

SUBJECT	EQUITY & INCLUSION OFFICE 2017-2019 ANNUAL REPORT
MEETING DATE	SEPTEMBER 24, 2019

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	August 14, 2019
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EXECUTIVE SUMMARY

The attached report provides an overview of the activities of the Equity & Inclusion Office (EIO) for the period of July 1, 2017 to June 30, 2019.

At UBC, we define inclusion as a commitment to creating a welcoming community where those historically, persistently, or systemically marginalized are treated equitably, feel respected, and belong. Inclusion is built by individual and institutional responsibility through continuous engagement with diversity to inspire people, ideas, and actions for a better world.

As a university, we are committed to building a campus community where principles of equity and inclusion are embedded across academic, work, and campus life, improving employment equity and protecting the human rights of students, faculty, and staff across its campuses and work sites.

This report serves as an accountability and transparency mechanism for equity and inclusion efforts at UBC.

EIO's efforts seek to improve student, faculty and staff experiences, wellbeing, and success. We do so by building institutional and individual capacity, fostering attitudinal and behaviour change, providing learning and engagement opportunities, enhancing strategies, policies, systems and practices, and ensuring accountability.

Our Vision

A diverse community that creates and sustains an equitable and inclusive campus.

Our Mission

To advance equity, inclusion, and human rights at UBC by promoting diversity, eliminating discrimination, and engaging the community in dialogue and action.

Strategic Alignment

UBC's strategic plan, *Shaping UBC's Next Century*, identifies inclusion as one of the core cross-cutting themes and inclusive excellence as a strategy under the People & Places priority area.

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These commitments and efforts align with our aspirations for the achievement of inclusive excellence.

Beyond the strategic alignment, EIO works to support efforts to deliver on the actions identified in the Employment Equity Plan, the Employment Systems Review, the Canada Research Chair Equity, Diversity, & Inclusion Action Plan, and, more broadly, Universities Canada's Inclusion Principles.

Why EDI Matters

As a university, we are committed to inclusion and inclusive excellence. We assert that we cannot have academic excellence without diversity, and we cannot have diversity without inclusion. Research demonstrates that diversity and inclusion contribute to individual and community wellbeing, supports creativity and innovation, increases productivity, and contributes to the enhancement of the university's reputation.

2017-2019 Key Highlights

Over the 2017-2019 period, EIO continued to engage in activities that build capacity, enhance recruitment, retention, and success, contributed to making learning, teaching, and engagement more inclusive, advanced system change, and provided accountability for university efforts.

- **Worked to enhance student diversity and student experience through the Student Diversity Initiative (SDI):** Created successful collaborations with Human Resources and Student Development & Services, formed partnerships with Enrolment Services, the Centre for Teaching, Learning & Technology, the Faculty of Arts and the Faculty of Science. SDI staff within the EIO led efforts to deliver enhancements to student orientations, supported system changes that enhanced the use of preferred names and pronouns, launched the Equity & Inclusion Scholars Program, and revised the collection of student diversity data to understand and improve student experience, as well as other multiple interventions which support the embedding of equity and inclusion in systems and processes.
- **Supported efforts to enhance teaching practices, curriculum and classroom experiences:** Launched the Equity & Inclusion Scholars Program which seeks to build capacity for transformative teaching and learning through the integration of equity, diversity, and inclusion; launched inclusive teaching website and online resources.
- **Provided human rights advising:** Between 2018 and 2019, addressed 297 complaints at the informal stage of the process, avoiding formal complaints through internal or external mechanisms (such as the BC Human Rights Tribunal). With a conservative estimate that some 20 per cent of complaints may have resulted in a formal complaint, the work of our office provided savings of more than \$1.2 million in costs associated with a formal complaint process.
- **Developed a conflict engagement initiative:** completed the development of the conflict engagement initiative plan, a major call to put systems in place that contribute towards the development of appropriate skills, competencies, and bodies of knowledge around conflict.
- **Led participatory strategic planning efforts for inclusion:** Completed the first phase of consultations and developed a draft of the Inclusion Action Plan. Scheduled the second phase of consultations that more specifically engage the voices of historically, systemically, or persistently marginalized populations.

