



Your Unit within the Equity Action Plan

IMPLEMENTATION TOOLKIT

This tool is for leaders supporting their faculty, division, department or unit's implementation of the Equity Action Plan (EAP). It provides leaders with a suggested process for reviewing the EAP to identify relevant goals and actions that can be implemented within their context.ⁱⁱ

Overview

Building meaningful long-lasting change will require efforts from across the university. A core purpose of the [Equity Action Plan](#) is to provide direction for academic and operational units to incorporate the plan into their unit-level planning. If your unit has an existing equity, diversity and inclusion plan, reviewing the EAP will ensure your plan's alignment with the EAP and help you identify gaps and opportunities.

Many of the EAP actions require institution-wide efforts so every unit will contribute to their success by implementing their own supporting activities. At the same time, no one unit is expected to undertake all the actions in the EAP. Not every action will be relevant to the mandate of your unit, while others will be highly relevant.

This tool provides a structure for your unit to review and discuss the EAP goals and actions. By leading your unit through the following steps you will develop a list of EAP actions that you have identified as relevant to your unit.

Note: While the goal of using this tool is not to 'brainstorm' ideas for how your unit can advance particular EAP actions, ideas may come up. Be sure to save these ideas as 'brainstorming' will later play an important role as you develop your unit's plans for implementing the EAP.

Step 1: Identify the Get Started working group

Before you start, consider who to engage in the first phase of the [Implementation Framework](#), Get Started. Using a working group with various stakeholders to undertake various aspects of the work can help broaden support. Whether you draw on existing committee structures or build a new one, thinking about equity is essential. We encourage you to think creatively about how you can seek input from those beyond the working group through info sessions, focus groups and other engagement practices.

You may also decide to create a small coordinating committee or to take on coordination yourself. To learn more about how to increase equity through engagement, review the [Equitable Engagement in Implementation resource](#).

Step 2: Review the EAP

To figure out how your unit's mandate and work may relate to the EAP, first familiarize yourself with the plan. The questions below are a suggested starting place for your unit to discuss the EAP goals and

actions. You can circulate the questions ahead of time for review alongside the EAP itself, prior to a broader discussion.

Questions for discussion:ⁱⁱⁱ

1. What are your first impressions? What stands out as most important, and why?
2. How does the Equity Action Plan relate to your unit's existing internal strategies, policies, or plans?
3. Which actions could your unit move forward in the immediate future, or without many additional resources?
4. In which areas are you most excited to expand work over the next two to four years and why? Where is there already momentum in your unit/faculty?
5. Are there other important ways your unit engages issues of equity, inclusion and diversity that are not reflected in the EAP? If so, what are they?

Step 3: Determine specific opportunities and responsibilities

With the insights from the review exercise above, use the Equity Action Plan Review Worksheet (below) to assess the extent to which each action of the EAP is relevant to your unit's work. The table asks your unit to consider each action of the EAP in terms of:

- formal leadership roles (i.e., unit is within the portfolio named as a 'lead') and informal opportunities to advance an action,
- your unit's responsibilities related to the action area, and
- your unit's needs and challenges related to the action area.

Action leads

Each action in the EAP has a listed lead. Leads are senior leaders who are accountable for ensuring progress on the committed actions. Units within a lead's portfolio will develop activities to advance these actions. Other leaders and portfolios may have related responsibilities.

If your unit is a faculty or academic department, you are within the Vice-President Academic and Provost's portfolio. Otherwise, refer to UVic's [Administrative Organizational Chart](#) to find out what portfolio your unit is within.

Please note, some actions within the EAP are being led at the Executive leadership level or by particular units across campus. These actions are marked in the Equity Action Plan Review Worksheet as "not for unit level planning."

