

WLUFA Diversity and Equity (D&E) Committee:  
Annual Report (July 1, 2018 to May 31, 2019)  
Prepared for the WLUFA Executive

The D&E Committee identifies, investigates, and strategizes on *systemic and institutional barriers* to diversity and equity on our campuses. Our interests span the protected grounds in the *Ontario Human Rights Code* (ancestry/colour/race, age, citizenship, creed, disability, ethnicity, place of origin, family and marital status, gender identity, gender expression, sex, and sexual orientation) and the *Canadian Charter of Rights and Freedoms*. We advise, recommend, and propose items to the WLUFA Executive for their consideration, while also acting on issues forwarded to the D&E Committee by the WLUFA Executive.

In 2017-2018, the WLUFA D&E Committee conducted an organizational assessment of WLUFA's organizational capacity for D&E initiatives and undertook a structured planning process to identify key strategic priorities for our Faculty Association. We presented our comprehensive plan, *WLUFA D&E Committee – Strategic Priorities 2017-2020*, to the WLUFA Executive (April 2018). Members of the 2018-2019 Executive discussed and approved several of our proposals at their annual retreat and our committee used this information to guide our own annual planning session (July 2018) and activities throughout the year.

Our strategic priorities inadvertently identified that the D&E Committee was structured differently from other WLUFA Committees in terms of reporting and compensation. This report is the first step in the process of regularizing the reporting and enhancing the flow of information between the D&E Committee and WLUFA Exec.<sup>1</sup> This document is our first annual report of our major on-going initiatives and accomplishments. The appendices list the committee members this year and the attendees at regularly scheduled and major meetings. Appendix #3, for the new members of the WLUFA Exec, is the committee overview and (as submitted in our *Strategic Priorities 2017-2020 Plan*). To regularize and enhance communications in the future, we propose to have the D&E Chair present brief bi-monthly updates at the WLUFA Exec meetings, in addition to submitting the annual update to our *Strategic Priorities 2017-2020 Plan*.

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<sup>1</sup> This realization occurred during the year-end teaching 'crunch' in April and WLUFA changed the end-of-term dates for our committee members in May. As such, this annual report documents our main activities during an 11-month period (ending May 31, 2019). Concurrently, we created a Google drive that preserves all relevant documentation (agendas, minutes, reports, etc.), both historical and current, and is accessible to all members. Detailed information is therefore available to substantiate this report and other activities not discussed herein.

## Committee initiatives and accomplishments (July 1, 2018 to May 31, 2019)

### #1- Addressing systemic and institutional barriers to equity (on-going discussions).

In preparation for the current CAS contract negotiation, committee members devoted significant time to identify, research, and propose priorities to the CAS Chief Negotiator and the negotiation team. Our proposals intend to address systemic and institutional inequities. Our broad-based discussions and research culminated with Jim, Matt, Chris, and Laurie participating in lengthy working session. The D&E Committee subsequently proposed four key equity priorities to the CAS bargaining team:

1. Require the university to make good on its perpetual (but unfilled) promise to collect demographic data on contract faculty (CF), similar to the data collected on all full-time faculty and staff. Comprehensive and inclusive Employee Censuses are the foundation of D&E plans and strategies across the globe, but Laurier Administration continually fails to enumerate CF in the data collected on applicants, hires, and employees.
2. Improve the possibility for CF to participate in reasonably-priced group health benefits through a plan that recognises that vast majority of precarious workers teach less than four courses Laurier.
3. Address the systemic equity barriers that keep CF members “invisible” by enabling CF to have their voices heard on every university committee, task force, council, and caucus. This change requires the university to dismantle its systemic exclusionary practices and become *inclusionary* by encouraging equitable numbers of CF on committees AND compensating the people for their labour (which is currently unpaid).
4. Address the profound inequity issues in the hiring process, including subjective rankings (which lead to upstream grievances) and the use of student course evaluations. The Kaplan arbitration decision (at Ryerson) and innumerable studies continue to demonstrate the value-laden and biased nature of those evaluations and their implications for precarious faculty.

The D&E Committee extended an open offer to the Chief Negotiator to provide all possible means of support to his team throughout the contract negotiation cycle.

