



SUBJECT	Strategic Equity and Anti-racism Framework: A Roadmap for Change
SUBMITTED TO	People, Community & International Committee
MEETING DATE	June 14, 2023
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested

LEAD EXECUTIVE	Gage Averill, Provost and Vice-President Academic, UBC Vancouver
SUPPORTED BY	Ainsley Carry, Vice-President, Students Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan Arig al Shaibah, Associate Vice-President, Equity and Inclusion Jannik Eikanaar, Associate Provost, Inclusion, Diversity, Equity and Anti-Racism, UBCO

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the People, Community & International Committee on the following occasions:

1. [November 17, 2022](#) (OPEN SESSION)

Action/Follow up: N/A

EXECUTIVE SUMMARY

The Strategic Equity & Anti-Racism (StEAR) Framework is a community-engaged, data-informed, action-oriented, and accountability-driven tool for the planning, implementation, and evaluation of EDI and antiracism priorities at UBC. The Framework uses a “logic model” approach that identifies four change goals towards which 18 strategic objectives are aimed. The 18 objectives and their associated strategic actions – together referred to as the Roadmap for Change – are drawn from existing UBC plans and reports that have identified the university’s EDI-related priorities (i.e., Inclusion Action Plan, Employment Equity Plan, CRC EDI Action Plan, ARIE Task Force Report, T2SGD Task Force Report, and Dimensions Action Plan). A visual tool has been developed that allows the tracking of each goal, objective, action and recommendation from existing plans and reports to the StEAR Framework objectives. With its focus on implementation and accountability, the Framework’s objectives summarize the activities that will need to occur at the institutional level or university-wide system-level. Work is underway to identify leads, timelines, and measures to track progress on Roadmap objectives.

The Framework also includes six principles of practice and a proposed governance and oversight model. A StEAR Implementation Advisory Committee will advise on and steward StEAR implementation efforts and mechanisms will be introduced to ensure intentional and regular communication, consultation, and engagement of historically, persistently and systemically marginalized (HPSM) groups. The terms of reference for the Implementation Advisory Committee and mechanisms for community engagement is forthcoming.

The Equity and Inclusion Office (EIO) is establishing enhanced mechanisms to coordinate communities of practice and networks of distributed unit EDI leads (champions) - many of whom have extensive experience working to amplify the voices of HPSM constituents of students, faculty and staff. The EIO is also taking an inventory of affinity and advocacy groups on campus and establishing processes for building relationships and regularly communicating and consulting with these groups.

The Strategic Equity & Anti-Racism (StEAR) Enhancement Fund has been established to support campus community-led (students, faculty and staff) initiatives (e.g., projects, events, programs, and activities) that seek to broadly advance equity and anti-racism at UBC, in support of the constellation of university priorities held together under the StEAR Framework and Roadmap for Change.

Activities to date

- Development, refinement and socialization of key aspects of the STEAR framework and Roadmap for Change, specifically 18 high level objectives and associated strategic actions that will guide institutional efforts over a three-year time horizon (2023 – 2026).
- Consultations with the EIO team, distributed Equity Leads, Indigenous Strategic Plan implementation leads, and affinity groups representing historically marginalized communities, executive sponsors, and senior leadership to provide feedback on the evolution of the Framework, Roadmap and Governance and Oversight Model.
- Collaboration with the Planning and Institutional Research (PAIR) Office on preliminary development of key performance indicators and articulation of outcomes and key results.
- Development of robust FAQs and updating of relevant resources comprising an existing suite of tools designed to support units to familiarize themselves and engage with the framework in their local contexts.

Next steps

- Formalization and deployment of the StEAR governance and oversight model, including the StEAR Executive Liaison Committee and StEAR Implementation Advisory Committee, deployment of cross-unit implementation teams; and development of project specific workplans and timelines.
- Continue working in partnership with the PAIR Office to refine preliminary outcomes and key results (or “key performance indicators”) and formalize mechanisms to track progress.
- Complete development and launch the inventory and unit assessment tool to establish baselines and status of institutional efforts.
- Continue to refine communications and consultation and engagement plan to ensure UBC community is informed and engaged.

PRESENTATION

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



Strategic Equity & Anti-Racism Framework: A Roadmap for Change

June 2023

Arig al Shaibah, Ph.D. AVP, Equity & Inclusion



Introduction and summary



StEAR Framework & Roadmap to Change:

- Guides coordinated, decentralized implementation of 7+ distinct plans;
- Includes 18 SMART objectives, associated strategic actions, and governance & oversight model

Strategic plan alignment



Goals:

- 4. Build a diverse culture

Core areas and strategies:

- Inclusion, collaboration, innovation;
- S1: Great People; S4. Inclusive Excellence;
S15: Student Experience

SWOT



Strengths: Institutional guidance, adaptability to local contexts

Weaknesses: Optimizing and sustaining resources (time, human and financial)

Opportunities: CoP; distributed leadership

Threats: Culture change and capacity building

Activities to date



Developed StEAR *Roadmap to Change*:

- 18 high-level objectives and strategic actions
- Consultations with rights/stakeholders
- Partnership with PAIR on progress tracking
- Updating relevant tools & resources, reports
- Developing inventory and assessment tool

Next Steps



Formalization and deployment of the StEAR governance and oversight model:

- Executive Liaison Committee and Implementation Advisory Committee
- Implementation teams and timelines
- StEAR Enhancement Fund launch

Discussion



- What are the conditions for culture change at UBC?
- What role exists for the Board?