list.
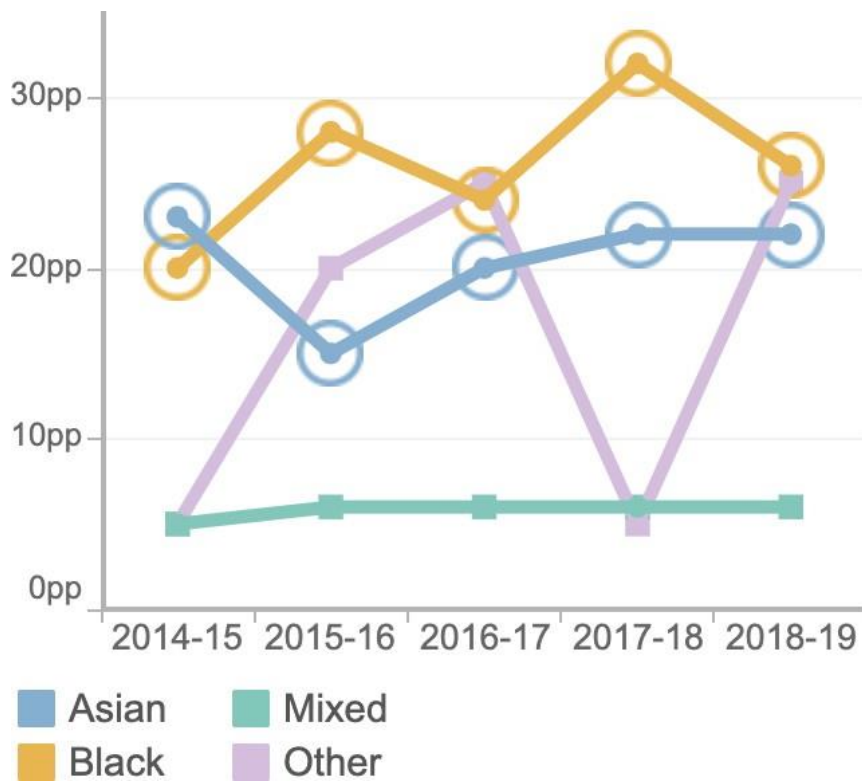

Figure 1 Ethnicity: SHU Gaps between White and other Ethnic Groups (Office for Students, 2020)

Besides the quantitative data, the experience gained from delivering the POS programme has encountered incidents of racial inequality.

4   Solution – Race Inclusion Framework

Over the last two years the Principles of Success programme has contributed towards an international taskforce led by enterprise standard body LEADing Practice, in developing the Race Inclusion Framework. Thought leaders on equality, race, employability, education, organisational design pattern recognition, ontology and standards development; have all contributed towards this Framework categorised under the Race Inclusion standard #LEAD-ES1003ALL.

The Race Inclusion Framework is an iterative process in which we seek to understand the race inclusion issues, challenges, assumptions as well as the stakeholder requirements/needs. By defining the issues at hand with the desired state, we identify alternative race inclusion ideas, concepts, strategies and solutions that might not be instantly apparent with the traditional way of thinking and working. The Framework provides an agile and systemic-based approach to solve the challenges and problems at hand. It is a way of thinking and working as well as a collection of hands-on methods that can be applied.

The Race Inclusion Framework is thereby a non-linear, iterative agile process that teams use to understand the challenge at hand, specifiy problems and create innovative solutions to prototype and test within the organisation. It involves four phases **Understand**, **Race Innovation**, **Race Transformation** and **Continuous Improvement** that help guide practitioners to work with the Race Inclusion concepts and capabilities during its development phases and lifespan.
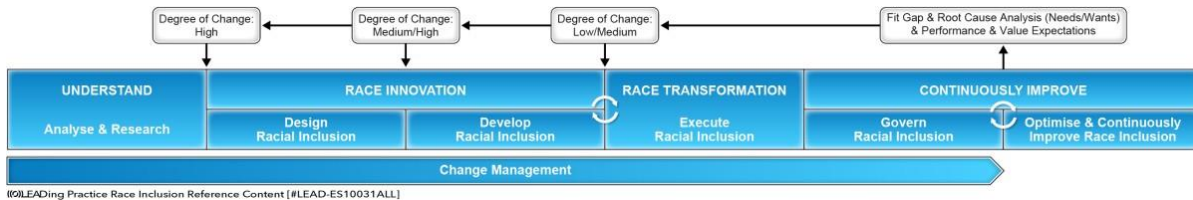

Figure 2 Race Inclusion Framework Overview

LEADing Practice, France
Chateau Du Grand Perray
72500 La Bruere-Loir,
France

LEADing Practice ApS
Villingebæk Strandvej 635B
3120 Dronningmølle
CVR Nr.: 26 40 66 33

The Framework consists of steps within each of the phases that connect to specific reference content that includes, accelerators, templates and models that can be adapted and tailored to an any organisational context.