- **Evaluated employment systems and recruitment, retention, and remuneration practices:** Following consultation with key university stakeholders, completed UBC’s Employment Systems Review and presented findings to the Board of Governors. Incorporate findings from the review into draft Inclusion Action Plan so as to improve recruitment and retention practices. Working with the Senior Advisor to the Provost on Women Faculty updated a pay equity review for female faculty.
- **Supported policy review:** Under the leadership of University Counsel, the EIO participated in several policy reviews, including Policy 3: Discrimination; Policy 65: Religious Accommodation; and Policy 73: Accommodation for Students with Disabilities. In addition, the AVP co-chaired the Policy 131: Sexual Assault and other Sexual Misconduct committee and many staff actively participated in the internal review of the implementation of Policy 131.
- **Delivered training and education** to students, faculty and staff so as to build institutional and individual capacity across Faculties and units – through both on-demand/custom and standing workshops, ranging from Positive Space education to search committee training. This includes training for academic advisors, student peer leaders through the Centre for Student Involvement + Careers and Residence Life, academic heads through ALDP and managers through Managing@UBC.
- **Hosted public engagement, community building, and knowledge exchange opportunities:** In partnership with alumni UBC, Chaplains, UBC Connects, and Faculties, hosted a series of dialogues that raised awareness and shared knowledge on topics such as faith, disability, masculinity, diversity, leadership, gender equality, and sexual orientation and gender identity. Engaged the broader community through signature UBC Pride events and facilitated efforts that enabled students, staff and faculty to participate in the Vancouver Pride Parade. Delivered several awareness campaigns on anti-racism education, International Women’s Day, Ramadan, and other significant dates.

Attachments

1. Equity & Inclusion Office 2017-2019 Annual Report

STRATEGIC CORE AREAS SUPPORTED

People and Places
 Research Excellence
 Transformative Learning
 Local / Global Engagement

Previous Report Date June 2018

Decision For Information

Action / Follow Up Board of Governors to endorse EIO’s programming approach and delivery.

Equity & Inclusion Office
2017-2019
Annual Report

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2017–2019 Activities

Over the 2018-2019 period, EIO continued to engage in activities that build capacity, enhance recruitment, retention, and success, contribute to making learning, teaching, and engagement more inclusive, advance system change, and provide accountability for university efforts.

Building Capacity

Our Approach

Building capacity includes direct delivery training and education, train-the-trainer programming, and reviewing the curriculum of existing leadership development programs to embed equity, diversity and inclusion. Working through existing and established programs, and collaborating with campus partners, connects the EIO to student, faculty, and staff leaders in positions of influence and helps ensure that our educational activities have campus-wide reach and impact.

Key Highlights

- Worked with **UBC Human Resources** to integrate equity, diversity and inclusion education into Managing @ UBC and the Academic Leadership Development Program, delivering six sessions to UBC's emerging and current leaders.
- Trained hundreds of student leaders through an ongoing partnership with the **Centre for Student Involvement + Careers**; each year student leaders welcome and help orient thousands of incoming students to UBC.
- As part of the efforts of the Student Diversity Initiative, a Planning & Evaluation Strategist embedded within the **Faculty of Arts** reviewed and assessed existing sources of data around student equity, diversity, and inclusion, such as the Undergraduate Experiences Survey, and developed an analytical framework to map out existing initiatives in the Faculty of Arts.
- Launched the pilot of an Inclusion Self-Assessment Tool for use by SDI partners, and supported units, such as Enrolment Services, in strategic planning efforts that sought to better understand and integrate equity, diversity, and inclusion in programs and services.
- Through the embedded partnership with the **Centre for Teaching, Learning & Technology**, we continued to deliver inclusive teaching education and resource development; launched a new inclusive teaching website and hosted both direct-registration workshops and sessions as part of CTLT's institutes and celebrate learning week. In partnership with CTLT the EIO hosted the keynote speaker, Kevin Lamoureux, for Celebrate Learning.
- Continued to deliver regular **on-demand and standing workshops** to campus faculty, staff, and students, on topics such as sexual orientation and gender diversity, race, anti-racism, and culture, human rights, unconscious bias, equitable search practices, and general awareness around equity, diversity, and inclusion.
- Continued to participate and support a number of **equity & inclusion committees** that seek to advance inclusion in teaching, research, work, and community program settings - either at the Faculty level, or as part of institutional programs, such as the Inclusive Rec committee.
- Provided **subject matter and communications expertise** to support issues management and worked with media relations to identify stories that demonstrate UBC's efforts around inclusion.

Recruitment, retention, and success

Our Approach

Intentional recruitment and active retention of a diverse faculty, staff, and student body requires institutional commitment and deliberate attention by leadership to ensure that everyone is equitably supported to be successful. Our efforts to ensure equitable hiring practices include training and education, data collection to support evidence-based decision-making, and participating in system-wide efforts to remove barriers for diverse faculty, staff, and students to thrive.

