UCLan Cyprus Equality, Diversity and Inclusion

GENDER EQUALITY PLAN
2022

Following UCLan Cyprus' Equality, Diversity and Inclusion (EDI) Statement 2022-2028, the EDI Steering Committee of the University has developed a plan capturing all the areas of operations of the University indicating the targets and objectives. For each objective agreed there are indicative actions that need to be completed, and an implementation plan for the next 5 years.

This is the Gender Equality Plan (GEP) of UCLan Cyprus.

The GEP was developed by the EDI Steering Committee. The EDI Steering Committee members are:
- Rector
- Chair of Research and Innovation Committee
- Chief Operating Officer
- HR Director
- Head of the Student Support Department
- Chair of Student Experience and Engagement Committee
- Chair of Teaching and Learning Enhancement Committee
- Representative of Academic Faculty in STEM subjects

The EDI Steering Committee is responsible to ensure the actions are implemented and the responsible unit(s) for each action have the capacity to implement them, to ensure the completion of each action meets the objectives agreed, to provide reports on monitoring and progress on meeting the objectives, and to update the GEP with any new objectives as might arise.

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Floros Voniatis
CEO and Chair of the Council

March 2022

Coding	Strategic Area	Area Code	Short title	Objective Code	Objective	Action No.	Action(s)/Measure(s)	Responsible Unit(s)	Period of implementation: 2022	Period of implementation: 2023	Period of implementation: 2024	Period of implementation: 2025
OGO.PM.1	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	1	Raise awareness of gender equality issues to the University Council and Senate and their Committees.	EDI Steering Commitee	Completed (green)			
OGO.PM.2	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	2	Promote/enhance gender awareness in the planning of all policies, procedures and regulations.	EDI Steering Committee	Ongoing (green)			
OGO.PM.3	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	3	Provide data analysis and reports, on an annual basis, to assess gender equality levels when plans, policies, procedures and regulations are created or updated.	EDI Steering Commitee, COO (IT)	Initiation (green)	(green)	(green)	(green)
OGO.PM.4	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	4	Take corrective measures in the cases where a plan, policy, procedure or regulation has failed to meet the gender equality assessment criteria.	EDI Steering Commitee	Ongoing (annual review) (green)	(green)	(green)	(green)
OGO.PM.5	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	5	Compliance with Cyprus and EU regulatory requirements (continuous)	EDI Steering Commitee	Ongoing (green)	(green)		
OGO.PM.6	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	6	Identify key performance indicators to measure the gender perspective in the Organisation.	EDI Steering Commitee	Ongoing (green)	(green)		
OGO.PM.7	Organisation, Governance and Operations	OGO	Policy Making	PM	Incorporate the gender perspective in all university procedures, policies, plans and regulations.	7	Sustain the formal unit of the university to oversee all gender equality, equal opportunities and diversity matters.	EDI Steering Commitee	Ongoing (green)	(green)		
OGO.SR.1	Organisation, Governance and Operations	OGO	Student Recruitment	SR	Ensure equal opportunities, promote gender equality and celebrate diversity for all steps of the student recruitment process.	1	Create or update courses' marketing material to reduce gender perception bias and to conform to the principles of gender equality and the ethos of our University.	EDI Steering Commitee, COO (Marketing)	Ongoing (annual monitoring) (green)	(green)	(green)	(green)
OGO.SR.2	Organisation, Governance and Operations	OGO	Student Recruitment	SR	Ensure equal opportunities, promote gender equality and celebrate diversity for all steps of the student recruitment process.	2	Organise and deliver events and activities focusing on Women in STEM, gender equality and inclusive society	Heads of Schools, CCER, COO (Marketing)	Ongoing (annual action) (green)	(green)	(green)	(green)
OGO.SR.3	Organisation, Governance and Operations	OGO	Student Recruitment	SR	Ensure equal opportunities, promote gender equality and celebrate diversity for all steps of the student recruitment process.	3	Offer scholarships to reduce horizontal segregation in specific programs that have under-represented populations.	EDI Steering Committee, Entry-Level Scholarships Committee.	Ongoing (annual action) (green)	(green)	(green)	
OGO.SR.4	Organisation, Governance and Operations	OGO	Student Recruitment	SR	Ensure equal opportunities, promote gender equality and celebrate diversity for all steps of the student recruitment process.	4	Include appropriate material to promote gender equality in the induction processes.	EDI Steering Committee, SS	Ongoing (annual action) (green)	(green)	(green)	(green)
OGO.ST.1	Organisation, Governance and Operations	OGO	Staff Recruitment and	ST	Promote gender equality and equal opportunities in staff Recruitment and Promotions	1	Review and update academic and professional staff recruitment advertisement procedures so that they include the gender equality perspective.	EDI Steering Committee, HRD	Completed (green)			
OGO.ST.2	Organisation, Governance and Operations	OGO	Staff Recruitment and	ST	Promote gender equality and equal opportunities in staff Recruitment and Promotions	2	Take specific measures to ensure gender equality (e.g., through anonymity) in the selection/hiring process.	EDI Steering Committee, HRD	Ongoing (annual monitoring) (green)	(green)	(green)	(green)

