Alignment of Priorities and Key Actions with Aspire

The tables below list the priorities and actions outlined in the PE&I Strategy and highlight the respective Foundational Commitments found in Aspire pages 11 to 12, as well as the Priorities, and corresponding commitments (summarized) found in Aspire pages 14 to 23.

1 Equity-Related Data Collection, Use, & Disclosure

	Key Action	Aspire Strategic Plan
1.1	Align with and implement the University's Data Strategy, focusing on data initiatives related to equity, diversity, and inclusion and respecting Indigenous data sovereignty.	**Foundational Commitment:** Establish and Implement an Institutional Data Strategy
1.2	Make equity-related disaggregated data readily available to the University community to inform short- and long-term plans and monitor progress towards EDI-related goals.	
1.3	Develop standardized EDI-related questions, including self-identification questions, to enable consistent collection of data.	
1.4	Continue promoting the Student Self-Identification Survey.	
1.5	Develop a knowledge mobilization strategy to effectively utilize student self-identification survey data to enhance student supports.	

2 Teaching, Research, & the Student Experience

	Key Action	Aspire Strategic Plan
2.1	Provide resources and supports to faculty and academic units to enhance their capacity to practice inclusive/anti-oppressive, and critical pedagogies.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Foster inclusive and welcoming learning and knowledge creation environments. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
2.2	Embed EDI principles into the research and creative activity ecosystem to foster a more diverse, equitable, inclusive, and supportive research culture.	**Priority:** Advancing Bold, Impactful Research, Scholarship, and Creative Activity • Build inclusive cultures of inquiry and creation.
2.3	Implement strategies to ensure experiential, work-integrated and research-focused learning opportunities are equitable, inclusive and safe.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Foster inclusive and welcoming learning and knowledge creation environments. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
2.4	Review biannually the student non-academic misconduct policies, procedures and structures to ensure due process, procedural fairness, and a focus on restorative justice.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
2.5	Embed EDI principles into student/customer services and processes to enhance service delivery and satisfaction.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Employing an equity, diversity, and inclusion lens in planning, enhancing, and re-designing campus and student services.

3　Professional Development

	Key Action	Aspire Strategic Plan
3.1	Develop and implement a comprehensive equity and anti-oppression education and training framework.	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Establish clear pathways for career growth and learning. **Priority:** Advancing the Journey toward Truth & Reconciliation • Develop training programs for anti-Indigenous racism and cultural safety.
3.2	Continue the implementation of educational and awareness-raising related actions outlined in the Anti-Black Racism Taskforce Report (2021) and Employee Mental Health Strategy (2023).	
3.3	Establish coaching, mentoring and other programs to support career/professional growth, including tailored opportunities for equity-deserving groups.	
3.4	Create resources/tools to address, mitigate and redress systemic discrimination and bias.	

4　Employee Experience & Workplace Culture

	Key Action	Aspire Strategic Plan
4.1	Establish a comprehensive conflict-resolution program and structure to resolve interpersonal conflicts inclusive of informal facilitated conversations, mediation, conflict coaching and traditional Indigenous conflict resolution methods.	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.
4.2	Continue the implementation of the Employee Mental Health Strategy (2023) and the Employee Engagement Survey Action Group recommendations (2022).	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement
4.3	Implement a campus mental health and well-being structure to support student and employee mental health and well-being.	
4.4	Conduct the Employee Engagement Survey every 2-3 years to measure progress.	
4.5	Continue the transformation of Human Resources related structures and policies as outlined in the EDI review (2023).	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice.
4.6	Establish a Human Resources plan that embeds equity, diversity, and inclusion practices into the employee life cycle (attraction, recruitment, onboarding, retention, development, separation/retirement) and positions the University strategically to meet current and future talent needs.	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Develop and implement inclusive recruitment, hiring and capacity building plans.
4.7	Create and implement a comprehensive communication strategy to promote our shared responsibility for creating a respectful workplace, highlighting relevant institutional policies and connecting employees to resources and supports.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.
4.8	Expand opportunities to recognize and celebrate the work of equity-deserving groups.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Revive and energize belonging, connectedness and engagement on campus.
4.9	Meet requirements to be designated an Age-Friendly University and create an action plan to meet the University's commitments under the Okanagan Charter.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Revive and energize belonging, connectedness and engagement on campus.

