



Candidate Brief for the position of  
Associate Vice-President, Equity & Inclusion  
The University of British Columbia

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# About The University of British Columbia

The University of British Columbia (UBC) is a global centre for teaching, learning and research, ranked 34<sup>th</sup> in Times Higher Education World University Rankings in 2020 and among the top three universities in Canada. A world-leading centre of teaching, learning and research excellence, UBC transforms personal initiative into innovation, and new ideas into impact.

The University of British Columbia campuses (Vancouver and Okanagan) are located on the traditional, ancestral, and unceded territories of the Musqueam, Tsleil-Waututh, the Squamish, and the Syilx (Okanagan) Peoples. The Point Grey Campus (Vancouver) is home to nearly 60,000 students (46,000 undergraduate and 11,000 graduate students) and close to 17,000 faculty and staff. The Kelowna Campus (Okanagan) has more than 11,000 students (10,000 undergraduate and 1,000 graduate) and nearly 1,500 faculty and staff. UBC academic programs rank among the top 3 universities in Canada and the top 40 globally (Times Higher Education World University Rankings). UBC is ranked first in Sustainable Development Goals (Industry, Innovation, and Infrastructure) and third overall in Climate Action.

UBC has long strived to create a just, caring, and thriving campus community. The University's enhanced commitment to equity, diversity, and inclusion reflects a growing awareness of institutional and systemic injustice globally, in Canada, and sometimes on our campuses. Since 2015, UBC has pursued increasingly ambitious social justice initiatives, including tackling the climate crisis, embracing Canada's Truth and Reconciliation movement, and confronting social injustice.

## Equity, Diversity and Inclusion at UBC

In 2015, the Board of Governors and administration established and launched the [Equity and Inclusion Office](#) to advance inclusive excellence at UBC. Since its inception, dozens of EDI professionals amongst its staff have launched the Inclusion Action Plan, led strategic initiatives related to race and leadership, spirituality, LGBTQ2S+ support, and the student diversity initiative. Human Rights and EDI curriculum

development have been centered in the Equity and Inclusion Office.

In 2020, the importance of this Office was elevated as the global pandemic and crimes against Indigenous, Black, and people of colour uncovered long-standing racial and economic inequities. UBC aspires to provide an exceptional academic environment that reflects the breadth and depth of thought befitting a globally ranked university. Therefore, we believe equity, diversity, and inclusive learning environments are keys to achieving these goals.



UBC has several strategic plans to advance equity, diversity, and inclusion. The UBC Next Century Plan



established the foundation for our work today. In part, the Plan promised:

*We are reviewing and revising policies, practices, and services to reflect our commitment to equity, diversity and inclusion. We are expanding learning opportunities for staff and faculty to maximize awareness and understanding of these principles. We are assessing the UBC landscape to identify areas needing focussed attention, including systems, structures, and processes that can be improved to facilitate better access and success. (Strategy 4: Inclusive Excellence)*

This charge gave birth to several plans, including the Inclusion Action Plan, Indigenous Strategic Plan, National Forum on Anti-Asian Racism, Anti-Racism and Inclusive Excellence Task Force Report, and the Trans, Two-Spirit and Gender Diversity Task Force report.

### **The Equity and Inclusion Office**

Diverse and talented EDI professionals' staff the Equity and Inclusion Office. Team members oversee strategy, communication, and human rights. Historically, the Office



has focused its attention on capacity building for social sustainability. Therefore, team members focus on education and communication, proactive initiatives, compliance, and data collection. The AVP, Equity and Inclusion is encouraged to make organizational changes to advance EDI goals and objectives. In the future, structural changes may be needed to better support other equity deserving groups. The Office will be relied upon to play a more active role in EDI implementation.

More on the Equity & Inclusion Office Policies and Reports [here](#).

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# Opportunity

The AVP, Equity and Inclusion is a senior leadership position. The position reports directly to the Provost and Vice-President, Academic (Vancouver) and Provost and Vice-President, Academic (Okanagan). The AVP, Equity and Inclusion has a dotted line report to the President and Vice-Chancellor. As a member of the Provosts' and President's leadership teams, the AVP will regularly engage with university leadership on both campuses on a wide range of issues. In addition, the incumbent will serve in several other significant leadership roles across campus.

The AVP has responsibilities across the University, working with all Executive portfolios, including, Human Resources, Student Affairs, Academic Campus Leads, Research and Innovation, External Relations, Development and Alumni Engagement, Health, and Finances to advance the University's EDI goals and objectives relevant to the five equity-deserving groups. The AVP also works closely with executive leaders and deans on both campuses, providing leadership and management to the Equity & Inclusion Office and working closely with the university's broader communities that have responsibility for goals and objectives established in various strategic plans.