Next steps

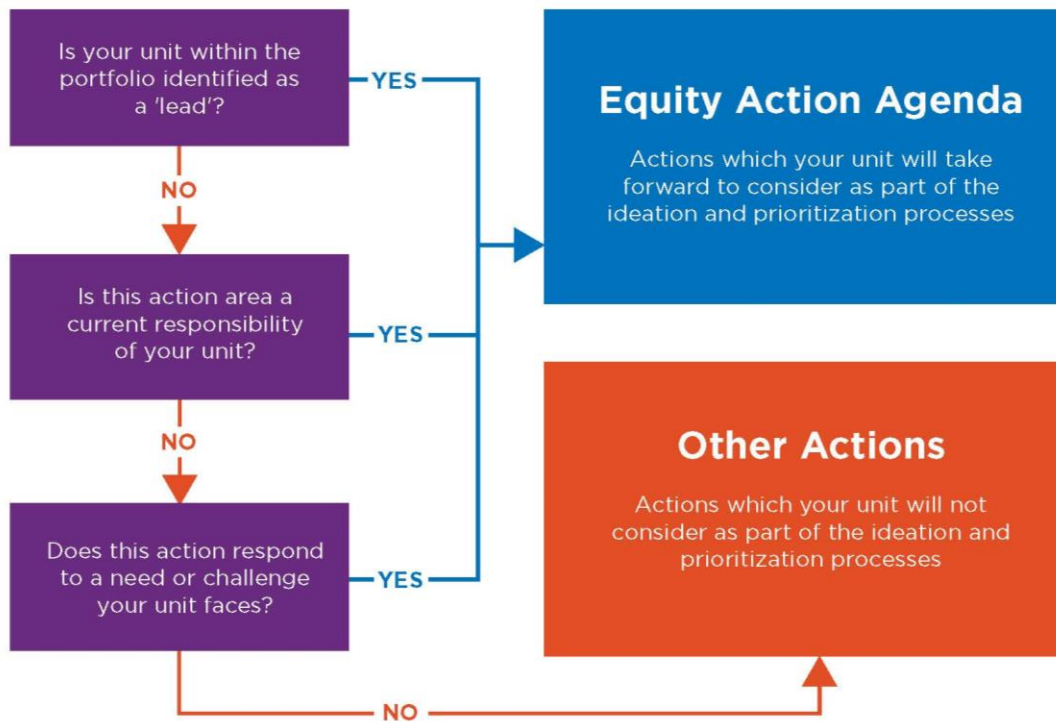
After completing the Equity Action Plan Review Worksheet, list the actions for which you have noted at least one "Yes." This list is the start of your unit's Equity Action Agenda, which you will continue to refine and add to as your plans for implementing the EAP become more concise. The listed actions reflect those which your unit could contribute to advancing.

Next, your unit will consider which of these actions are within your unit's influence, 'brainstorm' how you will advance them and finally, prioritize those ideas. The [Ideating and Prioritizing Activities tool](#) has been designed to support this process.

Questions?

Find the Implementation Framework and full list of tools on the [Equity Action Plan website](#). If you get stuck or are not sure what the next step is for your unit, help is available. The Equity Action Team can assist with coaching and troubleshooting. Email us at equityaction@uvic.ca

Equity Action Plan Review Worksheet: Summary chart



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ⁱ For the rest of this document, we use “unit” as the generic term for units, departments, faculties, and divisions, and other relevant UVic groups.

ⁱⁱ This resource is adapted from University of British Columbia (2021). “Getting Started with UBC’s Inclusion Action Plan.” Accessed at: <https://equity3.sites.olt.ubc.ca/files/2021/04/Getting-Started-with-UBCs-Inclusion-Action-Plan.pdf>

ⁱⁱⁱ Adapted from UC Berkeley (2015). “Campus Plan Review Worksheet” in Strategic Planning for Equity, Diversity, and Inclusion. University of California Regents. Accessed at: <https://diversity.berkeley.edu/sites/default/files/academic-strategic-toolkit-final.pdf>

Equity Action Plan Review Worksheet

Instructions

Answer the following questions about each [Equity Action Plan](#) (EAP) action using the below worksheet (questions have been shortened in the column headings):

1. Is our unit/department/faculty within the portfolio identified as a 'lead'*?
2. Is this action area a current responsibility of our unit/department/faculty?
3. Does this action respond to a need or challenge that our unit/department/faculty faces? If so, how?
4. How is our unit already addressing this action?

Completing this review worksheet can be done collaboratively as a group or by filling out separate worksheets and then comparing and compiling them.

*If you are unsure if your unit is within the portfolio identified as a 'lead,' refer to UVic's [Administrative Organizational Chart](#)

Before you start

Take note of the following labels:

- "Not for unit level planning" - identifies actions that are being led at the Executive leadership level or by particular units across campus. This is not meant to contradict any direction from your Vice President or other campus leaders your unit has received.
- "Targeted action"- these actions address the barriers identified in the EAP. Targeted actions are not meant to be solutions but rather starting places to address complex issues. To read the barriers, you can access the full plan at uvic.ca/eap

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Goal #1 – Equity-centred culture

Create an inclusive campus community that values diversity and challenges dominant systems of power, including colonization, white supremacy and heteropatriarchy, through research, teaching, curriculum, policy and practice.