5   Leadership & Governance

	Key Action	Aspire Strategic Plan
5.1	Establish a leadership competency framework and embed these competencies into talent management practices (recruitment, hiring, development, and goal setting/performance).	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Establish clear pathways for career growth and learning.
5.2	Design and implement leadership development initiatives and resources to enhance the capacity of leaders to model inclusive practices, foster employee engagement, facilitate change management, and create a psychologically healthy and safe workplace culture.	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Establish clear pathways for career growth and learning. • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.
5.3	Implement a robust succession-planning program for leadership and other risk-sensitive positions.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Establish clear pathways for career growth and learning.
5.4	Develop and implement a plan to enhance the capacity of the Board of Governors and Senate to support lasting systems and culture change.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice.
5.5	Identify concrete actions to increase the representation of equity-deserving groups in senior leadership and governance structures (Senate, Board of Governors and committees) as per the 50-30 Challenge goals.	**Foundational Commitment:** Ensure that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement **Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice.
5.6	Embed EDI accountabilities and competencies into leadership and supervisory roles.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice. • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice.

6   Community Partnerships

	Key Action	Aspire Strategic Plan
6.1	Embed EDI principles into all institutional partnerships and establish a framework/structure to nurture, coordinate, and sustain partnerships with the external community.	**Priority:** Generating Local and Global Impact through Partnership and Community Engagement • Establish a community engagement hub to develop and coordinate collaborations.
6.2	Develop and implement a strategy and guidelines to intentionally engage, collaborate, and build reciprocal relationships with the community to advance and sustain common EDI goals.	**Priority:** Generating Local and Global Impact through Partnership and Community Engagement • Build strong coalitions, partnerships, and networks focusing on shared priorities, information exchange, resource sharing, and cross-leveraging funding opportunities. • Expand community-based and community-informed student experiences and opportunities. • Work with partners to remove barriers to community engagement and build trust with historically marginalized communities.
6.3	Work with community partners, including non-profit organizations, the public sector, and educational institutions, to establish an EDI network to advance equity, inclusion, and anti-oppression in our region.	

	Key Action	Aspire Strategic Plan
7.1	Develop guidelines for creating and reviewing administrative and academic policies from an equitable, anti-oppressive, and people-centric lens.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
7.2	Develop and implement an ongoing and proactive policy-review process to enhance the workplace culture and the employee experience as well as manage risks.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.
7.3	Develop and implement a sustainable long-term resource-development plan to adequately fund EDI and anti-oppression work across the University.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
7.4	Develop a long-term plan to ensure inclusive spaces across the University that are accessible, welcoming, and safer for all.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Foster inclusive and welcoming learning and knowledge creation environments.
7.5	Align the structure of the broader People, Equity, & Inclusion portfolio to the PE&I Strategy.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
7.6	Develop an institutional framework to measure progress towards EDI goals and to help inform future EDI planning.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.
7.7	Establish a plan to continue meeting the University's commitments and accountabilities under the Scarborough Charter.	**Priority:** Becoming an Increasingly Equitable, Diverse, Inclusive, and Just University • Deepen efforts to dismantle systemic barriers to equity, inclusion, and justice. • Commit to efforts of decolonization, anti-racism, and anti-oppression, and to deeply ingrain changes in campus culture and practice.
7.8	Publicly report progress towards the PE&I priorities annually based on established metrics and accountabilities.	**Priority:** Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus • Continue to build a culture of respect, trustworthiness and transparency through accountability and a clear policy context.