*Figure 3 Race Inclusion Framework Building Blocks*

6

LEADing Practice, France

LEADing Practice ApS

Chateau Du Grand Perray

Villingebæk Strandvej 635B

72500 La Bruere-Loir,
France

3120 Dronningmølle
CVR Nr.: 26 46 60 33

The benefits of applying Standards include but are not limited to:
1. Time Dimension: up to 40% time reduction can be achieved through not having to reinvent the wheel.
2. Cost Dimension: 40-50% of overall project budget (own work) is reduced. As a result of reducing the time dimension.
3. Value Dimension: Own knowledge and hard work most likely produces a wished output over time, however applying Standards can increase the overall value output by about 120%.
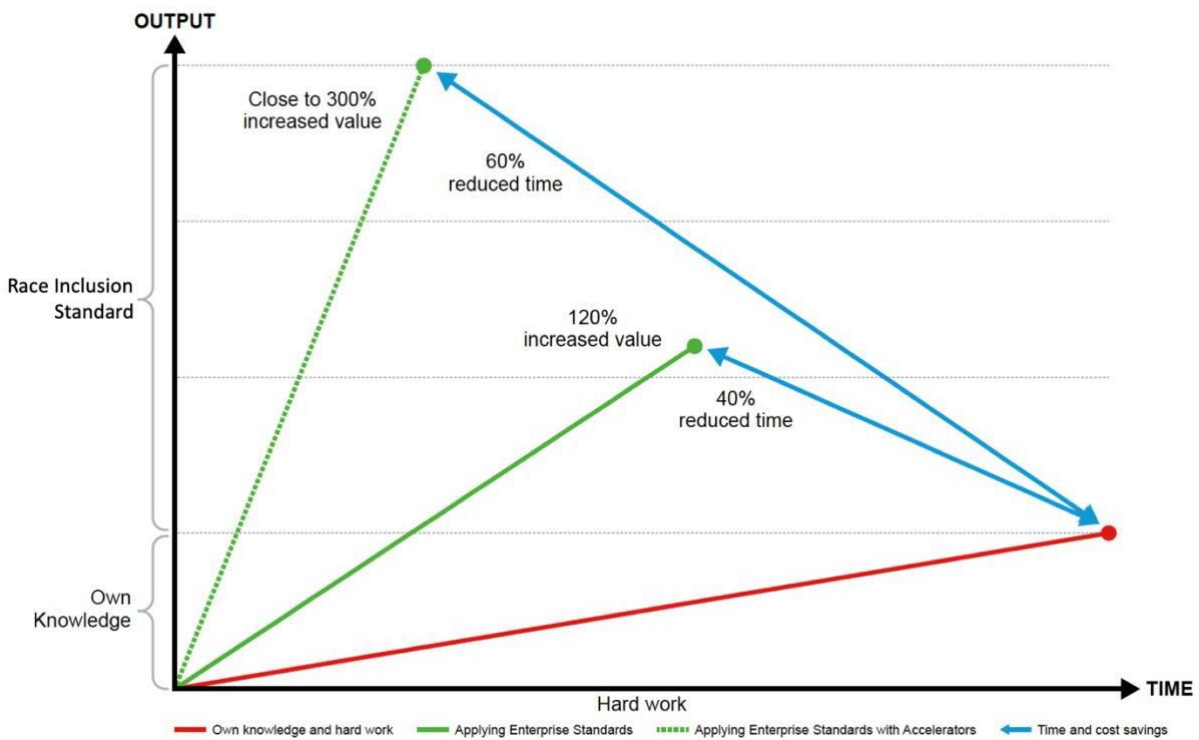
The PoS programme has applied the Race Inclusion Framework in line with executing the Staff and Organisational development work stream. This is being applied to the Professional and Student Support Services (BESE) and Academic Directorates.