Action	Within an identified 'lead' portfolio?	Area a current responsibility?	Responds to a need or challenge?	Already addressing this action?
#. Example action	Yes	No	Yes: example, etc.	Yes: example, etc.
1. Senior administration will champion equity by diversifying its own representation through mentorship, encouragement and sponsorship of faculty and staff from systemically and historically marginalized groups. Lead: Executive Council (Targeted action)	*Not for unit level action planning			
2. Develop communications plans, strategies and resources that focus on diversity and a commitment to social justice and societal change. Communications should be transparent and acknowledge the dominant systems of power. UVic should be authentic and honest about the barriers and challenges systemically and historically marginalized communities face. Lead: All portfolios (Targeted action)				
3. Continue to advance the principles of the Canada Research Chairs Program, the Scarborough Charter and future national and/or government initiatives related to equity, diversity, inclusion and belonging. Lead: All portfolios				
4. Update UVic's Policy on Human Rights, Equity and Fairness to communicate the university's responsibilities related to equity, diversity and inclusion. Leads: Executive Council, Equity & Human Rights	*Not for unit level action planning			

<p>5. Provide equity, diversity, inclusion, anti-oppression and cultural safety education for all members of the university. Include specific opportunities to develop Indigenous cultural competencies by learning about Indigenous histories, current realities, rights to self-determination and anti-Indigenous racism. Leads: VP Academic & Provost, VP Finance & Operations, VP Indigenous, Equity & Human Rights (Targeted action)</p>				
<p>6. Develop an education strategy so that all students learn about equity, diversity, inclusion, anti-oppression, Indigenous rights to self-determination and colonization within academic programming prior to graduation. Leads: VP Academic & Provost, Equity & Human Rights</p>				
<p>7. Provide experiential learning opportunities that reflect and contribute to the pressing issues of our time related to equity and human rights (e.g., Indigenous self-determination, climate change, social justice, etc.). Lead: VP Academic & Provost</p>				
<p>8. Adopt policies, educational sessions and practices of inclusion that support harassment-free classrooms and other learning environments. Leads: VP Academic & Provost, VP Finance & Operations</p>				
<p>9. Incentivize faculty and staff to prioritize building an inclusive and equitable campus including developing performance evaluation tools that incorporate and assess equity, diversity and inclusion skills, competencies and achievements. Leads: VP Academic & Provost, VP Finance & Operations (Targeted action)</p>	*Not for unit level action planning			
<p>10. Create a strategy that supports the development of unit-level equity committees and encourages their engagement with each other and the Equity Action Plan (EAP). Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights (Targeted action)</p>	*Not for unit level action planning			

<p>11. Engage with external research organizations to redress under-representation and build equitable practices into the research grant selection and research recognition processes. Lead: VP Research & Innovation</p>	<p>*Not for unit level action planning</p>
<p>12. Continue to develop pathways for Indigenous graduate students and Indigenous-led research through relational knowledge grants and other supports. Expand the existing programs for other systemically and historically marginalized groups. Lead: VP Research & Innovation</p>	<p>*Not for unit level action planning</p>
<p>13. Provide tailored training to key university governance bodies, starting with the Board of Governors and specific senate committees (Senate Committee on Academic Standards, Senate Committee on Learning and Teaching, Senate Committee on Planning), so their decisions are well informed to advance equity and build an inclusive campus. Lead: University Secretary</p>	<p>*Not for unit level action planning</p>

Goal #2 – Relationality & belonging

Transform university structures and practices to show value for diverse lived experiences and ways of knowing to build relationships across and beyond UVic.

Action	Within an identified 'lead' portfolio?	Area a current responsibility?	Responds to a need or challenge?	Already addressing this action?
1. Review and update UVic's Policy on University Policies and Procedures to include a requirement to evaluate policies through an equity lens and in accordance with the Declaration on the Rights of Indigenous Peoples Act (DRIPA). Lead: University Secretary				*Not for unit level action planning
2. Create an institutional anti-racism framework that provides clear direction for curriculum and course development, training and other strategies. Lead: Executive Council				*Not for unit level action planning
3. Reflect the historic and present-day Indigenous communities at UVic in campus signage and other naming practices. Lead: Executive Council				*Not for unit level action planning
4. Promote and support professional development opportunities and events that build an inclusive campus and culture. Lead: All portfolios				
5. Expand and enhance opportunities for scholarship rooted in different worldviews that advance equity, diversity and inclusion. Leads: VP Academic & Provost, VP Indigenous, VP Research & Innovation (Targeted action)				
6. Create transparent processes that value, recognize and reward scholarship rooted in differences in worldviews that advances equity, diversity, and inclusion. Leads: VP Academic & Provost, VP Indigenous, VP Research & Innovation (Targeted action)				