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OGO.ST.3	Organisation, Governance and Operations	OGO	Staff Recruitment and	ST	Promote gender equality and equal opportunities in staff Recruitment and Promotions	3	Ensure the implementation of the gender equality plan to reduce horizontal segregation among academic and professional staff.	EDI Steering Committee, HRD	Ongoing			
OGO.ST.4	Organisation, Governance and Operations	OGO	Staff Recruitment and	ST	Promote gender equality and equal opportunities in staff Recruitment and Promotions	4	Take specific measures to ensure that all candidates for any position have equal opportunities to advance within the university.	EDI Steering Commitee, HRD	Completed			
OGO.ML.1	Organisation, Governance and Operations	OGO	Membership and Leadership	ML	Take specific measures so that gender is represented vertically in membership and decision-making in the university and across academic schools and administrative functions.	1	Providing gender equality, equal opportunities and diversity training to all committee members, decision-makers and leaders.	EDI Steering Commitee, Trainers	Ongoing (annual action)			
OGO.ML.2	Organisation, Governance and Operations	OGO	Membership and Leadership	ML	Take specific measures so that gender is represented vertically in membership and decision-making in the university and across academic schools and administrative functions.	2	Deploy policies that promote balanced gender presence in committees, bodies and leadership positions.	EDI Steering Committee	Ongoing			
OGO.ML.3	Organisation, Governance and Operations	OGO	Membership and Leadership	ML	Take specific measures so that gender is represented vertically in membership and decision-making in the university and across academic schools and administrative functions.	3	Monitor and assess gender representation in committees, bodies and leadership positions.	EDI Steering Commitee	Ongoing (annual monitoring)			
OGO.ML.4	Organisation, Governance and Operations	OGO	Membership and Leadership	ML	Take specific measures so that gender is represented vertically in membership and decision-making in the university and across academic schools and administrative functions.	4	Take corrective measures to reduce unbalanced gender representation in committees, bodies and leadership positions.	EDI Steering Commitee, HRD, DAQC	Pending (if and when needed)			
OGO.AW.1	Organisation, Governance and Operations	OGO	Awareness	AW	Organise and conduct trainings to raise awareness on gender equality, equal opportunities and diversity issues both internally and within the wider community.	1	Draft and deploy an awareness-raising strategy with targeted actions that will enhance the academic and professional staff awareness on key issues on gender equality, equal opportunities and diversity.	EDI Steering Commitee	Ongoing			
OGO.AW.2	Organisation, Governance and Operations	OGO	Awareness	AW	Organise and conduct trainings to raise awareness on gender equality, equal opportunities and diversity issues both internally and within the wider community.	2	Organise targeted trainings and seminars for all staff that describe the impact of gender equality perspective in the Organisational environment.	EDI Steering Commitee	Ongoing (annual action)			
OGO.AW.3	Organisation, Governance and Operations	OGO	Awareness	AW	Organise and conduct trainings to raise awareness on gender equality, equal opportunities and diversity issues both internally and within the wider community.	3	Acknowledge participation of staff in trainings and seminars related to gender equality, equal opportunities and diversity.	HRD	Pending (if and when needed) (annual action)			

