Getting Started with UBC’s Inclusion Action Plan

IAP Review Worksheet

**Answer the following questions using the below worksheet (questions have been shortened in column headings):**

1. Is our faculty or division formally identified as a “lead”?
2. Do we have expertise in this area that could support greater change at the institutional level? How so?
3. Is this action area a current responsibility for us or any of our units / departments? If so, which ones?
4. Does this action respond to a need or challenge we or any of our units / departments face? If so, how?
5. How are we already addressing this action?

| **1.0 Goal: Recruitment, Retention, and Success**  UBC will actively recruit, support, retain, and advance students, faculty, staff, and leaders from systemically marginalized communities. |
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| Action | 1. Identified as “lead”? | 1. Area of expertise? | 1. Current responsibility? | 1. Responds to a need or challenge? | 1. Already addressing this action? |
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| 1. **Recruit for EDI Skills and Competencies**   LEADS:Provosts; Senates; VP Human Resources  Continue and enhance active recruitment for equity, diversity, and inclusion skills and competencies, and increase the capability and capacity to collaborate in a diverse environment through all searches and in career progression for leadership, staff and faculty. |  |  |  |  |  |
| 1. **Equitable Recruitment & Admissions**   LEADS:Provosts; VP, Human Resources; VP, Students  Revise, renew, and replace recruitment and hiring/admissions processes to actively take into account equity issues in the assessment of merit, through job postings, criteria development, and selection of students, staff, faculty, and leadership at UBC. |  |  |  |  |  |
| 1. **Access through Affordability**   LEADS**:** Provosts; VP, Human Resources; VP, Students  Reduce financial barriers to studying and working at UBC, particularly for Indigenous and other marginalized students, and support affordability strategies for transit, housing, and childcare for faculty, staff, and students. |  |  |  |  |  |
| 1. **Inclusive Spaces & Initiatives**   LEADS**:**Provosts; VP, Human Resources; VP, Students  Support mentorship, peer support, and affinity/resource groups that enhance spaces for and initiatives toward inclusion. Promote extra-curricular programming, professional development opportunities and events that help build inclusive cultures. |  |  |  |  |  |
| 1. **EDI in Scholarship**   LEADS: Provosts; Senates; VP, Human Resources  Expand and enhance opportunities for scholarship rooted in differences in worldviews that advances equity, diversity, and inclusion. |  |  |  |  |  |
| 1. **EDI in Promotion**   LEADS**:** Provosts; VP, Human Resources  Create and embed best practice guidelines for the recognition and valuing of EDI-related work, in collaboration with Provosts, Deans, and collective bargaining units, in scholarship, teaching, educational leadership, and service for faculty. |  |  |  |  |  |
| 1. **Enhance Performance Review Processes & Discussions**   LEADS**:** VP,Human Resources; Provosts  Update performance review processes, discussion guides, and merit pay policies, in collaboration with Provosts, Deans, and collective bargaining units, for staff and emerging leaders to include criteria for recognizing participation in initiatives and other contributions to advance equity, diversity, and inclusion. |  |  |  |  |  |
| 1. **Implement Recommendations of Systems Reviews**   LEADS:VP, Human Resources; VP, Students; Provosts  Implement the recommendations of the 2019 [Employment Systems Review](https://bog3.sites.olt.ubc.ca/files/2019/02/3_2019.02_Employment-Systems-Review.pdf) that assesses disparities in experiences for faculty and staff, and conduct a similar review to examine any disparities in experiences for students, including student-staff, Teaching Assistants, and Post-Docs. |  |  |  |  |  |

