

Update 2026 Summary

EQUITY ACTION PLAN

The following document summarizes the changes made to the Equity Action Plan following the plan's first reporting cycle and extensive community engagement.

As with the plan's initial creation, the experiences of UVic community members have been central to the updating of UVic's strategic direction related to advancing equity across campus. The focus of the update has been to refine and clarify existing actions to ensure they are actionable. New actions have also been added where significant gaps were identified through consultation. Read more about the overall engagement plan here.

"EDI" within the EAP

While equity, diversity and inclusion are crucial to achieving the goals of the Equity Action Plan, we have been mindful of the use of these terms within EAP actions throughout the 2026 update in recognition of "EDI" becoming a catch all for what is often ineffective or unaccountable equity-related work. The plan continues to use equity, diversity and inclusion as key concepts, however we approach them as distinct and interconnected ideas rather than a single umbrella term. We invite you to refer to the key concepts webpage to read descriptions of these terms that are based on consultation with the UVic community.

Organization of the plan

Since the plan's launch, we've heard from community members that they want to be able see what actions may impact them and their experience at UVic. So, to increase the readability of the plan we've organized the committed actions under each goal into three categories according to their impact. Many if not all the actions listed in the plan will have effects on numerous groups on campus, those completing the planning, those responsible for implementation, those whose work or classroom experiences will change, etc. However, for simplicity the impact categories we've developed highlight what group, student, employee, or community (including students and employees) is intended to benefit from the action. We have also removed the "targeted actions" section from the goal pages to reduce confusion as units prioritize actions for implementation.

Leads

For each action listed in the plan, one or more senior leader is listed as "leads." Some important feedback that we have heard since the launch of the EAP in 2022 is that having broad accountabilities increases uncertainty for who is accountable and is supposed to advance each action. In the update of

the plan, we have tried to get more specific about lead units or leadership roles (e.g., Deans) and have significantly reduced the number of "all portfolios" actions.

New definition

The President, Vice-Presidents and University Secretary are accountable for ensuring progress on the committed actions related to their portfolio where they are listed as the lead. When a specific unit or leadership role, committee, or council is named in parentheses, they will be responsible for developing activities to advance these actions. Other leaders and portfolios may have related responsibilities.

- Executive Council: actions that require coordinated efforts between the President, Vice-Presidents and University Secretary
- All portfolios: actions that will require efforts across all university portfolios and within all departments/units

Committed actions

Below are the changes to the actions listed in the EAP.

Goal 1: Equity-centred culture

EAP 2026 actions	Original action	Update notes
Community wide impact		
1. Communicate about major institutional decision-making in a way that reflects UVic's commitments to advancing equity while recognizing inequitable/differential impacts. Lead: Executive Council	2. Develop communications plans, strategies and resources that focus on diversity and a commitment to social justice and societal change. Communications should be transparent and acknowledge the dominant systems of power. UVic should be authentic and honest about the barriers and challenges systemically and historically marginalized communities face. Lead: All portfolios	Refined to be more focused on where impact will be the greatest while still addressing barriers identified by community.
2. Provide equity, anti-oppression, anti-racism and cultural safety education for all members of the university. Include specific opportunities to develop Indigenous cultural competencies by learning about Indigenous histories, current realities, rights to self-determination and anti-	5. Provide equity, diversity, inclusion, anti-oppression and cultural safety education for all members of the university. Include specific opportunities to develop Indigenous cultural competencies by learning about Indigenous histories, current realities, rights to self-determination and anti-	Updated to add anti-racism.