## #2 – Allyship initiatives with Indigenous faculty and staff (completed and on-going activities).

Our committee is interested in allyship engagements with our Indigenous colleagues in the spirit of furthering WLUFAs commitment to the Truth and Reconciliation Commission and decolonizing our campuses. Our key concern is Laurier’s publicity about “Indigenizing Laurier University” when, in fact, Laurier employs a handful of Indigenous staff and faculty. A “handful” is not an understatement and this number has decreased (rather than increased). Indigenization goes beyond offering courses on Indigenous histories, cultures, and languages. Indigenization requires a comprehensive approach to decolonizing the structures and recognizing Indigenous worldviews and ways of being and knowing, as conveyed by Indigenous people. We began our discussions last year and continued the dialogue by inviting our indigenous colleagues to our annual planning session in July.

The first allyship opportunity came about as a result of Lindsay Shepherd’s “Laurier Society for Open Inquiry” (May/June, 2018). To support WLUFAs strong public position, [WLUFAs re-emphasizes support for Indigenous peoples](#), our committee worked with our Indigenous colleagues and several Laurier service groups to organize a Hawkstarter campaign and encourage the Laurier community to voice their support for Indigenous peoples by donating to the Indigenous Knowledge Fund (IKF). The initial Hawkstarter campaign raised over \$7,000. The subsequent campaign (in the fall term) was equally successful. The IKF allows instructors to offer honorariums (and expenses) to Indigenous Knowledge Holders and Elders and thereby ensure that Indigenous voices are heard as part of the decolonization process.

The allyship is continuing as we develop relationships with Indigenous faculty and staff members. Our committee is developing three proposals to present to WLUFAs for our 2019-2020 initiatives:

1. An Indigenous faculty “block hire” strategy to build support for WLUFAs to negotiate an Indigenous “cluster hire” provision in the next full-time faculty contract negotiations. Block hiring is an important strategy at [Western](#), [Guelph](#), [OCAD](#), [McGill](#), University of Toronto, and [numerous other universities in Ontario and Canada](#). This project continues to evolve through discussions and we anticipate tabling a proposal to the WLUFAs Exec in 2019.
2. We will bring forward a proposal for our second Town Hall, which we envision as a public panel on the theme of, *Truth and Reconciliation Four Years Later*:

*Is Anything Different?* (The four-year anniversary of the TRC's final report is December 2019.)

We are working with our Indigenous colleagues to consider panellists and we hope to invite the former TRC Chair, Justice Murray Sinclair, and OHRC Chief Commissioner Renu Mandhane.

3. The third initiative is a Blanket Exercise for the WLUFA Exec and WLUFA committee members. This is an interactive session developed by Elders to teach participants about the history of Turtle Island (Canada), colonization, and Indigenous lands. We are exploring the proposals with companies that deliver this service.

### #3 – Contract Faculty Equity Plan (completed for WLUFA committees; on-going for recognition by Laurier Administration)

A key initiative in our *Strategic Initiatives Plan* addresses a foundational aspect of systemic inequality for full- and part-time faculty: Laurier's refusal to compensate Contract Faculty (CF) for service work. In brief, tenure-stream faculty are recognized for their service work through their annual reports and they draw salaries for which they are expected to do service work, but CF do not receive any compensation or recognition. Moreover, CF members increase the precarious nature of their employment if they express anti-status-quo sentiments. Nonetheless, their voices need to be heard. OCUFA and CAUT recognize this is a significant problem across the sector and CAUT has designed the *Pro-Rata Model* to address this inequity.

Our *Strategic Initiatives Plan* proposed a system of remuneration for CF, beginning with compensation for WLUFA committee work. The WLUFA Exec formed a compensation committee, reviewed the request, and recommended compensation for members of our committee. We thank the compensation committee and WLUFA Exec for resolving this important issue for your D&E Committee.

As discussed above, we made a similar recommendation to the CAS negotiation team, but in this instance we are building on WLUFA's internal commitment and asking Laurier Administration to stop requesting unpaid labour from CF. Thus, we asked the CAS Negotiation team to prioritize compensation by the university for service work provided by part-time faculty.

