



A Response to the Implementing Inclusion Report

University of British Columbia, May 30, 2013

The Report

In January 2013, UBC engaged in a broad-based consultation that considered the structure of existing equity and diversity activities across the University. The consultation was led by human rights lawyer Nitya Iyer and UBC Ombudsperson Shirley Nakata, whose mandate was to seek feedback on the current structure and provide recommendations that would enable UBC to fulfill its commitment to equity and inclusion as a core value of *Place and Promise: The UBC Plan*. The consultation concluded in February and following that, their report, entitled *Implementing Inclusion*, was presented to the UBC Executive. The report includes observations, analysis, and two possible models for strengthening equity and inclusion at UBC: a single Vice President model, and an integrated Associated Vice President model.

Overall, the report indicates there is passionate support for equity and inclusion as core values across UBC, and examples of innovative initiatives exist on both campuses. However, the report also reveals that the current structure is not sufficiently supportive of equity and inclusion activities. In order for the university to respond to current and future needs, a more integrated, university-wide approach with greater focus on proactive education and capacity building is necessary. The report recommends the integrated Associate Vice President (AVP) model as the best to improve accessibility, coherence, transparency and accountability in order to cohesively strengthen UBC's capacity to fulfill its commitment to equity and inclusion.

The UBC Response

The UBC Executive has accepted the proposed AVP model and all of its associated recommendations. As well, the Executive acknowledges that the implementation of a more responsive structure is the first phase towards a longer term vision of making significant progress in equity and inclusion on our campuses. The accepted model will establish stronger champions and accountability at the executive level, provide for greater coordination and integration of the wide range of current activities, and focus more resources in education and prevention. By adopting this recommendation, the University embraces a framework that values equity, diversity and inclusion.

Implementation

As a first step to implementing this new vision, the current Equity Office will transform into the Equity and Inclusion Office with strengthened system leadership resources, and Access & Diversity will be repositioned to provide greater capacity for informal conflict resolution, accommodation and educational programs.

The work required to fully implement this new Associate Vice President - Equity and Inclusion model is significant. A reorganization of the current structure on both campuses is being implemented immediately, with a target completion of August 1, 2013.



In this new structure the number of resources dedicated to equity and inclusion will increase from 6.8 full-time equivalents to up to 10 full-time equivalents. Funding for the additional resources will come from existing budgets.

Elements of the new structure include the following, and may be refined during implementation:

Broader Executive Responsibility

Institutional responsibility for equity and inclusion will be shared among four Executive portfolios: the Provost and VP, Academic; Provost and Vice-Principal (UBC's Okanagan campus); VP, Students; and VP, Human Resources. One of the four portfolios will take the lead on a rotating basis, beginning with the VP, Human Resources, who will be the lead for the next two years.

Integrated Program Leadership

The AVP, Equity and Inclusion will hold overall responsibility for leading equity and inclusion at UBC, through the Equity and Inclusion Office. The AVP will report to the equity and inclusion lead on the UBC Executive—for the next two years, this will be the VP, HR. The four Executive leaders will meet with the AVP on a frequent basis to determine strategy, priorities and resource commitments.

Dr. Gurdeep Parhar, who was the Acting AVP, Equity, will take on this AVP role in the immediate term, until the search for a new AVP, Equity and Inclusion, is complete.

Strengthened Program Functions

Existing roles are being fundamentally changed, and new roles are being added. All roles have institution-wide responsibility unless otherwise indicated below. The new roles build capacity and position the university to be proactive in delivering on its commitments to equity and inclusion.

Subject Matter Experts

- Senior Advisor on Women Faculty, Dr. Rachel Kuske, will continue in this role on the Vancouver campus, and will provide support to colleagues on the Okanagan campus.
- Director, Intercultural Understanding, Alden Habacon, will have an intensified focus on supporting students.

Office of Equity and Inclusion

- A new, part-time senior equity and inclusion role at the Okanagan campus will be filled. The position will be responsible for education/training, triage, complaints, and building bridges to the academic community including scholars working in inclusion.
- Communications Co-ordinator – A new, full-time role will be recruited. In the interim, communications resources in the VP, Students, HR, and Public Affairs portfolios will provide support. This is in response to the need expressed by many, including the Provost's Advisory Committee on Equity and Diversity (PACED), that communication about the various diversity and equity initiatives at UBC needs to be better coordinated.



- Data Analysis Support - PAIR will provide dedicated support in this capacity.
- Workforce Planning – A new part-time role focused on equity will be filled.
- Provost's Faculty Associate (Vancouver campus) – A one year, part-time faculty secondment. This role will be responsible for faculty outreach and helping to build programs that support equity and inclusion. A comparable position is being considered for the Okanagan campus.
- Executive Assistant, Equity and Inclusion - This is an existing role, and the incumbent Executive Assistant, Equity Office, will fulfill this role.

Access & Diversity

- Educator/Trainers – A new role intended to enable UBC to take a more proactive approach to equity and inclusion by providing expertise, learning initiatives and resources for students, staff, and faculty. These positions are specific to the Vancouver campus, but learning resources, templates, etc., will be shared between campuses. Two full-time positions will be filled as part of the Access & Diversity team.
- Informal Resolution/Triage – A new full-time role on the Access & Diversity team on the Vancouver campus will be filled.

Office of the Ombudsperson

- The Office of the Ombudsperson will now serve students, faculty, and staff at the Vancouver campus (previously the office had responsibilities for only students). As this role is new to the Okanagan campus and the first Ombudsperson will not be in place until mid-August, this campus needs more time to consider the implementation of this model.

Compliance (Policy 3)

- A new role reporting to University Counsel will be created. Until recruitment for this role is complete, this role will be filled on a contract basis.

Interim Phase

In the interim reorganization phase, members of both campuses may contact:

Access & Diversity

Email: access.diversity@ubc.ca

Tel: 604.822.5844; TTY: 604.822.9049

1874 East Mall, Brock Hall, Vancouver campus

Other services for Okanagan campus students

Aboriginal Programs and Services

Tel: 250.807.8202

UNC 212, University Centre

<http://www.ubc.ca/okanagan/students/aboriginal> <<http://www.ubc.ca/okanagan/students/aboriginal>>



Disability Resource Centre

Tel: 250.807.9203

UNC 227, University Centre

<http://www.ubc.ca/okanagan/students/drc> <<http://www.ubc.ca/okanagan/students/drc>>

Services for Okanagan faculty and staff

Human Resources

Tel: 250.807.8833

ADM 006, Administration Building

<http://www.ubc.ca/okanagan/hr> <<http://www.ubc.ca/okanagan/hr>>

Conclusion

The UBC Executive wish to express their gratitude to the report authors for their thoughtful and inspiring work, and the UBC community for actively participating in the process. Our campus communities will be better served as a result of this broad effort and the new structure.