The AVP, Equity and Inclusion is a force for positive change in achieving a coherent organizational approach to equity and inclusion.

## Reporting Relationships

**Reports Directly to:** Provost and Vice-President, Academic (Vancouver campus), Provost and Vice-Principal, Academic (Okanagan campus) & President and Vice-Chancellor (dotted line)

**Direct Reports:** Equity and Inclusion Office staff

## Responsibilities

### Leadership

**The AVP, Equity and Inclusion is a leadership position at the University of British Columbia. The successful candidate is expected to provide active leadership and guidance to important initiatives that advance equity, diversity, and inclusion. Specific leadership responsibilities include:**

- Providing information and expert counsel to UBC Executive to fulfill its shared responsibility for equity and inclusion.
- Leading the conceptualization and understanding of equity issues across the University.
- Building capacity to ensure that UBC's core values of excellence, mutual respect, and equity inform the University's processes and decisions.
- Catalyzing the institutional change necessary for deepening and strengthening the EDI commitment.
- Advancing equity and inclusion as core values and key strengths of the University.
- Implementing UBC's vision and strategic goals for equity and inclusion.
- Developing and promoting the University-wide narrative for equity and inclusion in the critical communication of UBC's expectations for respectful interactions.



- Increasing awareness and understanding of the experiences of equity-deserving groups and being attentive to challenges accompanying the university's growing internationalism.
- Strengthening networks with and among UBC's research communities for equity and inclusion-related areas of scholarship across disciplines.
- Developing mechanisms for consultation, discussion, and dialogue across disciplines and constituencies.
- Cultivating relationships across UBC's Vancouver and Okanagan campuses, distributed medical programs and other sites to accomplish the vision, commitments, goals, and actions as set out in the University's Strategic Plan.
- Serving as a central spokesperson for EDI matters, bringing together broad-based coalitions and alliances to enrich efforts across the University, including dissemination of best practices.

### Strategic Planning and Implementation

**The AVP, Equity and Inclusion oversees institution-wide strategic planning and execution for equity and inclusion. UBC has adopted several plans focused on equity and inclusion – for example, the Inclusion Action Plan and Anti-Racism and Inclusive Excellence Task Force Report. The AVP:**

- Ensures equity and inclusion strategies are implemented in a coordinated and integrated manner that enables the achievement of the articulated goals and actions.
- Engages resources across the University through a collaborative approach in delivering EDI programming, particularly those within the faculties.
- Works with UBC Executive to develop strategies and messages, identify opportunities and challenges, and measure plan effectiveness.
- Promotes early identification of issues, engages constructive problem solving, and makes recommendations for systemic improvements.
- Administers UBC's employment equity program and works collaboratively with units to act on recommendations.
- Implement accountability measures to meet strategic initiatives.

- Develops an operating plan that includes specific goals and strategies that align with the portfolio budget.
- Work with other leaders and partners to develop and implement an action plan that leverages current efforts, sets stretch goals and targets, measures progress and evaluates impact, and establishes an accountability framework that makes EDI a shared responsibility

### Education and Training

**Education and training are fundamental to advancing UBC's equity, diversity, and inclusion initiatives. Our challenge includes building capacity and to contributing support to administer an effective, system-wide educational curriculum. The AVP, Equity and Inclusion:**

- Coordinates a university-wide strategy to support the educational objectives and a broad spectrum of learning opportunities that supports students, staff, and faculty.
- Raises awareness of UBC policies, statements, and commitments, promotes practices to strengthen equity and inclusion, and effectively engages and coordinates resources across the University, particularly those within the faculties and units.
- Engages the University community at the individual and unit levels.
- Builds assessment tools to gauge learning, monitor behavioral change, inform future educational initiatives.
- Keeps abreast of legal developments in the area of human rights.

### Issues Management

**Equity, diversity, and inclusion work involves overseeing related complaints and concerns. Students, faculty, and staff may face various issues that require advice or facilitation. Therefore, the AVP, Equity and Inclusion:**

- Ensures the Equity and Inclusion Office effectively provides information, advice, support, and referrals relating to discrimination or harassment.
- Provides training and support to administrators who are managing complaints.