Indigenous racism. Leads: VP Indigenous, VP Academic & Provost (VPAC Executive Team), VP Finance & Operations (Human Resources), University Secretary (Equity & Human Rights)	Indigenous racism. Leads: VP Academic & Provost, VP Finance & Operations, VP Indigenous, Equity & Human Rights	
3. Establish and implement a Black inclusion plan that advances the principles and actions of the Scarborough Charter (Black flourishing, Inclusive excellence, Mutuality, and Accountability) within governance, research, teaching and learning, and community engagement. Leads: VP Academic & Provost (Scarborough Charter Steering Committee), University Secretary (Equity & Human Rights)	3. Continue to advance the principles of the Canada Research Chairs Program, the Scarborough Charter and future national and/or government initiatives related to equity, diversity, inclusion and belonging. Lead: All portfolios	Scarborough Charter commitment separated out into its own action to better highlight commitment to addressing anti-Black racism. Research related commitments are now covered in another action below.
4. Create a strategy that supports the development of unit-level equity committees and encourages their engagement with each other and the Equity Action Plan. Lead: University Secretary (Equity & Human Rights)	No change, lead update. Previously Goal 1, action 10	-
5. Provide tailored training to key university governance bodies, starting with the Board of Governors and specific senate committees (Senate Committee on Academic Standards, Senate Committee on Learning and Teaching, Senate Committee on Planning), so their decisions are well informed to advance equity and build an inclusive campus. Lead: University Secretary	No change, previously Goal 1, action 13	-
Student-specific impact		

5. Develop an institutional commitment and faculty-specific education strategies so that all students learn about equity, anti-oppression, anti-racism, colonization and Indigenous rights to self-determination within academic programming prior to graduation. Leads: VP Indigenous, VP Academic & Provost (Deans)	6. Develop an education strategy so that all students learn about equity, diversity, inclusion, anti-oppression, Indigenous rights to self-determination and colonization within academic programming prior to graduation n. Leads: VP Academic & Provost, Equity & Human Rights	Updated to clarify the level at which this work will take place and to add anti-racism.
6. Develop guidelines and training for instructors related to maintaining discrimination and harassment-free student learning environments (e.g., classrooms, labs). Leads: VP Academic & Provost (Provost), University Secretary (Equity & Human Rights)	8. Adopt policies, educational sessions and practices of inclusion that support harassment-free classrooms and other learning environments. Leads: VP Academic & Provost, VP Finance & Operations	Updated to focus on the areas that require continued work since the Discrimination and Harassment Prevention and Response Policy has now been updated to include clearer responsibilities for instructors and others with supervisory responsibilities.
7. Address under-representation within the graduate student population by developing pathways, funding, and other supports for graduate students from systemically and historically marginalized groups. Lead: VP Academic & Provost (Graduate Studies)	12. Continue to develop pathways for Indigenous graduate students and Indigenous-led research through relational knowledge grants and other supports. Expand the existing programs for other systemically and historically marginalized groups. Lead: VP Research & Innovation	Updated to reflect a more strategic approach to this action. Actions to support Indigenous graduate students are included in the Indigenous Plan.
Employee-specific impact		
8. Standardize the use of performance evaluation tools for faculty and staff that incorporate and assess equity skills, competencies and achievements. Leads: VP Academic & Provost (Faculty Relations), VP Finance & Operations (Human Resources)	9. Incentivize faculty and staff to prioritize building an inclusive and equitable campus including developing performance evaluation tools that incorporate and assess equity, diversity and inclusion skills, competencies and achievements. Leads: VP Academic & Provost, VP Finance & Operations	Updated to reflect the work that is left to do to accomplish this action.
9. Provide the UVic research community with guidance and	3. Continue to advance the principles of the Canada	Commitment to the Scarborough Charter has been

resources to implement equitable and inclusive research practices in alignment with federal research funding programs' principles. Lead: VP Research & Innovation	Research Chairs Program, the Scarborough Charter and future national and/or government initiatives related to equity, diversity, inclusion and belonging. Lead: All portfolios	separated into its own action (see above) so this action is now focused on federal research program principles.
10. Implement standards and best practices for Responsible Research Assessment in internal grant selection and recognition processes. Leads: VP Academic & Provost, VP Research & Innovation	11. Engage with external research organizations to redress under-representation and build equitable practices into the research grant selection and research recognition processes. Lead: VP Research & Innovation	Updated to reflect the current work underway to equity in grant selection and recognition.
Removed actions		
-	1. Senior administration will champion equity by diversifying its own representation through mentorship, encouragement and sponsorship of faculty and staff from systemically and historically marginalized groups. Lead: Executive Council	Replaced by two actions under Goal 3 that address both mentorship and hiring practices: *Develop university-wide and portfolio-level mentorship and sponsorship programs that support employees from systemically and historically marginalized communities to advance into leadership roles. Lead: Executive Council* *Develop robust, standardized and equity-centred search and appointment processes for senior leadership positions. Lead: University Secretary (Equity & Human Rights)*
-	4. Update UVic's Policy on Human Rights, Equity and Fairness to communicate the university's responsibilities related to equity, diversity and inclusion. Leads: Executive Council, Equity & Human Rights	Removed because the intent of updating this Policy is addressed through the commitments outlined in the EAP and through updates to the Discrimination and Harassment Policy in 2024.
-	7. Provide experiential learning opportunities that reflect and contribute to the pressing issues of our time related to equity and human rights (e.g.,	The need for diverse experiential learning opportunities is captured under Goal 4:

	Indigenous self-determination, climate change, social justice, etc.). Lead: VP Academic & Provost	*Increase access to experiential learning for systemically and historically marginalized groups and strengthen university and student connections with the wider community.*

Goal 2: Relationality & belonging

EAP 2026 actions	Original action	Update notes
Community-wide impact		
1. Articulate the university's anti-racist approach and embed into the academic and operational strategic direction of the institution, including informing decision making and resource allocation. Lead: Executive Council	2. Create an institutional anti-racism framework that provides clear direction for curriculum and course development, training and other strategies. Lead: Executive Council	Updated to clarify this action and support Executive Council's prioritization of this action.
2. Promote and support professional development opportunities and events that build an inclusive campus and culture. Lead: All portfolios	No change, previously Goal 2, action 4.	-
3. Build robust partnerships with community organizations whose work centers systemically and historically marginalized communities. Lead: All portfolios	12. Build robust community partnerships with organizations to increase relationships with systemically and historically marginalized communities. Lead: VP External Relations	Updated to reflect a more strategic approach to this relationship building and to reflect that relationships are built throughout UVic
4. Update university policies and procedures related to campus signage and other naming practices to increase the representation of historic and present-day Indigenous communities and to ensure alignment with the university's strategic principles. Leads: VP Indigenous, VP Finance & Operations, VP External Relations	3. Reflect the historic and present-day Indigenous communities at UVic in campus signage and other naming practices. Lead: Executive Council	Updated to be more specific and reflect those areas of the university advancing this work
5. Review university policies and existing initiatives and develop opportunities for engagement	NEW ACTION	Added based on significant community feedback and the recognition that community

to better understand the current state of community safety at UVic. Leads: VP Academic & Provost (Student Affairs), VP Finance & Operations (Campus Security), University Secretary (Equity & Human Rights)		safety is much broader than Campus Security at UVic
6. Require, within the limits of academic freedom, that research about communities, respects the principles of co-construction, non-exploitation and non-extraction. Lead: VP Research & Innovation	11. Require, within the limits of academic freedom, that research about communities that is based on identity or that is likely to affect specific communities, respects the principles of co-construction, including ongoing outreach to relevant communities on inputs, interpretation and use of research results. Lead: VP Research & Innovation	Updated to be more in line with Human Research Ethics language and direction.
7. Design a process for supporting ad hoc committees and affinity groups including supporting their formation and ensuring that their resulting recommendations are heard and valued. Lead: University Secretary (Equity & Human Rights)	NEW ACTION	New action developed based on emerging needs and continued action above which focuses on need for process/structure for affinity and issues-based groups that form.
Student-specific impact		
8. Encourage and support instructors and teaching assistants to learn about and implement inclusive course design, teaching practices and accommodations. Lead: VP Academic & Provost (Learning and Teaching Innovation)	7. Encourage and support instructors and teaching assistants to implement inclusive course design, teaching practices and assessments. Lead: VP Academic & Provost	Updated to capture the important role of instructor and teaching assistant learning. Added accommodations to ensure accessibility considerations are explicitly recognized
9. Create and leverage opportunities for student feedback to be considered in curriculum and program changes and reviews. Leads: VP Academic & Provost (Deans)	8. Honour student perspectives on belonging and inclusion and engage with students to improve teaching and program development. Leads: VP	Updated to be more action oriented and to clarify scope.