7. Encourage and support instructors and teaching assistants to implement inclusive course design, teaching practices and assessments. Lead: VP Academic & Provost				
8. Honour student perspectives on belonging and inclusion and engage with students to improve teaching and program development. Leads: VP Academic & Provost, Equity & Human Rights				
9. Develop an implementation plan that responds to the findings of the Rick Hansen Accessibility Audit and other feedback on creating affirming and physically accessible spaces. Leads: VP Academic & Provost, VP Finance & Operations	*Not for unit level action planning			
10. Support mentorship, peer support and affinity group community-building initiatives for students, staff and faculty. Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights (Targeted action)				
11. Require, within the limits of academic freedom, that research about communities that is based on identity or that is likely to affect specific communities, respects the principles of co-construction, including ongoing outreach to relevant communities on inputs, interpretation and use of research results. Lead: VP Research & Innovation				
12. Build robust community partnerships with organizations to increase relationships with systemically and historically marginalized communities. Lead: VP External Relations (Targeted action)				

Goal #3 – Recruitment & retention

Attract, advance, and retain students, staff, faculty, librarians and senior leadership from systemically and historically marginalized communities.

Action	Within an identified 'lead' portfolio?	Area a current responsibility?	Responds to a need or challenge?	Already addressing this action?
1. Establish comprehensive employee recruitment, hiring and retention strategies at all levels that include: demographic targets, timelines, advancement processes, transparency mechanisms and ongoing commitments and resources. Lead: All portfolios (Targeted action)				
2. Establish a comprehensive student recruitment strategy that includes: demographic targets, timelines, transparency mechanisms and ongoing commitments and resources to recruit and retain. Lead: All portfolios				
3. Build mentorship and sponsorship programs to support employees and students from systemically and historically marginalized communities to advance into positions of leadership. Lead: All portfolios				
4. Build grade school (K-12) through university outreach programs and strengthen pathways programs to encourage systemically and historically marginalized groups to consider and thrive in post-secondary education. Lead: VP Academic & Provost				
5. Expand opportunities to provide priority admissions to Indigenous and other systemically and historically marginalized students by reviewing student admission requirements. Lead: VP Academic & Provost				

6. Develop guidelines, under the terms of the Faculty Collective Agreement, to recognize the student support work done by faculty from systemically and historically marginalized communities as university service. Lead: VP Academic & Provost	*Not for unit level action planning			
7. Design and implement committee chair training as part of the Equity in Decision-Making Processes online training. Leads: VP Academic & Provost, Equity & Human Rights (Targeted action)	*Not for unit level action planning			
8. Develop and integrate criteria within all staff and faculty hiring processes that includes relevant expectations related to skills and commitment to advancing equity on campus. Leads: VP Academic & Provost, VP Finance & Operations				
9. Ensure UVic’s commitments to and resources (accommodations and supports) for students and employees with disabilities are featured in all academic and hiring recruitment materials. Leads: VP Academic & Provost, VP Finance & Operations	*Not for unit level action planning			
10. Develop a collection of job description templates that are written in plain language, equity-centred and focused on skills. Lead: VP Finance & Operations (Targeted action)	*Not for unit level action planning			
11. Undertake a survey on faculty and staff housing needs and use this information to develop appropriate housing strategies. Lead: VP Finance & Operations (Targeted action)	*Not for unit level action planning			
12. Work with local municipalities to find creative housing opportunities including the potential of an on-campus housing strategy for employees and students. Leads: VP Finance & Operations, VP External Relations (Targeted action)	*Not for unit level action planning			
13. Embed equity, diversity and inclusion into research practices through diverse research teams, valuing research outcomes and mentoring early-career researchers. Lead: VP Research and Innovation				

Goal #4 – Access & support

Create equitable support structures that address the diverse access needs of the campus community.