Key Highlights

- Continued to work closely with the **Senior Advisor to the Provost on Women Faculty** and the **Senior Advisor to the Provost on Racialized Faculty**, including on the development of a **pay equity data dashboard** and the delivery of **recruitment training** for faculty and executive search committees.
- In partnership with the **Senior Advisor to the Provost on Women Faculty**, continued the review and revision of structures for faculty-related gender equity issues including, for example, pay equity and initiatives that build confidence in key skills such as negotiation.
- Participated in key governance initiatives including the **UBC Vancouver Senate Committee on Academic Diversity and Inclusion**. Supported efforts to create and recruit for the position of **Senior Advisor to the Provost on Racialized Faculty** and supported the Advisor around efforts to enhance the understanding of the climate, opportunities, and limitations for racialized faculty at UBC.
- Completed two pilots of a **temporary prayer space** during winter and spring exam periods, with positive reception from the student body. Worked closely with Muslim student associations, the Chaplains, Facilities, and Campus + Community Planning to make the space available.

Learning, Teaching, and Engagement

Our Approach

Providing a rich learning, research, and engagement environment is evidence that we value the diversity of people within our communities, their ideas, and their experiences. When learning, teaching, research, and engagement are undertaken with an equity and inclusion lens, we contribute to advancing inclusion.

Key Highlights

- Launched the inaugural **Equity & Inclusion Scholars Program**, providing \$101,000 in funding for six projects – and a total of 25 faculty members – that seek to transform teaching and learning practices and enhance inclusion and student experiences in the classroom.
- Continued supporting community-led projects and initiatives through the **Equity Enhancement Fund**, providing \$110,000 in funding for 15 equity and inclusion projects across both UBC Vancouver and UBC Okanagan. Projects seek to enhance equity and inclusion across the university, including in admissions, academic programs, student services and experiences, and engage communities around Indigeneity, sexual orientation and gender identity, race and culture, and accessibility.
- Developed and launched an **inclusive teaching website and resources** in partnership with CTLT, providing resources to the teaching community around ways to improve classroom experiences and curriculum.

- In partnership with faculty from the Allard School of Law and the School of Regional and Community Planning, and the UBC Chaplains, hosted a series of three **inter-faith dialogues** that aligned with the conflict engagement framework. The dialogues explored religious identity within university environment and considered how we can foster a campus climate in which religious identities are welcomed, seen, accepted, and fairly treated.
- Delivered a series of **Alumni Dialogues** to engage on and off-campus communities around issues of critical societal importance, including around change-making, leadership, diversity, masculinity, navigating difference, disability, and sexual violence, including in partnership with **UBC Connects** at UBC Okanagan.
- Worked with campus partners to bring together and elevate LGBTQ2SIA+ Pride related programming at UBC Vancouver, unifying three signature events under a single **#UBCPride campaign** (faculty and staff pride convergence, Vancouver Pride Parade engagement, and UBC Pride Celebration).
- **Enhanced student orientations for diverse students** by launching a Get Connected series of events for queer and/or trans and BIPOC (Black, Indigenous, and persons of colour) students and integrated sessions into JumpStart orientations program; positively received programming engaged over 100 students.
- Annually hosted a **Queer Orientation** program with campus wide partners at UBC Okanagan.
- Engaged student and student leadership through the **Equity Ambassadors Peer Program** on both campuses, and supported some 18 students in their efforts to engage their peers around equity and inclusion topics, including through events and educational opportunities.
- Hosted **Rule Out Racism** at UBC Okanagan, a week-long series of events focused on the need for greater literacy and conversation about race and racism.

Systems Change

Our Approach

Institutionally, and individually, we are working to establish and implement processes, practices, and policies that are equitable and address the needs of those who have been and continue to be excluded or under-represented.

- Instituted changes to UBC faculty and staff service centres and the student information systems so as to improve access to and the use of **preferred names**; these changes support efforts to ensure student wellbeing and enhance everyday experiences.
- In partnership with Human Resources, and in alignment with Policy #3: Discrimination and the UBC Respectful Environment Statement, created online guides on the use of chosen or **preferred names for staff and faculty**.
- Continued to work with the **Integrated Renewal Program** teams to ensure that Workday systems support the consistent display of chosen names and use gender markers other than M or F. Working through the **data governance committee**, continue to advocate for ways to address a gap in data, and ensure new systems facilitate data collection and understanding of our community's diversity to enhance recruitment, retention and success.
- Following consultations and engagement activities with key campus partners, finalized the **Conflict Engagement Initiative Plan**. The plan aims to ensure that conflict is met and responded to professionally, coherently, and comprehensively across the university, that there are proactive dialogic spaces created to address systemic issues and ongoing conflicts, and that the members of the UBC community have appropriate knowledge and capacity to deal with their own conflicts in an active and proactive way.

