



2019 Review of the UBC Equity & Inclusion Office Terms of Reference

The Equity & Inclusion Office (EIO) was established to help UBC become a community in which the principles of human rights, equity and inclusion are embedded in all areas of campus life and work. The Office provides leadership in identifying and eliminating systemic barriers to full participation in university life, experienced at the intersections of race, ethnicity, disability, sex, gender, and sexual orientation. It works closely with university units and communities to address social justice, human rights, safety and accessibility issues at UBC.

The purpose of this review is to examine and evaluate the effectiveness of the Equity & Inclusion Office in fulfilling its mandate on UBC's Vancouver and Okanagan campuses.

1. The Review Panel should consider and assess the organizational structure, reporting lines, and operation of the Equity & Inclusion Office. During the first four years of the current AVP's tenure, the EIO has undergone significant internal change - staff turnover, expansion of the office following the funding provided to the Commitment to Diversity, reorganization, an ongoing alignment process; is its current organizational structure appropriate to meet the challenges, opportunities and future needs of the University community?
2. The reviewers should evaluate the mandate of the EIO, and determine whether the Office is carrying out that mandate effectively in support of the University's stated mission to promote equity, diversity and inclusion. Is it sufficiently diverse in its representation such that community members feel that their issues are understood and addressed?
3. Does the EIO strike the right balance between education and proactive culture change, strategic support for the Inclusion Action Plan, conflict engagement, and human rights advising, or does it fall short in any of these areas?
4. The reviewers should consider whether the Office's resources and facilities are adequate to enable it to meet the needs and expectations of the University community, particularly in the University's commitment to inclusion as outlined in the strategic plan, *Shaping UBC's Next Century*.
5. Much of the EIO's work responds to and supports recommendations that come from the Vice Presidents' Strategic Implementation Committee on Equity & Diversity (VPSICED). Would it improve the EIO's ability to respond to campus needs if there was a separate, independent advisory committee with which the EIO could work that would include, for instance, expertise on human rights?
6. The EIO is reliant on working in partnership with individuals, departments and units across the University. Is it effective in developing and supporting these relationships so that administrators responsible for implementing policies and programs feel supported?



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7. The reviewers are invited to offer other advice relevant to the purposes of this review of the Equity & Inclusion Office.