

**People, Equity and Inclusion Strategy Implementation Matrix**

**Short term: April 2025 – March 2026    Medium term: April 2026 – March 2027    Long term: April 2027 – March 2028**

**Note** – Timeline represents when the implementation of the key action will commence. It should be noted that some activities will not have an end date.

Priority	Keys Actions	Responsible	Timeline		
			Short Term	Medium Term	Long Term
Equity-Related Data Collection, Use, & Disclosure	<b>1.1</b> Align with and implement the University’s Data Strategy, focusing on data initiatives related to equity, diversity, and inclusion and respecting Indigenous data sovereignty.	Office of the Vice-President, People, Equity & Inclusion		X	
	<b>1.2</b> 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. (*employment equity data)	Office of Human Rights, Mediation and Conflict Resolution /Human Resources – Employment Equity Specialist	X		
	<b>1.3</b> Develop standardized EDI-related questions, including self-identification questions, to enable consistent collection of data.	Office of the Vice-President, People, Equity & Inclusion	X		
	<b>1.4</b> Continue promoting the Student Self-Identification Survey.	Office of the Vice-President, People, Equity & Inclusion	X		
	<b>1.5</b> Develop a knowledge mobilization strategy to effectively utilize student self-identification survey data to enhance student supports.	Office of the Vice-President, People, Equity & Inclusion	X		
Teaching, Research, & the Student Experience	<b>2.1</b> Provide resources and supports to faculty and academic units to enhance their capacity to practice inclusive/anti-oppressive and critical pedagogies.	Centre for Teaching & Learning – Director		X	
	<b>2.2</b> Embed EDI principles into the research and creative activity ecosystem to foster a more diverse, equitable, inclusive, and supportive research culture.	Research & Innovation - Vice-President, Research & Innovation		X	
	<b>2.3</b> Implement strategies to ensure experiential, work-integrated, and research-focused learning opportunities are equitable, inclusive, and safe.	Experiential Learning - Director, Experiential Learning Associate Vice-President Enrollment Management – Global Engagement		X	
	<b>2.4</b> Review biannually the student non-academic misconduct policies, procedures, and structures to ensure due process, procedural fairness, and a focus on restorative justice.	Associate Vice-President, Student Experience	X		
	<b>2.5</b> Embed EDI principles into student services and processes to enhance service delivery and satisfaction.	Office of the Vice-President, People, Equity & Inclusion		X	

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		Associate Vice-President, Student Experience			
Professional Development	<b>3.1</b> Develop and implement a comprehensive equity and anti-oppression education and training framework.	Office of the Vice-President, People, Equity & Inclusion		X	
	<b>3.2</b> Continue the implementation of educational and awareness-raising related actions outlined in the <a href="#">Anti-Black Racism Task Force Report</a> (2021) and <a href="#">Employee Mental Health Strategy</a> (2023).	Director, Human Rights, Conflict Resolution and Mediation Human Resources - Organizational Effectiveness Strategist	X		
	<b>3.3</b> Establish coaching, mentoring, and other programs to support career/professional growth, including tailored opportunities for equity-deserving groups.	Associate Vice-President, Academic Human Resources - Director, Talent & Employee Experience.		X	
	<b>3.4</b> Create resources/tools to address, mitigate, and redress systemic discrimination and bias.	Director, Human Rights, Conflict Resolution and Mediation		X	
Employee Experience & Workplace Culture	<b>4.1</b> 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.	Vice-President, People, Equity & Inclusion Director, Human Rights, Conflict Resolution and Mediation	X		
	<b>4.2</b> Continue the implementation of the Employee Mental Health Strategy (2023) and the Employee Engagement Survey Action Group recommendations (2022).	Office of Vice-President, People, Equity & Inclusion - Organizational Effectiveness Strategist	X		
	<b>4.3</b> Implement a campus mental health and well-being structure to support student and employee mental health and well-being.	Vice-President, People, Equity & Inclusion	X		
	<b>4.4</b> Conduct the Employee Engagement Survey every 2-3 years to measure progress.	Office of Vice-President, People, Equity & Inclusion - Organizational Effectiveness Strategist	X		
	<b>4.5</b> Continue the transformation of human resources related structures and policies as outlined in the EDI review (2023).	Vice-President, People, Equity & Inclusion Provost & Vice-President, Academic Associate Vice-President, Human Resources	X		