- Completed and published UBC’s **Employment System Review**, a comprehensive overview of how current employment systems and practices are performing, and identifying opportunities and barriers with respect to making our employment practices more equitable and inclusive.
- Conducted campus-wide engagement to develop UBC’s **Inclusion Action Plan**; efforts included university-wide consultations with students, faculty, and staff. Completed the first round of consultations and developed a draft IAP for further feedback by those historically, systemically, or persistently marginalized.
- Expanded the SDI partnerships to include the **Faculty of Science** and recruited an embedded strategist.
- In partnership with the UBC CRC Secretariat, created and implemented the Canada Research Chairs (CRC) EDI Action Plan and continue to respond to the requirements of the plan.

Accountability

- Continued to deliver **human rights advising services** to the campus community, amid an almost 200% increase in clients over the 2017-2018 period; helped resolve 276 concerns before they became complaints resulting in avoidance of significant costs to the university, both financial and reputational.
- Provided **conflict engagement advising** to a number of Faculty and service units in order to facilitate constructive navigation of inter-personal and unit-level conflicts, thus supporting business continuity and wellbeing, and the productivity of students, staff, and faculty.
- Developed a **dedicated diversity survey module** as part of the Undergraduate Experiences Survey, in order to collect better data around our students’ experiences and identities.
- Worked closely with the Senior Advisor to the Provost on Women Faculty to develop **interactive pay equity data dashboards** in order to better understand pay equity amongst faculty and to support decision-making.
- Supported **external reporting and accountability efforts** including the Institutional Accountability Plan and Report, Top Diversity Employer, CRC EDI Action Plan, and EDI Dimensions program.
- Completed initial evaluation of the Student Diversity Initiative, and mapped out a process to share the findings with partners and collaboratively explore how to address recommendations from the evaluation report.

Governance

Governance Structures

Vice-Presidents’ Strategic Implementation Committee for Equity & Diversity (VPSICED)

The Equity & Inclusion Office facilitates the Vice Presidents’ Strategic Implementation Committee for Equity & Diversity (VPSICED). The EIO continues to support the work of the Race & Leadership Standing Committee and the recently convened Religious, Spiritual, & Cultural Practices Working Group.

Faculty Equity Leads Committee

The Faculty Equity Leads committee brings Associate Deans with responsibility for equity and inclusion across the Faculties. The committee provides an opportunity to share perspectives and feedback on inclusion initiatives, and offers a forum for knowledge and information exchange.

SDI Operations Committee

A Student Diversity Initiative Operations Committee continues to bring together SDI partners in a single forum to co-ordinate efforts and provide governance and accountability mechanism for the Initiative's work.

In addition to overall governance committees, EIO works in a collaborative way with campus partners and has formed additional working committees and advisory bodies to support programs and projects, including:

- Conflict Engagement Initiative Working Group
- Inclusion Action Plan Advisory Committee

Organizational Transformation and Alignment

Following the departure of a director in a key leadership role in 2017/2018, EIO conducted an internal assessment and re-organization process in order to improve collaboration and better utilize our expertise and resources so as to ensure the most effective service and program delivery to campus audiences. Following initial changes to the structure, the internal alignment process continues and will be completed in 2019.

2019-2020 Key Priorities

Continue strategic planning and partnership development

- Develop and implement a **student advisory body** around equity, diversity, and inclusion and strengthen **governance** mechanisms around EDI efforts.
- Support faculties and units in developing **Inclusion Action Plans**, supported by an **IAP toolkit** to provide inclusion self-assessment and change management processes; this includes efforts to develop and launch resources to support campus community members in forming equity committees in Faculties and units.
- Complete development of the **Inclusion Action Plan**, and update the **Canada Research Chairs Equity, Diversity & Inclusion Action Plan**, the **Employment Equity Plan**; and begin implementation of **Conflict Engagement Framework**.
- Strengthen **partnerships with the AMS, GSS, and student organizations** on campus in order to better understand student need and identify opportunities to support and collaborate.
- Establish formal partnership agreements with each **Student Diversity Initiative** partner to enhance clarity around roles, expectations, and programming priorities, and foster stronger engagement across SDI governance committees.
- Continue working with the leaders of other mid-level plans such as **Indigeneity, Wellbeing, and Sustainability** to identify planning, programming, and reporting alignments across efforts, particularly with respect to inclusion and Indigeneity.