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OGO.AW.4	Organisation, Governance and Operations	OGO	Awareness	AW	Organise and conduct trainings to raise awareness on gender equality, equal opportunities and diversity issues both internally and within the wider community.	4	Organise trainings (workshops or seminars) on gender equality and practices and procedures on how to reduce gender bias to nearby communities, interested companies and organisations	EDI Steering Committee, CCER	Ongoing			
OGO.AW.5	Organisation, Governance and Operations	OGO	Awareness	AW	Organise and conduct trainings to raise awareness on gender equality, equal opportunities and diversity issues both internally and within the wider community.	5	Disseminate the knowledge, including procedures and protocols to the entire community.	EDI Steering Commitee	Ongoing			
OGO.CU.1	Organisation, Governance and Operations	OGO	Culture	CU	Cultivate a gender equality, equal opportunities and diversity culture across the university.	1	Provide data analysis and report, through questionnaires, to measure work life balance and other labour conditions among staff members.	EDI Steering Committee, HRD, COO (IT)	Ongoing (annual monitoring)			
OGO.CU.2	Organisation, Governance and Operations	OGO	Culture	CU	Cultivate a gender equality, equal opportunities and diversity culture across the university.	2	Assess work-life balance, incorporating the gender perspective and take specific corrective measures to address problems discovered in the working environment.	EDI Steering Commitee, HRD	Ongoing (annual monitoring)			
OGO.CU.3	Organisation, Governance and Operations	OGO	Culture	CU	Cultivate a gender equality, equal opportunities and diversity culture across the university.	3	Organise and conduct inclusive events and activities, engaging the industry, society and public authorities, promoting the university's gender equality, equal opportunities and diversity practices and strengthening social relationships.	EDI Steering Commitee, Trainers, CCER	Ongoing (annual action)			
OGO.CU.4	Organisation, Governance and Operations	OGO	Culture	CU	Cultivate a gender equality, equal opportunities and diversity culture across the university.	4	Deploy a period assessment to diagnose the level of gender equality, equal opportunities and diversity in the university.	EDI Steering Committee	Ongoing (annual monitoring)			
OGO.SP.1	Organisation, Governance and Operations	OGO	Security Policies	SP	Incorporate the gender perspective on the design and implementation of all security policies.	1	Take appropriate measures to ensure the continuous support for women during labour and after childbirth.	HRD	Completed (suibject to regular review)			
OGO.SP.2	Organisation, Governance and Operations	OGO	Security Policies	SP	Incorporate the gender perspective on the design and implementation of all security policies.	2	Draft and deploy appropriate security policies to prevent or handle situations of harassment and violence.	HRD	Completed (subject to regular review)			
OGO.SP.3	Organisation, Governance and Operations	OGO	Security Policies	SP	Incorporate the gender perspective on the design and implementation of all security policies.	3	Organise seminars and workshops to raise awareness on how to identify, prevent and report situations of gender violence, sexual harassment and harassment based on gender or sexual identity.	EDI Steering Commitee, HRD, COO (HSES & WCO)	Ongoing			
OGO.SP.4	Organisation, Governance and Operations	OGO	Security Policies	SP	Incorporate the gender perspective on the design and implementation of all security policies.	4	Offer counselling and psychological support services for the prevention and identification of discrimination and behaviours of harassment or violence based on gender.	HRD, SSSO	Ongoing (regular updates needed)			
KT.CP.1	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	1	Consider gender equality practices in the course design and module design planning and delivery process.	EDI Steering Commitee, DAQC, TLEC	Ongoing (annual monitoring)			
KT.CP.2	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	2	Incorporate gender equality information in course review activities, such as enhancing the course leader report with specific questions assessing whether the module content could improve in terms of gender balance.	EDI Steering Commitee, DAQC, TLEC	Pending course review activities			

