

January 2024

## TERMS OF REFERENCE - FULL

### Presidential Task Force on Equity, Diversity, Inclusion and Accessibility

#### University of Calgary

### I. PURPOSE AND MANDATE

The mandate of the Presidential Task Force on Equity, Diversity, Inclusion and Accessibility (PTF-EDIA) is to undertake consultative and collaborative engagements with the University of Calgary's (UCalgary) representative bodies and wider university communities, conduct and analyze internal and external research, and analyze qualitative and quantitative EDI data and relevant materials in order to co-constitute, and make recommendations to the President of University of Calgary for adoption of an institutional EDIA strategy, action and implementation plan, and relevant systems and processes for monitoring progress, impact and reporting.

### II. RESPONSIBILITIES

The work of the Task Force on EDIA shall include the following:

#### 1. Internal and External Scans and Data Analysis

The Task Force will draw on the internal data, external data, consultation, and best practices (IECB) Framework, which includes consultations, collection and analysis of internal data, external data, and best and promising practices. The Task Force will:

- Undertake a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis.
- Analyze internal and external disaggregated quantitative and qualitative demographic data to understand trends in access, representation, attainment, and success for diverse students, postdoctoral fellows, sessional instructors, staff, and faculty.
- Conduct an internal and external environment scan (including but not limited to those within the U15 institutions as well as other respected and inspirational institutions as identified by Task Force members) to understand the trends in EDI, including the evolution of nomenclature, structure, infrastructure, and good and promising practices.
- Conduct internal equity gap assessments by role and equity deserving groups.

Review the university's existing policies, practices, processes, and programs through an EDIA lens.

## **2. Consultations**

The Task Force will engage in outreach and undertake a comprehensive consultation with the campus community. The Task Force shall:

- Consult with students, academic and non-academic staff, postdoctoral fellows, sessional instructors, alumni, and the wider community through a variety of consultation methods, including surveys, townhalls, workshops, roundtables, focus groups, (including with each equity deserving group, and other opportunities for consultation as identified by the task force).
- Consult with members of equity-deserving groups to understand experiences and perspective of each group, including at their intersections.
- Consult with UCalgary EDI committees, networks, and communities of practice.
- Consult with the Indigenous Engagement team based on the principles and practices of mutuality, ethical spaces, and parallel paths.
- Consult with leads of all institutional strategies to explore opportunities to collaborate and advance institutional priorities.

## **3. Develop and Co-Constitute Strategic Plan, Goals, Objectives, and Metrics**

The Task Force and its working groups shall draft the University of Calgary's first-ever EDIA strategy and action plan and implementation plans, a draft of which will be shared with the university's executive leadership team and campus community for further feedback as integral to the PTF on EDIA's co-constitutive vision and process. The final plan will require support of UCalgary's bicameral governance system (Board of Governors and General Faculties Council).

The Task Force and its working groups shall draw on the internal and external scans, EDI data analysis, and their consultations with the campus community to:

- Identify and co-constitute a shared EDIA vision and mission.
- Co-constitute SMART (specific, measurable, achievable, realistic, and timely) goals, objectives, metrics, timelines, and accountabilities.
- Ensure priorities are connected to the core work of the university, including teaching and learning, student and staff experiences, research and scholarship, community engagement, alumni relations, as well as embedding EDIA in governance, management, and administration.

- Ensure the institutional goals and priorities connect to faculties, schools, institutes, and administrative units.
- Identify opportunities for the campus community to learn and work together to ameliorate conditions of disadvantage experienced by members of equity deserving groups including, but not limited to women, Indigenous peoples, racialized/visible minority persons, persons with disabilities, and LGBTQ2S+ persons.
- Identify opportunities to create a culture and climate of access, opportunity, and equitable pathways in which all members of the campus community can flourish.
- Create opportunities for professional development and continuous learning to embed the commitment in institutional practices, policies, and processes.
- Identify opportunities for generating course content to increase EDI education and literacy at the UCalgary.
- Identify opportunities for integrating EDI in research, including to make visible invisible inequities and voices in the research ecosystem.
- Draw on research to recommend the best nomenclature (e.g. EDIA, EDID [equity, diversity, inclusion and decolonization], IDEA [inclusion, diversity, equity and accessibility], JEDI [justice, equity, diversity, and inclusion]), structure, infrastructure, facilities, and better and promising practices for achieving EDIA institution-wide and at the level of faculties, schools and administrative units.
- Complete the new EDIA strategy and action and implementation plans, solicit, and incorporate further feedback, and refine and finalize.