Enhance experiences of students, faculty, and staff

- Continue improving consistency of the display and use of **chosen names and gender markers** across university systems, including in collaboration with the Senate around graduation, and the Integrated Renewal Program data governance committee with respect to Workday.
- Working with university partners to create a campus culture that embraces **persons of faith**; develop **religious accommodation guidelines** ahead of the repeal of Policy 65 and explore prayer space needs and opportunities.

Build capacity through more robust education and training programs

- Continue delivering **high-impact educational programming** for students, faculty, and staff so as to build capacity and support a culture of inclusion.
- Develop **online educational programming** to complement in person training and update existing in-person programming, including search committee and Positive Space curriculum.
- Deliver an open enrolment series of interactive workshops that provides a platform for on and off-campus experts to engage the campus community on key EDI issues.

Support community building, a sense of belonging, and connect the community with knowledge, opportunities, and resources to build a more inclusive UBC

- Identify high-priority **awareness and behaviour change campaigns** to scale up campus-wide, including around anti-black racism, Pride, disability, and gender equity; deliver and align campaigns, knowledge exchanges, and community engagement and community building efforts.
- Align and **integrate communication strategies** and priorities in partnership with Human Resources, Student Communications, VP Academic, and the Senior Advisors.
- Create collaborations that uplift and support **student clubs in their engagement and programming efforts for community building and change** – both in terms of their capacity and programming, as well as visibility to peers.
- Develop **affinity networks for racialized staff and faculty**, and scale up programming and **network development for the LGBTQ2SIA+** staff and faculty.
- Work closely with the Senior Advisor to the Provost on Racialized Faculty to support **community building** for racialized staff.
- Continue partnerships with alumni UBC around **community engagement and knowledge exchange events**.
- Expand **Get Connected community building programming for queer and/or trans and BIPOC students** to enhance a sense of belonging, wellbeing, and positively influence their experiences at UBC.
- Develop **recognition mechanisms** for students, faculty and staff, to celebrate community's actions to build a more inclusive UBC.
- Support efforts to enhance UBC processes and responses to **controversial events on campus** and enhance two-way dialogue mechanisms to support decision-making.
- Foster closer collaborations with **Musqueam First Nation** around programming and knowledge sharing.

Enhance accountability mechanism

- Improve **EDI data collection** and presentation to support a culture of data transparency and accessibility, improve decision-making, and build a better understanding of diversity of our community, including through online dashboards.
- Engage with the **Board of Governors** on an annual basis and report on the progress around the inclusion priority and the Inclusion Action Plan.

About the Equity & Inclusion Office

Overview

Through leadership, vision and collaborative action, the Equity & Inclusion Office continues to further UBC's commitment to excellence, diversity, and inclusion.

The office provides the full range of services that support employment equity, education, leadership, and proactive initiatives while building resiliency and a respectful environment.

The Associate Vice President, Equity & Inclusion reports to the Vice President, Human Resources, Provost & Vice President Academic, Vice President, Students, and the Deputy Vice Chancellor at UBC Okanagan.

Appendix 1: Training and Education Workshops

Workshop	Audience	Example Sites of Delivery / Partners
Managing at UBC	Staff	Human Resources
Academic Leadership and Development Program	Faculty	Human Resources
Positive Space / sexual orientation and gender identity	Students, staff, faculty	Arts Academic Advising, AMS, Vancouver School of Theology, Wellbeing, Campus Security, Totem Park Pride Collective, Sociology Students Association, Totem Park Residence Association, Student Housing and Hospitality Services, UBC Counselling Services, CiTR, Kinesiology, Forestry, Access Desk, UBC Medicine, Chemical and Mechanical Engineering,
Teaching Assistants Workshop	Grad students	Creative Writing, Linguistics, Philosophy, Computer Science
Respectful Environment	Students, staff, faculty	Journalism
What's in a name?	Students, staff, faculty	Aligned with the changes to the access and use of chosen names
Selection Bias in Search Committees	Staff, faculty	Various search processes at senior and executive levels, Faculty of Arts,
Soft skills for hard times	Staff, faculty, students,	TRIUMF, Graduate and Postdoctoral Studies,
Speak up: Community building with respect	Staff, students, faculty	Jack Bell Research Centre, History, Forestry, Indigenous Legal Studies,
How to be an ally	Students, faculty, staff	Physics and Astronomy
Custom Requests	Students, staff, faculty	Student Recruitment and Advising, Student Housing and Hospitality, Sauder School of Business, Institute for Oceans and Fisheries, International Relations, Land and Food Systems Academic Advising Team, Development and Alumni Engagement, Science 101, campus equity committees, Commerce Undergraduate Society
Pedagogy Hub at Congress	Faculty, instructors, graduate students	Centre for Teaching, Learning and Technology (CTLT)