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	<b>4.6</b> 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.	Associate Vice-President, Human Resources		X	
	<b>4.7</b> 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.	Human Resources - Organizational Effectiveness Strategist	X		
	<b>4.8</b> Expand opportunities to recognize and celebrate the work of equity-deserving groups.	Office of the Vice-President, People, Equity & Inclusion		X	
	<b>4.9</b> Meet requirements to be designated an <a href="#">Age-Friendly University</a> and create an action plan to meet the University’s commitments under the <a href="#">Okanagan Charter</a> .	Vice-President, Research & Innovation (Age-Friendly) Vice-President, People, Equity & Inclusion Vice-President, Research & Innovation Okanagan Charter Committee	X		
Leadership & Governance	<b>5.1</b> Establish a leadership competency framework and embed these competencies into talent management practices (recruitment, hiring, development, and goal setting/performance).	Human Resources - Organizational Effectiveness Strategist, Director, Talent & Employee Experience.	X		X (goal setting)
	<b>5.2</b> 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.	Human Resources - Organizational Effectiveness Strategist	X		
	<b>5.3</b> Implement a robust succession-planning program for leadership and other risk-sensitive positions. (non-academic)	Human Resources - Director, Talent & Employee Experience.		X	
	<b>5.4</b> Continue to develop and implement a comprehensive EDI training framework to strengthen the capacity and awareness of the Board of Governors and Senate.	University Secretary		X	
	<b>5.5</b> Continue to implement, track and report (annually) on the Federal 50-30 Challenge goals and accountabilities for our Board of Governors and senior leadership.	University Secretary		X	

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	<b>5.6</b> Continue to require all Executive Leadership Team members to establish and integrate EDI accountabilities and performance goals into their work plans and establish an institutional goal-setting framework that systematically cascades these goals to all direct reports in leadership and supervisory roles.	Executive Leadership Team  Associate Vice-President, Human Resources	X		
Community Partnerships	<b>6.1</b> Embed EDI principles into all institutional partnerships and establish a framework/ structure to nurture, coordinate, and sustain partnerships with the external community.	Vice-President, People, Equity & Inclusion Associate Vice-President, Enrollment Management (Global Engagement)			X
	<b>6.2</b> 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.	Vice-President, People, Equity & Inclusion			X
	<b>6.3</b> 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.	Vice-President, People, Equity & Inclusion		X	
Institutional Infrastructure & Accountability	<b>7.1</b> Develop guidelines for creating and reviewing administrative and academic policies from an equitable, anti-oppressive, and people-centric lens.	Office of the Vice-President, People, Equity & Inclusion			X
	<b>7.2</b> Develop and implement an ongoing and proactive policy-review process to enhance the workplace culture and the employee experience as well as manage risks.	Associate Vice-President, Human Resources Director, Academic Labour Relations			X
	<b>7.3</b> Develop and implement a sustainable long-term resource-development plan to adequately fund EDI and anti-oppression work across the University.	Vice-President, People, Equity & Inclusion			X
	<b>7.4</b> Develop a long-term plan to ensure inclusive spaces across the University that are accessible, welcoming, and safer for all.	Vice-President, People, Equity & Inclusion		X	
	<b>7.5</b> Align the structure of the broader People, Equity, & Inclusion portfolio to the PE&I Strategy.	Vice-President, People, Equity & Inclusion		X	
	<b>7.6</b> Develop an institutional framework to measure progress towards EDI goals and to help inform future EDI planning.	Vice-President, People, Equity & Inclusion	X		
	<b>7.7</b> Establish a plan to continue meeting the University’s commitments and accountabilities under the <a href="#">Scarborough Charter</a> .	Director, Human Rights, Conflict Resolution and Mediation	X		

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	7.8 Publicly report progress towards the PE&I priorities annually based on established metrics and accountabilities.	Vice-President, People, Equity & Inclusion Human Resources – Organizational Effectiveness Strategist	X		