#### #4 – Contributions to the EDI Senior Advisor Search Committee (to June).

D&E Committee members Chris, Ciann, and Matt successfully obtained 50% of the seats allocated to faculty and librarians on the search committee for the EDI Senior Advisor (EDI SA). Our members are making important contributions in formulating the criteria for the position and leading generative discussions about the possibilities for the EDI SA role (from November 2018 and continuing through June 2019).

Laurier Administration allocated times for WLUFAs to interview the three short-listed candidates (May 2019). The D&E Committee gladly accepted WLUFAs request to lead this initiative. We organized the process to define our interview strategy and question protocol, while ensuring equity in the interviews for all three candidates.

The D&E Committee would like to thank all the WLUFAs Exec members who demonstrated WLUFAs interest in this process by attending the job talks and participating in the interview process.

#### #5 – Developing criteria for the qualifications for members of WLUFAs D&E Committee (in discussion with the WLUFAs Exec)

D&E committees perpetually recruit new members as a capacity-building exercise because the quantity and rapidity of new challenges seems to be limitless at times. Our committee initiated an internal process this year (beginning at our annual planning session in the summer) to define the required and preferred qualifications for members. This has been a lengthy and interesting discussion. Our proposed list of qualifications includes items such as the member being willing and able “to handle the pressure of emotional labour and sensitive issues,” which is a standard requirement on D&E committees, but rather foreign to committees that do not specialise in these issues.

D&E recruitment is accomplished through the usual advertisements and, more commonly, targeted recruitment of persons with specific lived experiences and as many diverse perspectives as possible. Potential candidates often want to explore the goals, philosophies, and objectives of the existing committee and, conversely, committees are keen to verify the interests and intentions of potential members for many reasons. For instance, it is counterproductive to recruit members who support LGBTQ2S communities, but meanwhile express Islamophobic sentiments.

The D&E Committee has developed a comprehensive list of qualifications for use in recruiting new members. We consulted several WLUFAs members, including the Past

President, who dealt with a sustained challenge about the appointment of the original committee members (and who generously supported an eight-month process to gain the consensus of the membership on committee appointments). Since the inception of the committee (and the original challenge), we have recruited new members directly (or candidates approached the committee) and we petitioned the WLUFAs Exec to add each member (one-by-one) and stipulated how each candidate's experience or expertise augmented our capacity. We planned to present our new list of comprehensive member qualifications to the WLUFAs Exec for approval this summer, but we had not declared our intentions. In the meantime, the Exec added the D&E Committee to a general call for volunteers to the membership, and 11 people responded to the call. We therefore asked to present the list of qualifications to the WLUFAs Exec before they review the 11 applications and President David accommodated our request by inviting us to speak at the retreat on June 6, 2019.

## #6 – Diversity and equity education for members of the WLUFAs Executive and other WLUFAs Committees (annual proposals)

Our *Strategic Initiatives Plan* identified the need for education to help all committee members (including D&E members) continually develop or enhance their expertise and knowledge on diversity and equity. WLUFAs generously sponsored our proposal to invite a recognized expert in anti-oppression training to conduct a workshop for WLUFAs Exec and committee members (in December). This workshop concentrated on developing perspectives on the numerous types of oppressions that define and plague our campuses by proactively identifying systemic, institutional, and personally-mediated oppressions.

The workshop attracted a fair number of WLUFAs committee members and we received feedback across the spectrum. The D&E committee members participate in many difficult workshops, so it is fair to say that we expected this range of reviews, as D&E training often makes participants uncomfortable. In fact, most diversity trainers and educators adopt the adage that “the learning begins when people are outside of their comfort zone.” Unfortunately, the trainer seemed unable to manage the allotted time. However, many attendees expressed their appreciation for the workshop and the session certainly helped the D&E Committee members gauge the level of knowledge and expectations of the participants, which will help us formulate recommendations for future sessions.

As mentioned in the ‘Indigenous Allyship’ discussion (above), the committee is exploring the possibility of proposing to host a Blanket Exercise. The previous Exec

suggested the program to us and we are pleased to investigate and propose educational activities that meet the needs of our constituents.