Celebrate Learning Week Panels	Faculty, instructors, graduate students	CTLT
Spring, Winter, and Summer Institute	Faculty, instructors, graduate students	CTLT
Creating Kinder Classrooms	Faculty, instructors, graduate students	CTLT

Appendix 2: Communications and Engagement Programming

Campaigns and Engagements	Activities
Sexual Orientation and Gender Identity	Faculty and staff community building (Convergence); community celebration and engagement (UBC Pride); community engagement (Pride Parade); UBC Pride installation and celebration at UBC Vancouver/UBC Okanagan; media release via Media Relations; Get Connected events for the queer and/or trans students and community; Transgender Day of Remembrance information booths in UBC Life in collaboration with campus partners; digital content.
Gender Equity	Promotional support and digital content around National Day of Remembrance; co-funded and supported 2-day International Women's Day unconference and celebration led by Campus + Community Planning.
Persons with Disabilities	Digital content around International Day of Persons with Disabilities; alumni UBC dialogue event on disability, technology, sport and resilience.
Race and Culture	Digital content for Black History Month, Orange Shirt Day, National Indigenous People's Day. Rule out Racism community engagement week at UBC Okanagan, alumni UBC dialogue event at UBC Vancouver, and digital content around the International Day for Elimination of Racial Discrimination; Equity Ambassadors-led student events (Realities of Racism, Watching Crazy Rich Asians in Vancouver).
Faith	Ramadan related digital content; media release around prayer spaces led by Media Relations; digital content around inclusive holidays.
Wellbeing	Thrive week participation through information booths, digital content, including Equity Ambassadors-led student event Decolonizing Self-care.
Dialogues on campus issues	Controversial events on campus; inter-faith dialogue series (x3).
General EDI Engagement	Recognition event and information session for Equity Enhancement Fund recipients and applicants, E&I Scholars information sessions; supported student and campus community-led events through funding, advisory, and promotional support. NSERC information session around EDI in research; four alumni UBC dialogues around diversity and leadership, and changemaking.
Student engagements and community building	Get Connected events for queer and/or trans and BIPOC students; digital content.
Orientations	Imagine UBC, Welcome Back BBQ, Graduate and Postdoctoral Studies, Jump Start, Creative Writing, Post-doc, Allard School of Law, Faculty Information Fair; digital content;

Appendix 3: Associated Data on Equity & Inclusion

- [2016-2017 Employment Equity Report](#)
- [2019 Employment Systems Review](#)
- [2017 Workplace Experiences Survey](#)
- [2018 Undergraduate Experiences Survey: Diversity Module](#)

Appendix 4: Relevant Policies and Plans

Plans

1. [UBC Strategic Plan: Inclusion Theme](#)
2. [Valuing Difference: A Strategy for Advancing Equity & Diversity at UBC](#) (to be replaced by the Inclusion Action Plan in September 2019)
3. [Employment Equity Plan](#) (2010)

Policies

1. [Employment Equity](#) (Policy #2)
2. [Discrimination & Harassment](#) (Policy #3)
3. [Response to At-Risk Behaviour](#) (Policy #14)
4. [Advertising of Position Vacancies](#) (Policy #20)
5. [Religious Holidays](#) (Policy #65)
6. [Academic Accommodation of Students with Disabilities](#) (Policy #73)
7. [UBC Statement on Respectful Environment for Students, Faculty and Staff](#)

Reviews & Reports

1. [Implementing Inclusion](#) (2013)
2. Employment Systems Review (available upon request)

External Guidance

- BC Human Rights Code
- Canadian Charter of Rights and Freedom
- Canadian Human Rights Act
- Universities Act
- FIPPA
- Universities Canada Principles on Equity, Diversity, and Inclusion