4.1 Race Inclusion Framework Applied –BESE and Academic Departments
Below is a description of how the Racial Inclusion Framework has been tailored to the two areas.

Legend:
- Academic Department Output - (Department of Computing and Department of Law and Criminology)
- Professional and Student Support Services Directorate (BESE) Output
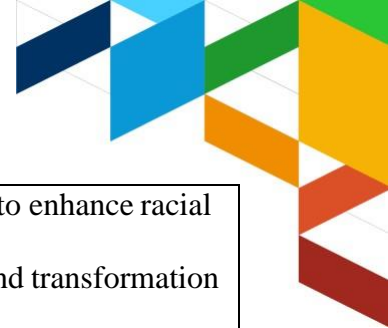- Shared Output across BESE and Academic Departments.

LEADing Practice, France
Chateau Du Grand Perray
72500 La Bruere-Loir,
France

LEADing Practice ApS
Villingebæk Strandvej 635B
3120 Dronningmølle
CVR Nr.: 26 40 66 33

Race Inclusion Framework Phases	Output
Analyse and Understand Through this phase we benchmark the Race Inclusion profile. This entails a Maturity Assessment for Race Inclusion (MARI) which produces a race inclusion profile. UNDERSTAND Analyse & Research	**The findings from the MARI establish:** - Pain point identification highlighting where modules, courses, subject groups and department leadership have issues towards attaining race inclusion - Pain point identification highlighting where functional teams and associated services have issues towards attaining race inclusion - Benchmarks for current practice which enables clear visibility on where you are and where you want to be - Development of an executive report that summarises the race inclusion profile - Ability to develop a Roadmap based on prioritising work streams that are informed from the executive report outcomes
Race Innovation (Design) RACE INNOVATION Design Racial Inclusion	Develop Racial Inclusion In the Design phase there is alignment or update to area objectives, identification of impact opportunities, alignment of roles and documentation of finance plans to support. The selection of relevant applications and data to support service delivery is typically done in this phase.	**Through this phase the following is developed:** - Prioritise workstreams that need to feed into roadmaps across module, course, subject group and department - Prioritise workstreams that need to feed into Functional Team services - Alignment and development of race inclusion practice across modules, courses, subject group and department - Alignment and development of race inclusion services across Functional Teams - Alignment and development of department strategy objectives accommodating race inclusion - Role alignment to support strategy objectives - Identification of applications and data to support service delivery and evaluation
Race Innovation (Develop) RACE INNOVATION Design Racial Inclusion	Develop Racial Inclusion During the Develop phase the relevant measures are identified, roadmaps for the	**During this phase, outcomes include:** - Development of roadmap plans across modules, courses, subject groups and department - Development of roadmap plans across Functional Teams

LEADing Practice, France
Chateau Du Grand Perray
72500 La Bruere-Loir,
France

LEADing Practice ApS
Villingebæk Strandvej 635B
3120 Dronningmølle
CVR Nr.: 26 40 66 33

((O)LEADING PRACTICE
We set the Enterprise Standards!

relevant areas developed, resources arranged and preparation for supporting technology and data commissioned. The risks are also quantified during this phase.	- Establish measures (KPIs) for objectives deriving from each plan - Selecting applicable standards i.e. (templates, models and accelerators) that support workstreams derived from each roadmap enabling alignment and integration across all department teams. This reduces cost and eliminates silos.
Race Transformation (Execution) RACE TRANSFORMATION Execute Racial Inclusion The Execution phase entails delivering the new services, where necessary scaling the service delivery, managing the risk and deploying the technology and data components.	**During this phase, outcomes include:** - Deliver redesigned modules - Deliver new and refined services within Functional Teams - Application of measures (KPIs) to module reports - Integration and standardisation of practices that can be shared across course diets, subject groups and the department. - Integration and standardisation of practices that can be shared across course diets, subject groups and the department. - Deployment of applications that supporting reporting requirements
Continuously Improve (Govern Racial Inclusion) CONTINUOUSLY IMPROVE Govern Racial Inclusion Governing Racial Inclusion entails managing the reports, evaluating performance, identify issues, capturing opportunities to increase impact and reduce cost. Where necessary a case for Change Plan is developed.	**During this phase outcomes include:** - Management of Race Inclusion reports - Evaluation and reviews across module, course, subject group and department level - Evaluation and reviews across Functional Team services - Identification of challenges, issues and pain points - Capture new trends and forces that impact service delivery - Develop case for change, Course Improvement Plans - Develop case for change
Continuously Improve (Optimise and Improve Racial Inclusion) CONTINUOUSLY IMPROVE Optimise & Continuously Improve Race Inclusion The Optimise and Improve phase identifying new drivers that present opportunities for enhance delivery, evaluating change potential,	**During this phase outcomes include:** - Change roadmap - Enhance existing processes and practices - Create new processes, policies and practices