- Works to resolve concerns of discrimination and harassment.
- Builds individual and institutional capacity to address conflict and reduce/ prevent discrimination and harassment.
- Helps identify patterns that would guide educational and other proactive initiatives directed at systemic responsiveness.
- Ensure communication with our communities is respectful and transparent.
- Ensures the University is kept apprised of trends and changes relative to advances in equity and inclusion and helps assess their impact on the University.

### Organizational Management

**The AVP, Equity and Inclusion will oversee a team of approximately 30 staff members in the Equity and Inclusion Office. The Office will structure to support Anti-Racism and Inclusive Excellence initiatives. The position also works collaboratively with more than a dozen Equity Leads stationed in the Faculties and a broad range of internal and external stakeholders. The AVP, Equity and Inclusion:**

- Ensures the organizational structure of the Equity and Inclusion Office reflects operational needs and prescribes the responsibilities of staff as they relate to the accomplishment of specific objectives and priorities.
- Fosters a productive and healthy work environment for all staff members through effective hiring, training and development, and performance feedback.
- Communicates, motivates, and leads all those involved to contribute fully to the realization of the University's EDI goals and actions.
- Maintains high visibility among staff members and fosters engaged two-way communication.
- Ensures efficient utilization of financial resources allocated to the portfolio and oversees the preparation of an annual budget.
- Works in close collaboration with many members of the University community, including associations, unions, and committees, to ensure the equity and inclusion objectives of the University are met.
- Builds cross-functional teams between staff in the Office and other units.
- Ensures the EIO team maintains a strong service orientation with open and effective two-way communication.
- Ensures proper processes and consultations occur within the University governance structure.
- Builds on the current work and the University's passion for equity, diversity and social justice, to cultivate a caring community focused on shared values of respect, compassion, kindness, civility, excellence, and collaboration.



# The Individual

The ideal candidate is known for building a high-performance culture and energizing teams to deliver superior results. You are a service focused and transformational leader who has managed large-scale equity, diversity and inclusion initiatives.

## Role Criteria

The University of British Columbia seeks applicants for the AVP, Equity and Inclusion role who:

- Hold a Ph.D., J.D., or relevant terminal degree; the candidate will have a deep understanding of higher education and the faculty, staff, and student experience.
- Have a track record of advancing, promoting, and building capacity for equity, diversity, and inclusion in a complex, decentralized environment.
- Possess expertise in the areas of strategic planning, assessment, and evidence-based decision making with solid data gathering, data analysis, problem-solving, and analytical skills.
- Demonstrate the ability to work collaboratively with internal and external partners and stakeholders.
- Have exceptional communication and interpersonal skills.
- Demonstrate a commitment to the national conversation around equity, diversity and inclusion in higher education and a keen sense of best practices and emerging issues.
- Will guide the University through achieving and maintaining excellence through diversity; being a community that is welcoming and respectful to all; and contributing to equity and social justice through its research, teaching, and community engagement.

## Technical Competencies

- Attuned to academic and community trends, best practices, and relevant employment legislation in EDI, have engaged in thought leadership in the equity, diversity and inclusion discipline through participation in academic institutions and interaction with various diversity organizations.
- Keen knowledge of cultural nuances, market trends and key indicators that impact and advance an inclusive culture and employee engagement. Lived experience is appreciated as one of the important contributors to competency and prior experience.
- Broad knowledge of HR principles, practices and human rights legislation and regulations.
- Understand issues related to institutional equity and Human Rights including their relationship to issues of Indigeneity and anti-racism.
- Demonstrate knowledge and experience with the recruitment, admission and retention of historically underrepresented students.
- Understand the process of the recruitment, hiring, tenure/promotion, and retention of historically underrepresented faculty, staff, and students.
- Have experience with data-driven approaches and analyses.
- Understand implementing a shared strategic vision across a complex institution specifically focusing on EDI.



# Steps in the Selection Process

## Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured; all your personal information will be kept in the strictest confidence.

## Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates.

## Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for UBC.

## After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package and your alignment with the organization.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you acquire the additional information you need.

## Interview with the Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

## Steps Leading to an Offer

After you meet with the UBC Search Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate, you may be asked back for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



# Additional Information

## How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria along with any other relevant application material.

The preferred method of application is online at: <http://www.odgersberndtson.com/en/careers/17766>

## Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

## Diversity, Equity and Inclusion

The University of British Columbia is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and UBC throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

## Contact Details

For a conversation in confidence, please contact:

**Dominik Legault**

[dominik.legault@odgersberndtson.com](mailto:dominik.legault@odgersberndtson.com)



# Candidate Charter

## Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas ([deborah.lucas@odgersberndtson.com](mailto:deborah.lucas@odgersberndtson.com)).



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