	Academic & Provost, Equity & Human Rights	
Employee-specific impact		
10. Create opportunities for community building among researchers whose work focuses on advancing equity and social justice. Where appropriate, uplift internal expertise to support UVic's equity-related work. Leads: VP Indigenous, VP Academic & Provost, VP Research & Innovation	5. Expand and enhance opportunities for scholarship rooted in different worldviews that advance equity, diversity and inclusion. Leads: VP Academic & Provost, VP Indigenous, VP Research & Innovation	Updated to focus on community building for researchers.
11. Review existing appointment, re-appointment, promotion and tenure processes to ensure scholarship rooted in different worldviews is accounted for, valued, recognized, and rewarded equitably. Leads: VP Indigenous, VP Academic & Provost (Deans)	6. Create transparent processes that value, recognize and reward scholarship rooted in differences in worldviews that advances equity, diversity, and inclusion. Leads: VP Academic & Provost, VP Indigenous, VP Research & Innovation	Updated to use existing language
Removed actions		
-	10. Support mentorship, peer support and affinity group community-building initiatives for students, staff and faculty. Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights	Affinity group support now covered by new action: *Design a process for supporting ad hoc committees and affinity groups including supporting their formation and ensuring that their resulting recommendations are heard and valued. Lead: University Secretary (Equity & Human Rights)* Mentorship covered by actions in Goal 3: *Develop university-wide and portfolio-level mentorship and sponsorship programs that support employees from systemically and historically marginalized communities to*

		advance into leadership roles. Lead: Executive Council *Create mentorship and peer support initiatives for students from systemically and historically marginalized communities. Lead: VP Academic & Provost (Student Affairs)*

Goal 3: Recruitment & retention

EAP 2026 actions	Original action	Update notes
Community-wide impact		
1. Develop expectations for demonstrated skills and commitment to advancing equity on campus, beginning with senior leadership positions. Leads: VP Academic & Provost (Faculty Relations), VP Finance & Operations (Human Resources), University Secretary (Equity & Human Rights)	8. Develop and integrate criteria within all staff and faculty hiring processes that includes relevant expectations related to skills and commitment to advancing equity on campus. Leads: VP Academic & Provost, VP Finance & Operations	Update to focus on senior leadership as a starting place for this action.
2. Explore creative housing solutions for employees and students. Leads: VP Finance & Operations, VP External Relations	12. Work with local municipalities to find creative housing opportunities including the potential of an on-campus housing strategy for employees and students. Leads: VP Finance & Operations, VP External Relations	Updated to broaden scope beyond specific approaches to explore a range of housing solutions responsive to changing needs and opportunities.
3. Develop robust, standardized and equity-centred search and appointment processes for senior leadership positions. Lead: University Secretary (Equity & Human Rights)	NEW ACTION	Developed in response to removing: *Senior administration will champion equity by diversifying its own representation through mentorship, encouragement and sponsorship of faculty and staff from systemically and historically marginalized groups. Lead: Executive Council*
Student-specific impact		

4. Develop targeted strategies to support student retention and success (e.g., program completion) across diverse populations. Leads: VP Academic & Provost (Student Affairs), University Secretary (Equity and Human Rights)	2. Establish a comprehensive student recruitment strategy that includes: demographic targets, timelines, transparency mechanisms and ongoing commitments and resources to recruit and retain. Lead: All portfolios	Updated to leverage Better Data insights for a more strategic approach
5. Create mentorship and peer support initiatives for students from systemically and historically marginalized communities. Lead: VP Academic & Provost (Student Affairs)	3. Build mentorship and sponsorship programs to support employees and students from systemically and historically marginalized communities to advance into positions of leadership. Lead: All portfolios	Updated to separate student initiatives from those created to support employees (below)
6. Increase grade school (K-12) outreach and pathway programs to support recruitment of systemically and historically marginalized groups. Lead: VP Academic & Provost (Student Affairs & Deans)	4. Build grade school (K-12) through university outreach programs and strengthen pathways programs to encourage systemically and historically marginalized groups to consider and thrive in post-secondary education. Lead: VP Academic & Provost	Action simplified
7. Assess student recruitment and admissions practices for barriers that may disadvantage prospective students from systemically and historically marginalized groups. Update admissions processes to respond to the identified barriers (e.g., establish priority admissions pathways). Lead: VP Academic & Provost (Student Affairs)	5. Expand opportunities to provide priority admissions to Indigenous and other systemically and historically marginalized students by reviewing student admission requirements. Lead: VP Academic & Provost	Updated to encourage a more strategic approach to this action.
Employee-specific impact		
8. Develop a university-wide strategy for employment equity goal setting, including efforts to support employee recruitment, hiring, retention, and advancement processes. Lead:	1. Establish comprehensive employee recruitment, hiring and retention strategies at all levels that include: demographic targets, timelines, advancement processes, transparency mechanisms and ongoing	Updated to reflect current work underway to create a more focused and coordinated approach to employment equity across the university.