LEADing Practice, France
Chateau Du Grand Perray
72500 La Bruere-Loir,
France

LEADing Practice ApS
Villingebæk Strandvej 635B
3120 Dronningmølle
CVR Nr.: 26 40 66 33

aligning potential change with existing strategy and where necessary implement Change Plan.	- Develop new services to enhance racial inclusion - Optimise innovation and transformation

Figure 5 Race Inclusion Framework Phases Output

Our Reference Content and Accelerators are applied throughout the phases of the Framework. These provide the basis for us to reduce time, enhance the value and increase impact when applying steps from the Framework.

- LEADing Practice Race Inclusion Standards	LEAD ID# ES10031ALL
Race Inclusion Management Reference Content	**ID #**
Race Inclusion Strategy (development & re-adjust)	LEAD-ES10001PG
Race Inclusion Design Thinking (Planning)	LEAD-ES10007BC
Race Inclusion Roadmap	LEAD-ES10030ALL
Race Inclusion Portfolio Management	LEAD-ES10019ALL
Race Inclusion Modelling Reference Content	**ID #**
Link between Business Model and Race Inclusion Design	LEAD-ES20004BC
Race Inclusion Services	LEAD-ES20009BCBS
Race Inclusion & Role Modelling	LEAD-ES20014BC
Race Inclusion & Digital Workflow	LEAD-ES20017ALL
Race Inclusion Design Meta Model	LEAD-ES20023ALL
Race Inclusion Engineering Reference Content	**ID #**
Race Inclusion Design Decomposition & Composition	LEAD-ES30001ALL
Race Inclusion Requirement Management	LEAD-ES30004ES
Race Inclusion Design Categorisation & Classification	LEAD-ES30008ES
Race Inclusion Architecture Reference Content	**Reference Content #**
Race Inclusion Design & Business Architecture	LEAD-ES40002PGBCPSI
Race Inclusion Information & Technology Reference Content	**ID #**
Race Inclusion Design Blueprinting	LEAD-ES50023ALL
Race Inclusion Transformation & Innovation Reference Content	**ID #**
Race Inclusion Design & Change Management	LEAD-ES60002ALL
Race Inclusion Design Maturity Assessment & Development	LEAD-ES60003ALL
Digital Race Inclusion Transformation Benchmarking	LEAD-ES60011ALL
Race Inclusion Innovation	LEAD-ES60012ALL
Race Inclusion Health Check	LEAD-ES60018ALL

Figure 6 LEADing Practice Race Inclusion Standards

5 Conclusion

This report has demonstrated how the Principles of Success programme is applying the Racial Inclusion Framework in order to enhance race inclusion at Sheffield Hallam University. The Racial Inclusion Standard represents a much needed industry/sector neutral framework that details pragmatic steps towards attaining racial inclusion in organisations and institutes. Importantly for Sheffield, this presents an opportunity to make transformational change within organisations that have a genuine and sincere endeavour to change.
LEADing Practice welcomes the opportunity to orally discuss this report in more detail in support of addressing racial inequality throughout Sheffield.

6   Bibliography

Office for Students. (2020, May 7). *Access and participation dashboard - Office for Students*. Retrieved from Office for Students: https://www.officeforstudents.org.uk/data-and-analysis/access-and-participation-data-dashboard/

Sheffield Hallam University. (2019, September 19). *Sheffield Hallam named University of the Year for Teaching Quality | Sheffield Hallam University*. Retrieved from Sheffield Hallam University: https://www.shu.ac.uk/news/all-articles/latest-news/sheffield-hallam-named-university-of-the-year-for-teaching-quality

The Guardian. (2019, March 29). *Universities must do more for black students, warns watchdog | Education | The Guardian*. Retrieved from https://www.theguardian.com/education/2019/mar/29/english-universities-show-gaps-in-black-students-attainment-data-reveals