#### **4. Complete UCalgary's EDIA action and implementation plan**

To operationalize the new EDIA strategic plan, identify the implementation structure, resources, and processes for short-, medium-, and long-term actions, and for regularly monitoring and updating the EDIA strategy. The Task Force and working groups shall:

- Engage in prioritization exercises to establish short- (1-2 years), medium-(3-4 years), and longer-term (5+ years) priorities, actions, and accountabilities.
- Complete UCalgary's action and implementation plan with accountabilities, timelines, and benchmarks for progress, impact, and resources.
- Make recommendation to the executive leadership team and through UCalgary bicameral governance processes (Board of Governors and General Faculties Council) for the approval and adoption of the new EDIA strategy, and action and implementation plan.
- Communicate the governance approved plan to the university and wider community along with opportunities to learn and work together to achieve results, impact, and institutional excellence in EDIA.

### III. CHAIR AND TASK FORCE MEMBERSHIP

#### a. Task Force Co-Chairs

The PTF-EDIA is led by two Co-Chairs appointed by the UCalgary president Ed McCauley. The Co-Chairs are Vice Provost and Associate Vice President Research (Equity, Diversity and Inclusion) and the Interim Provost and Vice President (Academic), Dr. Penny Werthner – who reports to the president and the Executive Leadership Team.

#### b. Role and Responsibilities of Task Force Co-Chairs

- Provide strategic leadership to the PTF-EDIA and its Working Groups
- Chair meetings and guide members towards consensus and decision-making.
- Provide updates to the president, governance bodies, and campus community.
- Oversee the preparation and present the PTF-EDIA's strategy, action plan and implementation plan on behalf of the full membership to the president and the Executive Leadership Team.
- Support the president in the presentation of the PTF-EDIA's strategy and action and implementation plan through university governance.
- Act as the public spokesperson(s) for the PTF-EDIA

#### c. Task Force Vice Chairs

The PTF-EDIA's Co-Chairs are supported by two Vice-Chairs, Dr. Susan Skone, Professor of Engineering and Associate Vice President Research and Dr. Hieu Ngo, Associate Professor, Social Work and Associate Dean Teaching and Learning, Faculty of Social Work.

#### d. Role and Responsibilities of Task Force Vice Chairs

- Report to and advise the Co-Chairs in establishing agendas and fulfilling their duties and the work of the PTF-EDIA.
- Help facilitate active discussions of the PTF-EDIA.
- Identify issues and trends to support the work of the Co-Chairs and the PTF-EDIA.
- Where appropriate, coordinate and communicate engagement between the Working Groups and the Co-Chairs.

#### e. Task Force Membership

The constitution of the PTF-EDIA shall include elected or appointed members from the University of Calgary's representative and governance bodies. Overall, it aims to reflect the diversity of the UCalgary's multi-campus communities, and the broader community and city in which the

university is located. It is intentionally inclusive of the voices of members of historically under-represented equity-deserving groups.