| **2.0 Goal: Systems Change**  UBC will be intentional and proactive in changing systems, structures, policies, practices, and processes to advance equity, diversity, and inclusion. |
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| 1. **EDI Decision-Making Principles**   LEADS:All VPs, Board of Governors, Senate  Develop, consult on, and implement guidelines for decision-making that incorporate equity, diversity, and inclusion principles. |  |  |  |  |  |
| 1. **Indigenous Strategic Plan**   LEADS:President; Provosts; VP, Human Resources; VP, External Relations  Support understanding and implementation of the [Indigenous Strategic Plan](https://aboriginal.ubc.ca/indigenous-strategic-plan/) across all units. |  |  |  |  |  |
| 1. **Inclusion Action Planning**   LEADS: University Executive, Senate  Ensure plans that incorporate inclusion actions are developed by and communicated throughout each Executive Portfolio and each Faculty. |  |  |  |  |  |
| 1. **Leadership & Succession Planning**   LEADS:Provosts**,** All VPs  Develop and implement criteria for advancing into mid-level and senior leadership that requires that all leaders demonstrate commitment to principles of equity, diversity, and inclusion and reflect the diversity of the UBC community. |  |  |  |  |  |
| 1. **Degree Requirements**   LEADS:Senate, Provosts  Incorporate equity, diversity, and inclusion skills and competencies into degree requirements. |  |  |  |  |  |
| 1. **Job Descriptions & Performance Reviews**   LEADs:VP**,** Human Resources; Provosts  Incorporate equity, diversity, and inclusion skills and competencies into job descriptions and provide training in how to assess these skills and competencies through performance reviews for staff and evaluations for faculty. |  |  |  |  |  |
| 1. **Workplace Accommodations for Disability**   LEADS**:** VP**,** Human Resources; VP, Finance & Operations  Develop and enact an institutional level accommodation policy for faculty and staff with disabilities that is supported by a central accommodation fund. |  |  |  |  |  |
| 1. **Inclusive Infrastructure**   LEADS:Provosts;VP**,** Human Resources; VP, Students  Develop infrastructures for supporting and accommodating faculty, staff, and students with respect to religious, spiritual, and cultural observances, and flexible work, housing, and childcare arrangements. |  |  |  |  |  |
| 1. **Accessibility**   LEADS:VP, Finance & Operations; VP, External Relations  Enhance the accessibility of physical and virtual spaces on UBC campuses for students, staff, and faculty. |  |  |  |  |  |
| 1. **IAP Planning, Implementation & Reporting**   LEADS: Provosts; All Vice-Presidents  Provide resources for department, Faculty, and administrative unit level planning, implementation, and reporting on the Inclusion Action Plan. |  |  |  |  |  |
| 1. **Equity Leads**   LEADS:Provosts; All Vice-Presidents  Appoint a faculty or staff member within each department or unit who is responsible for coordinating the implementation of commitments made in the Executive or Faculty level plans at the local level, supported by an Equity Leads Network facilitated by the Equity & Inclusion Office. |  |  |  |  |  |

| **3.0 Goal: Capacity Building**  UBC will enhance institutional and individual capacities and skills to succeed in and advance inclusive environments and work to sustain and continually evolve that capacity as skills and capabilities are increased. |
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| 1. **EDI Education and Training Programs**   LEADS: Provosts; VP, Human Resources; VP, Students; VP, Research & Innovation  Resource, develop, implement, and evaluate comprehensive education and training programs on equity, diversity, and inclusion for students, faculty, and staff. Embed this education and training in recruitment processes, onboarding, assessment and performance reviews, and professional development for staff and faculty; and in curricular and co-curricular contexts for students. |  |  |  |  |  |
| 1. **Dialogue and Engagement**   LEADS: Provosts; VP, Human Resources; VP, Students; VP, External Relations  Facilitate and provide opportunities for dialogue and conversation around sensitive topics at UBC and beyond. Build conflict engagement skills and practices among all members of UBC’s community to equip people for working across differences. |  |  |  |  |  |
| 1. **EDI Leadership Training**   LEADS: Provosts; VP, Human Resources  Develop EDI curriculum and deliver/leverage training specifically for leadership at all levels to deepen understanding and encourage modelling of inclusive behavior, with a focus on applied skills and performance management in diverse workplaces. |  |  |  |  |  |
| 1. **EDI Curriculum and Program Requirements**   LEADS: Provosts; Senates  Embed equity and inclusion education into curriculum and program requirements for all students that incorporates intercultural understanding, empathy and mutual respect (see Truth and Reconciliation Commission of Canada’s Calls to Action (iii) and UBC’s Indigenous Strategic Plan). |  |  |  |  |  |