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KT.CP.3	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	3	Identify indicators to measure the gender perspective in teaching.	EDI Steering Commitee, SEEC, TLEC	Ongoing			
KT.CP.4	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	4	Ensure or update the Student Handbook to include clauses and activities for achieving gender inclusiveness amongst student community, through student activities, regulations and student operations.	EDI Steering Commitee, SS	Ongoing			
KT.CP.5	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	5	Organise and deliver a workshop for training teaching staff, permanent or affiliated, in gender equality, equal opportunities and diversity issues.	TLEC	Ongoing (annual action)			
KT.CP.6	Knowledge Transfer	KT	Course Planning	CP	Ensure courses are designed without gender or diversity bias.	6	Identify courses which can offer topics with a gender perspective for students' final projects and promote them during student induction.	Heads of Schools (Course Leaders)	Ongoing (if and when needed)			
KT.TP.1	Knowledge Transfer	KT	Teaching Planning	TP	Promote and cultivate a teaching culture that actively promotes the understanding of gender equality, diversion and social equality.	1	Identify existing modules that consider the gender perspective and compile a list of best practices and recommendations.	EDI Steering Committee, Heads of Schools (Course Leaders)	Ongoing			
KT.TP.2	Knowledge Transfer	KT	Teaching Planning	TP	Promote and cultivate a teaching culture that actively promotes the understanding of gender equality, diversion and social equality.	2	Provide guidelines and principles for incorporating the gender perspective in teaching, including gender-inclusive language, gender-balanced examples.	EDI Steering Commitee, SEEC, TLEC	Ongoing (annual monitoring)			
KT.TP.3	Knowledge Transfer	KT	Teaching Planning	TP	Promote and cultivate a teaching culture that actively promotes the understanding of gender equality, diversion and social equality.	3	Ensure gender equality practices are adopted in the module design planning and delivery process.	EDI Steering Commitee, SEEC, TLEC	Ongoing			
KT.TP.4	Knowledge Transfer	KT	Teaching Planning	TP	Promote and cultivate a teaching culture that actively promotes the understanding of gender equality, diversion and social equality.	4	Organise training sessions for all teaching staff focussing on gender equality in education through attitudes and instructional practices.	EDI Steering Commitee, Trainers		✓		✓
KT.TD.1	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	1	Design and circulate a dedicated checklist among the teaching staff to ensure implementation of gender equality practices.	EDI Steering Committee, SEEC, TLEC	Ongoing		✓	
KT.TD.2	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	2	Ensure educational material are free from gender stereotypes.	Heads of School (Course Leaders & Module Leaders)	Ongoing			
KT.TD.3	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	3	Add the gender equality, equal opportunities and diversity statement and ambition of the University during student induction.	EDI Steering Commitee, SS	Initiation			
KT.TD.4	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	4	Enhance students activities with events and workshops and seminars related to and enhancing awareness for gender equality, equal opportunities and diversity.	EDI Steering Commitee, SS		✓	✓	
KT.TD.5	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	5	Draft and deploy a protocol to train teaching staff on how to handle conflict related to gender and other equality related issues.	EDI Steering Commitee, Trainers		✓	✓	
KT.TD.6	Knowledge Transfer	KT	Teaching Delivery	TD	Leverage teaching as a tool to achieve gender equality.	6	Identify female pioneers and provide examples relevant to the module or programme context maintaining gender balance.	Heads of Schools (Module Leaders)	✓		✓	