## #7 – Creation of two new Faculty Colleague positions (completed)

A key goal in our *Strategic Initiatives Plan* is the creation of two Racialized Faculty Colleagues to support and mentor racialized faculty (full- and part-time) at the Brantford and Waterloo campuses. The proposal came to fruition, albeit with modifications, after the WLUFAs Exec recommended the positions through the JLC.

During the negotiations, the university insisted on reconceptualising the positions as general purpose *EDI Faculty Colleagues* (EDI FCs). However, WLUFAs President David salvaged and preserved the connection to racialised experience (either as lived experience or in the candidate's research portfolio). We believe the university's conception of one-size-fits-all FC positions is further evidence of their profound lack of expertise about diversity and the very different barriers faced by faculty who experience Islamophobia, anti-Black racism, anti-Semitism, anti-Asian racism, anti-Indigenous discrimination, and other forms of racism that are prevalent on our campuses.

As it turned out, Laurier obtained a grant through the Government of Canada (released on May 9 as the *Dimensions: Equity, Diversity, and Inclusion Canada* program) and directed a minor portion of the money to fund these positions. The university posted the positions in April 2019 and the WLUFAs Exec and our committee considered the applications for the Waterloo EDI FC.

The D&E Committee concurred with the WLUFAs Exec on the recommendation for the Brantford EDI FC (who was the only qualified applicant for that position). However, the committee expressed our concerns that none of the Waterloo EDI FC candidates met the posted criteria and we recommended re-posting the position after the university appoints the EDI Senior Advisor.

The Committee plans to reach out to the EDI FCs when the university finalizes the appointments and offer to collaborate on mutual areas of interest to WLUFAs.

## Appendix 1 – WLUFAs D&E Committee Members 2018-2019

Committee members are appointed by the WLUFAs Executive. The inaugural committee was appointed in September 2016 after candidates responded to WLUFAs call for interest. Since that time, the Committee Chair has petitioned WLUFAs with each recommendation to appoint a new member, as the need arose or candidates presented themselves. The recommendation usually stated the candidate’s credentials (and experience with diversity and equity), along with the rationale for appointing each candidate to the committee.

The 2018-2019 committee is constituted with seven members. This is the committee membership as it evolved during the year:

- Chris Klassen
- Ciann Wilson
- Hind Al-Abadleh – on sabbatical for 2019. Hind will not renew her membership for the upcoming year (2019-2020) due to other commitments.
- Kari Brozowski – on leave.
- Laurie Jacklin, Committee Chair.
- Matt Thomas. Appointed in July 2018 to fill a vacancy. Committee Secretary.
- Rebecca Godderis – resigned in August 2018 due to other commitments as Chair of OCUFAs SWEC committee.



## Appendix 2 – WLUFA D&E Committee Meeting Dates and Member Attendance 2018-2019

The Committee schedules one formal meeting for the full committee each month (from September to May, except for January) and an annual planning session in the summer. Ad-hoc and working sub-committees meet on other dates, as necessary. The scheduled meetings this year included:

- July 19, 2018 – Annual Planning Session
  - Attendees: Chris, Ciann, Hind, Kari, Laurie, Matt, Rebecca.
  - Full attendance by all committee members.
- September 25, 2018 – regular meeting – concentrating on strategic actions
  - Attendees: Chris, Laurie, Matt. Absent: Ciann, Hind, Kari.
  - No decisions (due to lack of quorum).
- October 23, 2018 – regular meeting
  - Attendees: Chris, Ciann, Hind, Kari, Laurie, Matt.
  - Full attendance by all committee members.
- November 20, 2018 – regular meeting
  - Attendees: Chris, Ciann, Hind, Laurie, Matt. Absent: Kari.
- December 6, 2018 – special meeting with Jean Becker (Indigenous Services Office)
  - Attendees: Chris, Laurie, Matt.
- December 7, 2018 – Anti-Oppression training (full day)
  - Attendees: Chris, Ciann, Kari, Laurie, Matt.
- February 2019 – meetings rescheduled due to “snow day” storms
- March 12, 2019 – regular meeting
  - Attendees: Chris, Ciann, Laurie, Matt. Absent: Kari. Hind is on sabbatical.
- April 2, 2019 – working session with CAS Chief Negotiator
  - Attendees: Chris, Laurie, Matt.
- April 3, 2019 – working session with WLUFA Communications Officer
  - Attendees: Chris, Laurie, Matt.