| **4.0 Goal: Learning, Research & Engagement**  UBC will foster environments of learning, research, and engagement that value building and exchanging multiple and intersectional ways of knowing. |
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| 1. **EDI Awards, Funding, and Incentives**   LEADS: Provosts; VP, Research & Innovation  Establish awards, funding, and incentives that recognize outstanding equity, diversity, and inclusion initiatives and contributions in learning, research, and engagement, including community engaged research and community-led initiatives. |  |  |  |  |  |
| 1. **Inclusive Teaching and Learning**   LEADS: Provosts; Senates  Encourage and support instructors and teaching assistants to implement inclusive course design, teaching practice, and assessments. |  |  |  |  |  |
| 1. **Funding Applications and Award Nominations**   LEADS: VP, Research & Innovation; Provosts  Embed equity, diversity, and inclusion principles in the review processes for all funding programs and award nominations including VP Research & Innovation-administered internal funding competitions, internal research awards, institutional nominations for external awards and honours, and funding programs that require adjudication and peer-review. Equitably support researchers to develop funding proposals and award nominations. |  |  |  |  |  |
| 1. **Research Funding**   LEADS: Provosts, VP, Research & Innovation  Advance the principles and intended outcomes of the equity, diversity, and inclusion initiatives of the Canada Research Chairs Program and the Dimensions Charter, as well as other existing and future government funding programs. |  |  |  |  |  |
| 1. **Equitable Community Relationships**   LEADS: VP, External Relations; VP, Finance & Operations; VP, Research & Innovation; Provosts  Proactively build and strengthen UBC’s relationships and improve institutional systems to appropriately recognize and compensate community members’ engagement, and work more effectively with communities and organizations representing those who have been marginalized. |  |  |  |  |  |
| 1. **Student Learning**   LEADS: Senates; VP, Students; Provosts  Review and improve mechanisms to ensure that student perspectives on the inclusiveness of their learning experiences are integrated into the improvement of teaching. |  |  |  |  |  |
| 1. **Indigenous Strategic Plan Alignment**   LEADS: All VPs; Indigenous Engagement Committee; Provosts  Work in alignment with the Indigenous Strategic Plan to support learning, research, and engagement at UBC that reflect the Truth and Reconciliation Commission of Canada’s Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women and Girls’ Calls for Justice, and are consistent with the United Nations Declaration on the Rights of Indigenous Peoples. |  |  |  |  |  |

| **5.0 Goal: Accountability**  UBC will hold itself accountable to its commitment to inclusion through clear and timely processes, thorough evaluation, and transparent reporting to the UBC communities on its progress on this action plan. |
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| 1. **Mechanisms for Annual Reporting**   LEADS: VP, Human Resources; Provosts; VP, Students  Establish mechanisms for annual reporting on inclusive actions, including plans for future progress. |  |  |  |  |  |
| 1. **Institutional Data**   LEADS:VP, Human Resources; VP, Finance & Operations; VP, Students  Ensure Workday collects institutional data with appropriate privacy safeguards to enable regular systematic analyses of access, engagement, promotion, success, attrition, etc., for students, staff, and faculty. |  |  |  |  |  |
| 1. **Enhanced Reporting Mechanisms**   LEADS:VP, Human Resources; Board of Governors  Review and enhance streamlined mechanisms and related policies to better support people who experience harassment, discrimination, retaliation, and bullying to report incidents and policy breaches, and ensure annual reporting on aggregated incidents. |  |  |  |  |  |
| 1. **External Contractors**   LEAD:VP, Finance & Operations  Create EDI criteria to engage all external contractors to work toward supporting an inclusive environment at UBC, and as a condition for being added to the preferred list of vendors or contractors for UBC. |  |  |  |  |  |
| 1. **External Reviews**   LEADS:Provosts; Deans  Create terms of reference for the self-study document and directions to reviewers for external department and/or program reviews that includes:   * an examination of the diversity of people within the department and concrete efforts to address any under-representation; * an analysis of the integration of historically marginalized forms of knowledge into the curriculum; * a demonstration within the department of the fulfillment of the Truth and Reconciliation Commission of Canada’s Call to Action, particularly Call 63 (iii). |  |  |  |  |  |
| 1. **Annual Reporting on this Plan**   LEAD:Equity & Inclusion Office  Report annually to the campus communities on the progress of this plan, including actions planned and undertaken in each division, progress made, and updated information on changes in the metrics for each goal. |  |  |  |  |  |