

# Roadmap for Change: Implementing anti-racism commitments at UBC

January 25, 2023



# Land Acknowledgement



UBC's campuses are located on the traditional, ancestral, and unceded territories of the Syilx (Okanagan) Peoples and of the Coast Salish Peoples, including the territories of the xwməθkwəy'əm (Musqueam), Skwxwú7mesh (Squamish), and Stó:lō and Səl'ílwətaʔ/Selilwitulh (Tsleil- Waututh) Nations.



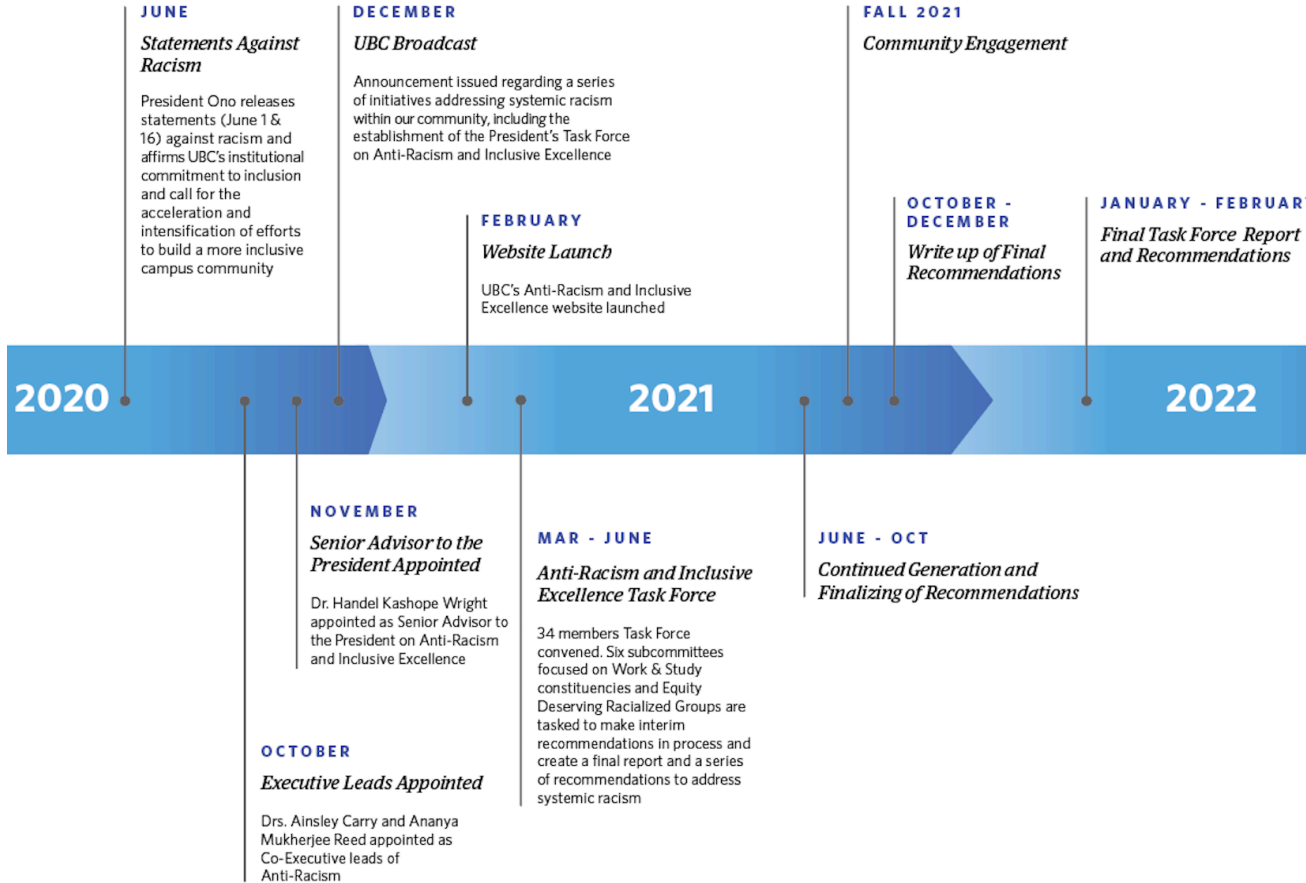
# ANTI-RACISM AND INCLUSIVE EXCELLENCE TASK FORCE (ARIE TF)

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Strategic  
Plan  
In Action