- April 10, 2019 – meeting with WLUFAs President regarding EDI FC
  - Attendees: Chris, Laurie, Matt. Absent: Ciann, Kari.
  
- May 6, 2019 – hosted WLUFAs Exec & D&E Committee working session to organize interview strategy and questions for WLU’s EDI Senior Advisor candidate interviews.
  - Committee attendees: Chris, Ciann, Laurie, Matt.
  
- May 8, 22, and 29, 2019 – EDI Senior Advisor interviews & job talks
  - Attendees: Chris, Ciann, Laurie, Matt – attended various sessions for each candidate. Chris, Ciann, and Matt are also appointment members the WLU Search Committee.
  
- May 15, 2019 – working session to review EDI FC applications and make a recommendation to the WLUFAs Exec.
  - Attendees: Chris, Ciann, Laurie, Matt.
  
- May 29, 2019 – meeting with WLUFAs President regarding criteria for committee renewal.
  - Attendees: Chris, Laurie, Matt.

Appendix 3 – Committee Overview and History. This excerpt from our Strategic Plan is provided for the convenience of new members of the WLUFA Executive.



WLUFA Equity and Diversity Committee

Strategic Priorities 2017-2020

Presentation to the WLUFA Executive – April 2018

## **WLUFA Equity and Diversity Committee**

### **Strategic Priorities 2017-2020**

#### **Organizational Background:**

In 2014, Rebecca Godderis (a founding member of this Equity and Diversity Committee) attended the CAUT E&D Forum and subsequently recommended that WLUFA establish a committee to ensure that the increasingly important equity and diversity issues can be discussed, debated, and addressed in a systematic way.

In 2016, the WLUFA Executive solicited volunteers for a new E&D Committee, which is constituted as a WLUFA-appointed committee. The organization appointed five inaugural members: Rebecca Godderis, Kari Brozowski, Chris Klassen, Laurie Jacklin, and Shanaz Khan (now retired).

Just as the committee began to comprehend the magnitude and complexity of the mission, Kofi Campbell spoke on behalf of a contingent of racialized WLUFA members and challenged the selection process, because it had resulted in a committee consisting of five predominantly white and able-bodied women. The committee responded by acknowledging the need to be as representative as possible. The committee promptly convened an Equity and Diversity Town Hall to ensure that all members had the opportunity to voice their opinions on the equity and diversity priorities for WLUFA and this committee.

#### **March 2017 – The first WLUFA Equity and Diversity Town Hall**

We were fortunate to enlist the support of Dr. Carl James (York University), who is a highly regarded scholar and expert on equity and ‘the equity myth’ in Canadian Universities. Carl graciously agreed to moderate our Town Hall and offer guidance to set the directions for our strategic plan.

A vocal and fair number of WLUFA members attended the Town Hall at both the Brantford and Waterloo locations. A lively and open discussion ensued on the equity and diversity challenges faced by our members. President Michele Kramer’s article in the Advocate (see below) proclaimed the Town Hall as an “enormous success”. Certainly, the WLUFA membership brought important issues to the table and the lively debate transformed critics into supporters and shaped our strategic initiatives.

The Town Hall also resulted in the recruitment of three new committee members: Hind Al-Abadleh, Ciann Wilson, and Joanne Oud.

## Excerpt from the WLUFA Advocate - April 2017

### WLUFA equity and diversity town hall a success

By Laurie Jacklin, Society, Culture & Environment & Michele Kramer, President

The issue of equity has been on most faculty association agendas for quite some time, but it has only been in the fairly recent past that equity has been closely scrutinized as something that needs addressing beyond pay-scales and gender. WLUFA is proud to be among a very short list of associations that have decided to institute an Equity and Diversity Committee as part of their association committee roster. The idea was to have a committee that was different from other University-driven equity and diversity committees in that this committee would find ways to foster and support, specifically, our diverse *faculty* complement. Additionally, a WLUFA Equity and Diversity Committee would be charged with looking into how the language of our collective agreements themselves may or may not produce barriers to an equitable workplace.