Action	Within an identified 'lead' portfolio?	Area a current responsibility?	Responds to a need or challenge?	Already addressing this action?
1. Design and implement fundraising initiatives to increase financial accessibility and expand funding opportunities for systemically and historically marginalized groups, including students from lower socioeconomic backgrounds. Leads: VP Academic & Provost, VP External Relations (Targeted action)	*Not for unit level action planning			
2. Increase access to experiential learning for systemically and historically marginalized groups and strengthen university and student connections with the wider community. Lead: VP Academic & Provost				
3. Continue to increase on-campus childcare options for students and employees with children, prioritizing those with the greatest need and/or those facing financial and systemic barriers (e.g., single parents, low-income, historically marginalized groups). Lead: VP Academic & Provost	*Not for unit level action planning			
4. Undertake an assessment of the Division of Student Affairs to identify and address gaps in understanding, as well as the capacity of leadership and management to implement Equity Action Plan (EAP) initiatives. Lead: VP Academic & Provost	*Not for unit level action planning			
5. Develop and implement accessibility training for all managers, directors and instructors to increase their capacity to support university community members with disabilities. Leads: VP Academic & Provost, VP Finance & Operations (Targeted action)				

<p>6. Conduct a campus-wide gap analysis/needs assessment to further understand where accessibility and wellness supports (e.g., accommodations, counselling, etc.) for systemically and historically marginalized members are falling short. Leads: VP Academic & Provost, VP Finance & Operations (Targeted action)</p>	<p>*Not for unit level action planning</p>			
<p>7. Develop and release an inclusive washroom plan with timelines, locations and regular progress reports. Lead: VP Finance & Operations (Targeted action)</p>	<p>*Not for unit level action planning</p>			
<p>8. Review and reassess existing procedures and processes related to campus safety. Prioritize protecting human rights and equity while maintaining a trauma-informed approach. Lead: VP Finance & Operations</p>	<p>*Not for unit level action planning</p>			
<p>9. Continue to review, evaluate and offer remote and flexible work options. Lead: VP Finance & Operations (Targeted action)</p>				

Goal #5 – Institutional accountability

Conduct ongoing, transparent evaluations of this action plan with continued opportunities for meaningful engagement and feedback with/from the community.

Action	Within an identified 'lead' portfolio?	Area a current responsibility?	Responds to a need or challenge?	Already addressing this action?
1. Evaluate, assess and report on senior leadership's activities that champion equity and advance the goals of the EAP. Lead: President	*Not for unit level action planning			
2. Widely communicate the shared responsibility of implementing and reporting on the EAP. Lead: All portfolios (Targeted action)				
3. Review new institutional and unit-level plans as well as reporting structures with an equity lens and ensure alignment with the EAP. Lead: All portfolios				
4. Implement and report on regular Equity Reviews with support from Equity and Human Rights to assess and guide initiatives to build an inclusive campus that is responsive to the needs of systemically and historically marginalized groups. Leads: All portfolios, Equity & Human Rights (Targeted action)				
5. Review and revise dispute resolution policies and procedures, including disciplinary measures and protections against retaliation. Revisions should improve responsiveness to redress racism and oppression and promote inclusion and belonging. Leads: VP Academic & Provost, VP Finance & Operations, University Secretary (Targeted action)	*Not for unit level action planning			

<p>6. Carry out the Better Data Project to establish clear guidelines and governance concerning the collection of self-identification data to evaluate and inform the actions associated with the EAP. Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights (Targeted action)</p>	<p>*Not for unit level action planning</p>
<p>7. Collect baseline data to identify the extent of (under)representation of all systemically and historically marginalized student and employee groups—starting with recruitment through retention. Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights</p>	<p>*Not for unit level action planning</p>
<p>8. Conduct an equity review of UVic graduate student experiences. Lead: VP Academic & Provost</p>	<p>*Not for unit level action planning</p>
<p>9. Respond to the Vice President Finance and Operations portfolio assessments to identify and address gaps in understanding, and the capacity of leadership and management to implement EAP initiatives. Lead: VP Finance & Operations</p>	<p>*Not for unit level action planning</p>
<p>10. Design an ongoing reporting mechanism for the campus community that involves sharing progress on the EAP, consulting on reprioritization and emerging issues, and communicating actions from across the university. Lead: Equity & Human Rights (Targeted action)</p>	<p>*Not for unit level action planning</p>
<p>11. Develop tools and strategies to support the UVic community in addressing resistance to the change required to achieve the goals the EAP. Lead: Equity & Human Rights</p>	<p>*Not for unit level action planning</p>