# TIMELINE OF TASK FORCE ACTIVITY



# DISTINCTIVE AND INNOVATIVE CHARACTERISTICS OF THE UBC ARIE TASK FORCE

1. Inclusive Excellence as the expressed goal of its anti-racism work
2. Comprehensive anti-racism related to specific ethnoracial and other equity denied groups
3. The creation of six committees that were given the mandate to operate relatively autonomously and to produce recommendations designed to address racism against both ethnoracial and institutional constituencies
4. The submission of recommendations at various interim intervals for the consideration of the President and Executive anti-racism leads rather than only in the TF final report
5. Work undertaken in a compressed timeline
6. Intersectionality
7. Purposeful inclusion of minority within minority
8. Community input and rigour

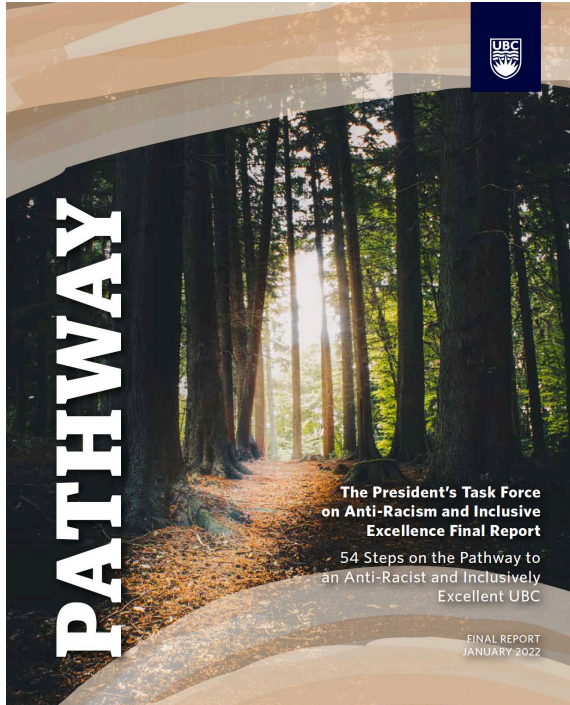
## SIX PRIMARY RECOMMENDATIONS

1. Anti-racist education for all individuals at UBC, including senior administration
2. Recruit and retain IBPOC faculty members and staff
3. Develop a system for handling complaints involving IBPOC students, faculty, and staff
4. Establish and routinize anti-racism as academic, intellectual, and activist work at UBC, including through an office and a living library
5. Address wellbeing and sense of belonging of IBPOC members in the community
6. Address workload inequities experienced by IBPOC faculty and staff

## WE GIVE THANKS TO THE FOLLOWING:

- Former UBC President, Dr. Santa Ono
- Executive Assistant to President Ono, Julie Wagemaker
- Wendy Luong, Project Manager from the President's office
- Alison Stuart-Crump, Executive Assistant from Provost's office
- Former Provost at UBCO, Dr. Ananya Mukherjee Reed
- The current Executive sponsors, AVP of Students Dr. Ainsley Carry and Provost Rehan Sadiq, Provost Gage Averill
  
- Former AVP of EIO, Dr. Sara-Jane Finlay and former acting AVP of EIO, Dr. Margaret Moss
- The Communications Team (Richard Hart, Jamil Rhajjak, John Lo, Clare Hamilton-Eddy)
- Roshni Narain, Former Director of EIO, Human Rights advisor
- Castlemain for their help with designing the artwork and preparing the final report.
- The many supporters and champions of antiracism and inclusive excellence from within the UBC community and from those outside of UBC who waited eagerly to learn more about the ARIE Task Force's work.

# THE UBC ANTI-RACISM AND INCLUSIVE EXCELLENCE TASK FORCE FINAL REPORT



<https://antiracism.ubc.ca/task-force-report/>

Strategic  
Plan  
In Action





# Strategic Equity & Anti-Racism (StEAR) Framework: A Roadmap for Change

January 2023

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Associate Vice-President, Equity and Inclusion



# Why a StEAR Framework?

UBC's 2018 – 2028  
Strategic Plan:

[Shaping the Next Century](#)

**Strategic Themes:**

- Inclusion
- Collaboration
- Innovation

**Align, unify, mobilize  
EDI priorities**

Forthcoming  
Accessibility Plan

2022 CRC EDI  
Action Plan

2022 EDI  
Dimensions Action  
Plan

**Strategic Equity  
& Anti-Racism  
(StEAR)  
Framework  
and 2023 –  
2026 Roadmap  
to Change**

2022 Trans, Two-  
Spirit, and Gender  
Diversity Task Force  
Recommendations

2019 Inclusion  
Action Plan

2022 Anti-Racism  
and Inclusive  
Excellence  
Recommendations  
(and Scarborough  
Charter Pledge)

2019 Employment  
Equity Plan



# What is the StEAR Framework?

- A **community-engaged, data-informed, action-oriented, and accountability-driven tool** for the planning, implementation, and evaluation of EDI priorities
- Includes:
  - Six Guiding Principles
  - Four Broad Aspirational Goals (structural, curricular, compositional, interactional change)
  - **A Roadmap to Change: 18 SMART Objectives**
    - Reflecting common and distinct priorities from all plans and recommendations
    - To guide implementation over a three year time horizon – 2023 - 2026
  - Recognition of Inputs Required for Success (financial, human, material, capital resources)
  - Key Performance Indicators to Track Progress among Possible Output and Outcome Measures
  - A Pan-Institutional Governance Model
    - with the Equity & Inclusion Office leading a ‘coordinated decentralization’ approach