Naively, we believed that the way forward was fairly clear but, as many of you know, putting this committee into place has not been without its difficulties. One of the greatest of these was the (justified) criticism that our newly-constituted Equity and Diversity Committee didn't seem all that "diverse". Of course, WLUFA had its challenges here: of the approximately one thousand faculty members registered with WLUFA, only a very small handful offered their services – and so the Committee was convened mainly by acclamation. It was, however, this acclamation, and the criticisms of it, that lead to the committee's inaugural town-hall mediated by York University's Carl James which, overall, has been seen as an enormous suc-

cess.

Though the town-hall was originally called in order to discuss how, exactly, the WLUFA E&D Committee should come together, its focus quickly shifted to why the committee really needs to be an essential part of our Association's mandate. Numerous faculty members stepped up to the microphone in order to discuss their (often painful) struggles and the need for change, rather than to debate the details about the structure of the committee. For WLUFA, this fact alone reinforces the notion that it's not who is on the committee that matters, it's that the committee is seen as a needed resource for WLUFA members.

According to Laurie Jacklin, a member of the WLUFA Equity and Diversity Committee, the WLUFA E&D members are now, "invigorated and enthusiastic about the success of our Town Hall meeting. We also realise the enormity of the initiative(s) required to transform WLU attitudes, policies, and cultures into a positive environment that is welcoming for all faculty, regardless of our race/ethnicity, gender identity/expressions, age, (dis)ability, creed, sex, sexual orientation, and employment status".

WLUFA is looking forward to hearing about the recommendations that our Equity and Diversity Committee brings to our Executive table.

#### AGM

**Date:** Wed., April 19, 2017  
**Time:** 12:00 p.m.  
**Place:** Waterloo - PMC  
Brantford - RCW324

## The Planning Process

Quite perceptively, Carl James challenged the Town Hall attendees when he stated, “Diversity and Equity is written as a strategic pillar at Laurier, but does your university Administration really know what it means?” This observation continues to inform our actions as we continually uncover new challenges to equity, diversity, and inclusion faced by our members throughout the university.

As contemporary organizational strategies for equity and diversity are often in their embryonic stages, the E&D committee embarked on a search for proven planning methodologies to support the development of a strategic plan. Several of our members represent WLUFAs at various CAUT, OCUFA, and sector-wide planning councils and we continuously solicited best practices from our colleagues. However, these inquiries were often to no avail as some faculty associations (such as York University) have more than a decade invested in equity programs, while others (such as the organizations currently forming the Status of Women Equity Committee) are also looking to introduce initiatives.

Our quest for a proven methodology for an environmental scan and strategic plan led to the *Executive Leadership Forum*, which is a not-for-profit, Ministry-funded organization tasked with providing executive-level education and assessment tools to help organizations develop their capacity to institutionalize diversity, equity, and inclusion throughout their “core values, practices, policies, programs, services, structures and workforces.”

The Ministry funding provided the opportunity for WLUFAs E&D committee members Chris Klassen and Laurie Jacklin to enrol in the eight-month program. More than 70 organizations completed the program and participated in open experiential exchanges, including Halton Police, the John Howard Society, Hamilton AIDS Network, McMaster University, City of Brampton, Durham School Board, City of Kitchener, City of Waterloo, and so on.

In August 2017, Rob Kristofferson graciously donated a day to facilitate our intensive planning session. Using the assessment and planning tools from the *Executive Leadership Forum*, in this comprehensive planning session we evaluated the data gathered by committee members. In brief, the organizational self-assessment evaluated the following domains for WLUFAs and our members:

- Domain #1 – Diversity, equity, and inclusion (DEI) planning and policies
- Domain #2 – WLUFAs Organizational Culture and commitment to DEI
- Domain #3 – WLUFAs Education and Training for DEI
- Domain #4 – WLUFAs Human Resource-related policies and practices to support DEI (such as the collection of demographics on new hires, etc.)
- Domain #5 – WLUFAs Community Capacity Building (to advance DEI work through partnerships, advocacy, capacity-building, etc.)