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TA.CV.1	Transparency and Accountability	TA	Core Values	CV	Promote the university as one with the gender equality, equal opportunities and diversity incorporated in its core.	1	Establish a position statement and related objectives demonstrating the university's commitment in gender equality, equal opportunities and diversity.	EDI Steering Commitee, CEO	Completed			
TA.CV.2	Transparency and Accountability	TA	Core Values	CV	Promote the university as one with the gender equality, equal opportunities and diversity incorporated in its core.	2	Review marketing & communication material and activities to ensure incorporation of position statement and objectives.	COO (Marketing)	Ongoing			
TA.CV.3	Transparency and Accountability	TA	Core Values	CV	Promote the university as one with the gender equality, equal opportunities and diversity incorporated in its core.	3	Promote the university's Core EDI Values to the media and the general public.	EDI Steering Committee, COO (Marketing), CCER	Ongoing (annual action)			
TA.CV.4	Transparency and Accountability	TA	Core Values	CV	Promote the university as one with the gender equality, equal opportunities and diversity incorporated in its core.	4	Organise press releases related to the university's mission to promote gender equality, equal opportunities and diversity.	EDI Steering Committee, CCER	Ongoing			
TA.CD.1	Transparency and Accountability	TA	Communication and Dissemination	CD	Develop appropriate media to facilitate gender-inclusive communication	1	Organise and conduct workshops to train marketing and communication officers how to use effectively the media to ensure they eliminate gender bias communication in their marketing content, and how to effectively include the gender perspective.	COO (Marketing), EDI Steering Committee, Media Trainers	Initiation			
TA.SI.1	Transparency and Accountability	TA	Social Innovation	SI	Raise the outward visibility of the university's gender equality, equal opportunities and diversity practices to collaborating partners and the society at large	1	Ensure that gender equality, equal opportunities and diversity is incorporated in business and social development activities.	EDI Steering Committee, CCER	Ongoing (annual action)			
TA.SI.2	Transparency and Accountability	TA	Social Innovation	SI	Raise the outward visibility of the university's gender equality, equal opportunities and diversity practices to collaborating partners and the soceity at large	2	Promote and freely offer the university's practices and output for the public and communities at a regional, national and international level.	EDI Steering Committee, CCER	Ongoing (annual action)			
RI.MP.1	Research and Innovation	RI	Committee Membership and Participation	MP	Ensure gender equality in representation and contribution in the university's council, senate and research and innovation teams.	1	Incorporate the gender perspective in the selection criteria of committee membership and participation.	EDI Steering Committee, RIC	Ongoing			
RI.MP.2	Research and Innovation	RI	Committee Membership and Participation	MP	Ensure gender equality in representation and contribution in the university's council, senate and research and innovation teams.	2	Identify indicators to measure the gender perspective in research and innovation.	RIC Chair, RIC sub-Chairs (Research, I&E)	Ongoing	Ongoing		
RI.MP.3	Research and Innovation	RI	Committee Membership and Participation	MP	Ensure gender equality in representation and contribution in the university's council, senate and research and innovation teams.	3	Assess and take corrective measures to update memberships in committees.	RIC Chair, RIC sub-Chairs (Research, I&E)	Ongoing (annual monitoring)	Ongoing	Ongoing	