**f. Task Force Voting Members**

- Ms. Jacqueline Lacasse, JD, General Counsel, Office of General Counsel, representative of the Executive Leadership Team, University of Calgary
- Dr. William Rosehart, Dean of Schulich School of Engineering, Deans Council representative
- Dr. Kristin Baetz, Dean of Science, Deans Council representative
- Dr. Régine King, Faculty of Social Work, General Faculties Council (GFC) representative
- Dr. Jennifer Adams, Faculty of Education and Science, General Faculties Council (GFC) representative
- Dr. Dora Tam, The University of Calgary Faculty Association, (TUCFA) representative
- Mr. Jonah Feng, Research Nurse Coordinator, AUPE representative
- Ms. Brenda McDermott, MaPs Executive Committee, MaPs representative
- Dr. Nynke van den Hoogen, VP Internal, Postdoctoral Association, PDAC representative
- Ms. Masume Akbari, Vice President Student Life, Graduate Students' Association, GSA representative
- Mr. Ermia Rezaei-Afsah, VP Student Life, Students' Union, SU representative
- Dr. Kirsten Inglis, Sessional Instructor, Department of English, Sessional representative
- Dr. Chi Iliya-Ndule, Alumni Association representative
- Dr. Francine G. Smith, Professor, Physiology & Pharmacology, Co-Chair, Dimensions EDI Working Group on Women, At-large representative.
- Dr. Gregor Wolbring, Professor, Community Rehabilitation and Disability Studies, Co-Chair, Dimensions EDI Working Group on Persons with disabilities, At-Large representative.
- Dr. Dennis Sumara, former Department Head and Dean, Werklund School of Education, At-large

**g. Task Force Non-Voting Members**

The PTF-EDIA includes a number of members of the working groups and those who serve as support and resource members.

- Working Group Members
- Support Members
- Resource Members



#### **h. Role and Responsibilities of Task Force Members**

The PTF-EDIA members shall:

- Regularly attend and contribute to the meetings.
- Serve as liaisons and provide updates on the work of the PTF-EDIA to their associations and units.
- Participate in consultations.

#### **IV. TASK FORCE WORKING GROUPS**

The PTF-EDIA working groups and lead(s):

- Be led by a Working Group Lead or Co-Lead (“Lead”) as approved by the PTF-EDIA Co-Chairs
- For the purposes of the Working Group the Lead(s) shall be responsible for creating agendas, leading meetings, and completing the work is completed and report(s) prepared in a timely manner.
- Working Group Lead(s) shall consult with Co-Chairs on the recruitment of members who has the necessary knowledge, experience, including lived experience, and expertise necessary to complete any tasks and make recommendations to the Co-Chairs and Task Force members in a timely manner.
- Be referred priority EDIA issues that require deeper review and analysis, including but not limited to the level of administrative units, faculties and colleges, departments, and/or institutional role(s), and/or equity deserving groups.
- Leads shall consult with Task Force Co-Chairs on scope of work, timelines for completion, and format of delivery.
- Working Group members shall reflect the diversity of the campus community, and shall be recruited based on knowledge, experience and best and promising practices related to the subject matter of the Working Group.

#### **V. TASK FORCE RESOURCES AND SUPPORT**

To fulfil its mandate, role and responsibilities, the Task Force shall receive support and resources aa necessary from the Offices of the President, Provost and Vice President (Academic) and Vice President Research to ensure the effect operations of the Task Force.

- Resources to fulfill the work of the PTF-EDIA.
- Supporting the Co-Chairs with setting and preparing for meetings
- Ensuring Members are notified of meetings in a timely manner.



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- Ensuring action items are acted on and results reported back to the Task Force Co-Chairs and/or Working Group Lead(s).
- Advising on the selection of meeting themes, times, and dates.
- Consulting with members in the preparation of meeting agendas.
- Preparing and circulating relevant materials for meeting agenda items in a timely manner to PTF-EDIA Members.
- Ensuring meeting materials and minutes are created, accessible, archived for the ongoing work of the PTF-EDIA Co-Chairs, members, and support team.
- Consulting, as necessary, with relevant offices deemed necessary to understand EDIA and human rights issues in Calgary, Alberta, and across Canada, including but not limited to University Legal Counsel, Alberta Human Rights, Alberta Advocate for Persons with Disabilities.

### VI. Task Force Meetings

- Wherever possible, meetings will be held in hybrid format to increase accessibility and opportunities to engage.
- In the event a member cannot attend a meeting they may designate up to one delegate who must come to meetings prepared to engage.
- In the event a member can no longer serve on the Task Force, the Co-Chairs shall work with their representative group to identify a replacement in a timely manner.