Executive Council (Employment Equity Steering Committee)	commitments and resources. Lead: All portfolios	
9. Develop university-wide and portfolio-level mentorship and sponsorship programs that support employees from systemically and historically marginalized communities to advance into leadership roles. Lead: Executive Council	3. Build mentorship and sponsorship programs to support employees and students from systemically and historically marginalized communities to advance into positions of leadership. Lead: All portfolios	This work will now be led by Executive Council. Student mentorship initiatives captured by another action (above)
10. Identify and address barriers to building and leading equitable and diverse research teams including hiring processes, professional development and opportunities for early career researchers. Lead: VP Research & Innovation	13. Embed equity, diversity and inclusion into research practices through diverse research teams, valuing research outcomes and mentoring early-career researchers. Lead: VP Research and Innovation	Updated to reflect preliminary work necessary to better understand barriers.

Goal 4: Access & support

EAP 2026 actions	Original action	Update notes
Community-wide impact		
1. Develop and implement accessibility training for all managers, directors and instructors to increase their capacity to support university community members with disabilities. Leads: VP Academic & Provost, VP Finance & Operations	No change. Previously Goal 4, Action 5.	-
2. Identify and centralize information regarding the accessibility of UVic spaces, services and resources. Leads: VP Academic & Provost, VP Finance and Operations (Accessibility Committee)	NEW ACTON	Added to address a gap by the Accessibility Committee in finding and accessing information about the accessibility services and resources on campus.
3. Advocate for increases to provincially funded on-campus childcare options for students and employees with children.	3. Continue to increase on-campus childcare options for students and employees with children, prioritizing those with the greatest need and/or those facing financial and systemic	UVic's ability to expand childcare options is dependent on provincial funding therefore advocacy is the necessary focus at this time.

Leads: VP Academic & Provost, VP External Relations	barriers (e.g., single parents, low-income, historically marginalized groups). Lead: VP Academic & Provost	
4. Develop, implement and publish an equity-centred service plan for Campus Security that includes reviewing internal processes and practices through an equity lens. Lead: VP Finance & Operations (Campus Security)	8. Review and reassess existing procedures and processes related to campus safety. Prioritize protecting human rights and equity while maintaining a trauma-informed approach. Lead: VP Finance & Operations	Updated to be more specific to Campus Security. Another action on safety more broadly has been added: *Review university policies and existing initiatives and develop opportunities for engagement to better understand the current state of community safety at UVic. Lead: VP Academic & Provost (Student Affairs), VP Finance & Operations (Campus Security), University Secretary (Equity & Human Rights)*
5. Undertake a project to establish standards for providing accessibility accommodations to students, employees and others consistently across the university. Lead: VP Finance & Operations (General Counsel)	NEW ACTION	Added to support a more consistent approach to accessibility accommodations across campus.
Student-specific impact		
6. Design and implement fundraising initiatives to increase financial accessibility and expand funding opportunities for systemically and historically marginalized groups, including students from lower socioeconomic backgrounds. Leads: VP Academic & Provost (Deans), VP External Relations (Alumni & Development)	No change. Previously Goal 4, Action 1.	-
7. Increase access to experiential learning for students from systemically and historically marginalized groups (e.g. field schools and co-ops).	2. Increase access to experiential learning for systemically and historically marginalized groups and strengthen university and student connections with the	Simplified action.