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RI.IN.1	Research and Innovation	RI	Gender and diversity Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	1	Organise workshops to familiarize research staff with the gender perspective in national and international competitive project calls.	RIC (Chair of Research)				
RI.IN.2	Research and Innovation	RI	Gender and diversity Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	2	Identify measures to evaluate the gender distribution in national and international competitive project calls.	RIC Chair, RIC sub-Chairs (Research, I&E)	Ongoing			
RI.IN.3	Research and Innovation	RI	Gender and diversity Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	3	Train research staff to work the gender perspective into their research.	RIC (Chair of Research)	Ongoing			
RI.IN.4	Research and Innovation	RI	Gender Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	4	Consider dedicated strategic research and innovation programmes, where appropriate, with the specific purpose of encouraging gender equality.	RIC (Chair of Research)	Ongoing			
RI.IN.5	Research and Innovation	RI	Gender and diversity Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	5	Explore pathways for women to succeed in research.	RIC Chair, RIC sub-Chairs (Research, I&E)	Ongoing (annual action)			
RI.IN.6	Research and Innovation	RI	Gender and diversity Inclusion	IN	Promote and draw attention to gender equality in research and knowledge transfer output.	6	Organise targeted trainings for academic and research staff that describe the impact of gender perspective in the research environment.	RIC (Chair of Research)	Ongoing			
RI.IE.1	Research and Innovation	RI	Innovation and Enterprise	IE	Promote gender and equality in research and innovation activities.	1	Introduce the gender perspective in innovation and enterprise activities.	RIC (Chair of I&E)	Ongoing			
RI.IE.2	Research and Innovation	RI	Innovation and Enterprise	IE	Promote gender and equality in research and innovation activities.	2	Train and educate entrepreneurs so that they involve the gender perspective in their projects.	RIC (Chair of I&E)	Ongoing (annual action)			
MA.DM.1	Monitoring and Assessment	MA	Data Management	DM	Consolidate information across the Organisation on all gender equality, equal opportunities and diversity matters.	1	Identify key systems which contain quantitative and qualitative data related to gender equality, equal opportunities and diversity.	EDI Steering Commitee, COO (IT)	Ongoing			
MA.DM.2	Monitoring and Assessment	MA	Data Management	DM	Consolidate information across the Organisation on all gender equality, equal opportunities and diversity matters.	2	Retrieve data from the key systems identified, for assessment of gender equality, equal opportunities and diversity key performance indicators.	EDI Steering Commitee, COO (IT)	Ongoing (annual action)			
MA.DA.1	Monitoring and Assessment	MA	Data Analytics	DA	Deploy techniques to analyse consolidated information, and discover and present useful knowledge that facilitates monitoring and assessment.	1	Design quality indicators (Specific, Measurable, Achievable, Relevant and Time-bound) to monitor and assess the strategic objectives of the plan.	EDI Steering Committee	Ongoing (regular updates needed)			
MA.DA.2	Monitoring and Assessment	MA	Data Analytics	DA	Deploy techniques to analyse consolidated information, and discover and present useful knowledge that facilitates monitoring and assessment.	2	Deploy appropriate analytics to analyse historical data, generate metrics and provide useful insight into the university's actions.	EDI Steering Commitee, COO (IT)		Initiation		

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MA.DA.3	Monitoring and Assessment	MA	Data Analytics	DA	Deploy techniques to analyse consolidated information, and discover and present useful knowledge that facilitates monitoring and assessment.	3	Design appropriate reporting tools to consolidate and present discovered knowledge using transparent, explainable and meaningful visualisations and techniques.	EDI Steering Commitee, COO (IT)		Initiation		
MA.DA.4	Monitoring and Assessment	MA	Data Analytics	DA	Deploy techniques to analyse consolidated information, and discover and present useful knowledge that facilitates monitoring and assessment.	4	Identify effective practices and areas of improvement across all key actions and measures.	EDI Steering Committee	Ongoing (annual action)			
MA.LE.1	Monitoring and Assessment	MA	Learning and Evolving	LE	Diagnosis, assessment and evolution of the Gender Equality, Equal Opportunities and Diversity Plan.	1	Deploy a protocol that periodically assesses the identified metrics, acknowledges efficient and effective practices and takes corrective measures for the areas that need improvement.	EDI Steering Committee		Initiation (annual action)		
MA.LE.2	Monitoring and Assessment	MA	Learning and Evolving	LE	Diagnosis, assessment and evolution of the Gender Equality, Equal Opportunities and Diversity Plan.	2	Generate an annual plan assessment report providing updated actions for the future.	EDI steering Commitee		Initiation (annual action)		

Responsible Unit(s) Initials Definitions:

CEO	Chief Executive Officer
EDI Steering Committee	Equality, Diversity and Inclusion Steering Committee
COO	Chief Operating Officer
HRD	Human Resources Director
IT	IT Manager
CCER	Corporate Communications and External Relations Manager
SS	Student Support team
SSSO	Senior Student Support Officer
DAQC	Director of Academic Quality and Compliance
HSES	Health, Safety & Environment Supervisor
WCO	Welfare Community Officer
TLEC	Teaching and Learning Enhancement Sub-Committee of SEEC
SEEC	Student Experience and Engagement Committee
RIC	Research & Innovation Committee
I&E	Innovation & Enterprise Sub-Committee of RIC