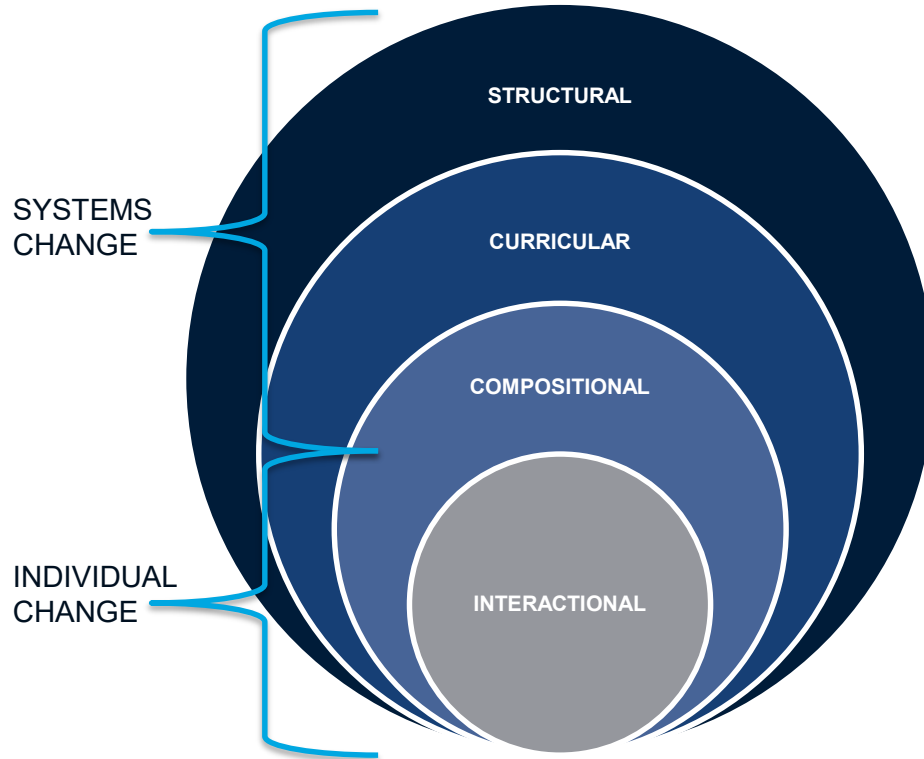


# StEAR Guiding Principles

- Recognition of the Rights of Indigenous Peoples and Respect for Self-Determination
- Race-Consciousness in the Pursuit of Equity and Inclusive Excellence
- Meaningful and Ethical Community Engagement
- Networked Leadership and Coordinated De-centralization
- Collective Responsibility Driven by Executive Accountability
- Continuous Learning and Improvement



# StEAR Goals, Domains, Drivers of Change



**Domain:** Institutional principles, paradigms, processes  
**Drivers:** Leadership, governance, accountability

**Domain:** Educational, academic programs and pedagogies  
**Drivers:** Teaching, research, community engagement

**Domain:** People policies and practices  
**Drivers:** Recruitment, support, retention

**Domain:** Individual proficiencies  
**Drivers:** Training, education, governance

# StEAR Framework: A Logic Model



DOMAIN	STRUCTURAL	CURRICULAR	COMPOSITIONAL	INTERACTIONAL
DRIVERS	Leadership, governance, accountability	Teaching, research, community engagement	Recruitment, support, and retention practices	Training, education, dialogue

GOAL	Capacity for system change	Responsive ways of knowing and dissemination	Representational diversity, meaningful inclusion	Individual, community capacity for positive relations
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PRINCIPLES OF PRACTICE	
Rights of Indigenous Peoples, respect for self-determination Collective responsibility, executive accountability Continuous learning and improvement	Race-consciousness Meaningful, ethical community engagement Networked leadership, coordinated de-centralization