Lead: VP Academic & Provost (Deans)	wider community. Lead: VP Academic & Provost	
8. Identify and address concrete barriers to accessing student accessibility and wellness supports (e.g., counselling, health services, etc.). Where needed, improve available programs, raise awareness and increase accessibility. Lead: VP Academic & Provost (Student Affairs)	6. Conduct a campus-wide gap analysis/needs assessment to further understand where accessibility and wellness supports (e.g., accommodations, counselling, etc.) for systemically and historically marginalized members are falling short. Leads: VP Academic & Provost, VP Finance & Operations	Revised to separate student and employee supports since they are different and require different leads.
9. Develop targeted strategies to support student food security through bursary and community partnership opportunities. Lead: VP Academic & Provost (Student Affairs)	NEW ACTION	Financial accessibility and the rising costs of living were significant themes in student feedback. We heard from student groups about the desire for UVic to do more to support student food security.
Employee-specific impact		
10. Assess available employee benefit packages to identify barriers in accessing relevant wellbeing support. Where needed, improve available programs, raise awareness and increase accessibility. Leads: VP Academic & Provost (Faculty Relations), VP Finance & Operations (Human Resources)	6. Conduct a campus-wide gap analysis/needs assessment to further understand where accessibility and wellness supports (e.g., accommodations, counselling, etc.) for systemically and historically marginalized members are falling short. Leads: VP Academic & Provost, VP Finance & Operations	Revised to separate student and employee supports since they are different and require different leads.

Goal 5: Institutional accountability

EAP 2026 actions	Original action	Update notes
Community-wide impact		
1. Widely communicate the shared responsibility of implementing and reporting on the EAP. Lead: Executive Council	Lead change, previously Goal 5, action 2.	Better reflects Executive Council's role and responsibility to ensure EAP continues to be an institutional priority.
2. Leverage the data collected through the Better Data Project to support institutional	NEW ACTION	Added to advance the practical application of the Better Data Project.

decision-making and resourcing of support services for students, staff, and faculty. Lead: Executive Council (Better Data Steering Committee)		
3. Use centralized equity tools (i.e. Equity Reviews, Equity Lens ABCs) when updating and creating institutional and unit-level strategic plans and policies and ensure alignment with the EAP goals. Lead: All portfolios	3. Review new institutional and unit-level plans as well as reporting structures with an equity lens and ensure alignment with the EAP. Lead: All portfolios	Updated to leverage specific tools that have been created to advance the EAP and build capacity.
4. Respond to identified unit level equity gaps, including implementing recommendations of Equity Review processes, environmental assessments, and program reviews as appropriate. Lead: All portfolios	4. Implement and report on regular Equity Reviews with support from Equity and Human Rights to assess and guide initiatives to build an inclusive campus that is responsive to the needs of systemically and historically marginalized groups. Leads: All portfolios, Equity & Human Rights	Broadened since units are not at the point of engaging in regular Equity Reviews.
5. Ensure annual performance reviews of members of Executive Council report on their contributions to advancing UVic's mission and institutional priorities, including how they have championed the EAP in support of these goals. Lead: President	1. Evaluate, assess and report on senior leadership's activities that champion equity and advance the goals of the EAP. Lead: President	Updated to clarify that championing the EAP is part of UVic's broader mission and not separate.
6. Develop tools and strategies to support the UVic community in addressing resistance to the change required to achieve the goals the EAP. Lead: University Secretary (Equity & Human Rights)	No change, previously Goal 5 action 11.	-
Removed		
-	7. Collect baseline data to identify the extent of (under)representation of all systemically and historically marginalized student and employee groups–starting with	Now covered by various action in goal 3.

	recruitment through retention. Leads: VP Academic & Provost, VP Finance & Operations, Equity & Human Rights	

Achieved actions

Both during the reporting phase in 2025 and the engagement to develop the update existing actions in the EAP were identified as "fully achieved." Actions marked 'fully achieved' no longer require new initiatives. They are fully implemented and are either complete or have sustaining efforts underway. These actions are listed on the corresponding goal page.

A note on the Scarborough Charter

At the time of the EAP's original launch in 2022, UVic was a new signatory of the *Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education*. As we identified the committed actions based on community engagement, we also embedded language from the charter. Adapted actions were identified with an asterisk in the original EAP to indicate the original source. While there continues to be significant overlap in the commitments, the 2026 update of the EAP actions has reduced or removed most of the shared language and, as a result, the asterisks have been removed. To find out about current work to advance the charter, check out this webpage.

Questions?

Please reach out to the Equity Action Team at equityaction@uvic.ca

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