## The Assessment Results

Similar to the other 70 organizations using this planning tool, the results showed the extent of the work needed to build on our existing equity and diversity successes, while systematically highlighting the areas where the most work needs to be done.

## OVERALL ORGANIZATIONAL ASSESSMENT AND ACTION PLANNING

This section of the self-assessment tool will assist you in understanding how well your organization is performing with regards to diversity, equity, and inclusion across the eight domains. It provides an opportunity to identify where your organization is excelling in diversity, equity, and inclusion, as well as where it needs to improve. The Action Plan section prompts you to identify the concrete steps needed to take action.

### Interpretation of the Average Assessment Score:

<p><b>Substantial</b> work is needed for our organization to reflect the D &amp; I Charter commitments</p> <p><b>1</b></p>	<p><b>Moderate</b> work is needed for our organization to reflect the D &amp; I Charter commitments</p> <p><b>2</b></p>	<p><b>Some</b> work is needed for our organization to reflect the D &amp; I Charter commitments</p> <p><b>3</b></p>	<p><b>Minimal</b> work is needed for our organization to reflect the D &amp; I Charter commitments</p> <p><b>4</b></p>	<p><b>Our organization embodies the commitments outlined in the D &amp; I Charter</b></p> <p><b>5</b></p>
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DOMAINS	TOTAL ASSESSMENT SCORE (Sum of scores)	AVERAGE ASSESSMENT SCORE (Total Score/# of applicable indicators = /5)
1 - Planning & Policy		$\frac{16}{40} = 2 / 5$
2 – Organizational Culture		$\frac{18}{35} = 2.6 / 5$
3 – Education & Training		$\frac{5}{15} = 1.3 / 5$
4 – Human Resources		$\frac{9}{25} = 1.8 / 5$
5 – Community Capacity Building		$\frac{13}{25} = 2.6 / 5$
6 – Service Planning & Development		

The committee is available to review the data in detail with WLUFAs Executive, if you wish to learn more about the process and evaluations. That said, our immediate priority concentrates on six initiatives.

## From Assessments to Six Strategic Priority Initiatives

The committee used the results of the assessment to develop comprehensive action plans to address the areas where WLUFAs received both strong and weak rankings (in relation to diversity, equity, and inclusion).

All committee members continued to seek input from WLUFAs stakeholders, and WLU entities, while defining our top six strategic items, as presented in this plan:

1. Vision Statement – WLUFAs executive statement on our commitment to diversity, equity, and inclusion.
2. Intersectional Anti-Oppression Training for WLUFAs Executives and Committees
3. Social Media Education: *How to address and respond to bad behaviour online*
4. Contract Faculty equity action plan (for WLUFAs Committee Work)
5. Hiring and Retention of Racialized Faculty: create a Racialized Faculty Colleague
6. Communications Relationship Building

These initiatives support WLUFAs full-time and contact faculty hiring, mentorship, and retention (in the broadest sense), and assist all under-represented, marginalized, and equity-seeking groups, as well as persons with visible and invisible disabilities.

### **The Next Steps: a.k.a. “The Ask”**

The E&D Committee appreciates the support we receive from the Executive and we anticipate continued collegial relations as we move ahead with our initiatives.

*Ask #1:* We respectfully ask the Executive to review these six strategic priorities, as documented in the following pages, at your upcoming retreat.  
*E&D committee members can be available by phone to answer any questions and/or explain the rationales, etc.*

At the conclusion of your retreat, please liaise with our committee to inform us of your discussion and next steps to move ahead.

*Ask #2:* We respectfully remind the Executive of our in-progress request to appoint Librarian Matt Thomas to our committee, so that Matt may continue to contribute his much-needed expertise in e-everything to our programs.

Please approve this appointment at your earliest convenience.

We look forward to discussing these priorities at your convenience as we work together to advance the equity, diversity, and inclusion agenda for WLUFAs.

Submitted by the E&D Committee,

Chris Klassen,  
Hind Al-Abadleh,  
Kari Brozowski,  
Matt Thomas (unofficial member),

Ciann Wilson,  
Joanne Oud,  
Laurie Jacklin, Committee Chair,  
Rebecca Godderis.