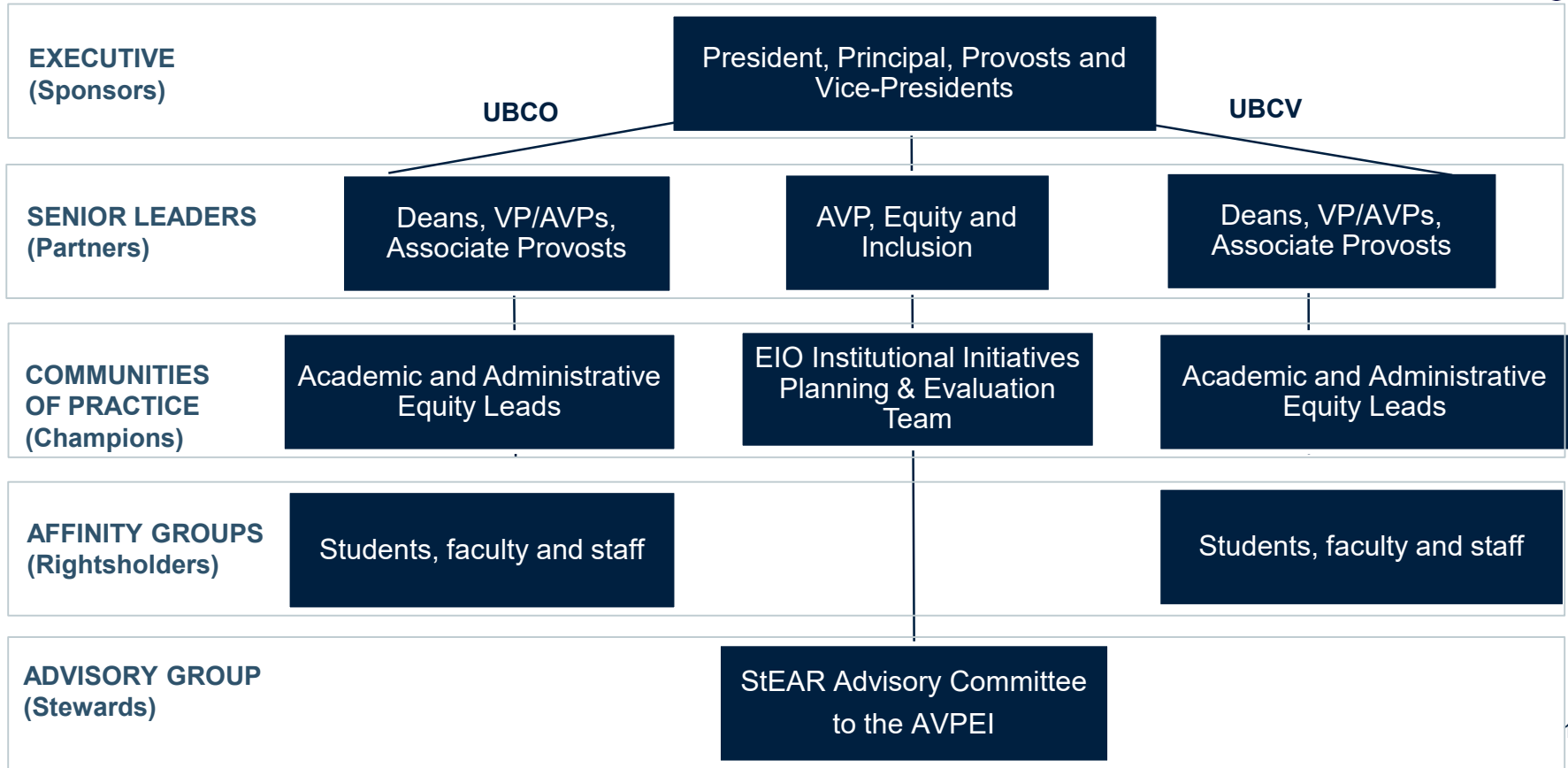


# StEAR Governance

- **Executive (Sponsorship)**
- **AVPEI and EIO Team (Central Leadership/Coordination)**
- **Senior Academic and Administrative Leaders (Partnership)**
  - As needed: Implementation Teams co-led with AVPEI/EIO
- **Faculty & VP Portfolio Equity Champions (Networked Leadership/Coordinated Decentralization)**
  - Plus: Expanding Departmental-Level Champions in EDI Action Network
- **Advisory Committee (Community-Engaged Stewardship) – UBCV and UBCO representation**
  - Representatives of and for community members belonging to historically, persistently, systemically marginally groups
  - Representatives among executive sponsors, senior leadership partners, and networked champions
  - To advise on and steward implementation efforts



# Governance Model





# Next steps



## February – March

- Continue to consult on the details of the Roadmap
- Work with Planning & Institutional Research on mechanisms to tracking progress
- Build out the website that houses Roadmap information
- Update implementation/activation guides and toolkits

## April – May

- Officially release the final Roadmap
- Launch the Advisory Committee
- Launch an Inventory to establish baselines and assess efforts
- Develop an ongoing communication and consultation plan

## Beyond May

- Strengthen Communities of Practice
- Provide funding opportunities
- Provide learning opportunities
- Offer consultation and advising



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