

Progress Report from the Special Advisor on Anti-Racism and Inclusive Excellence

October 2021

Table of Contents

- 1. MESSAGE FROM THE SPECIAL ADVISOR 2
- 2. BACKGROUND 4
- 3. PROGRESS TO DATE 7
 - 3.1. Inclusive excellence approach 7
 - 3.2. Ongoing dialogue 8
 - 3.3. Information and outreach 8
 - 3.4. Other substantive measures 9
- 4. SETTING FUTURE PRIORITIES 15
 - 4.1. Institutional approach and specific needs 15
 - 4.2. Measuring our progress 15
 - 4.3. Producing lasting results 16
 - 4.4. Return-to-campus planning 16
- 5. CONCLUSION 17
- APPENDIXES 18
 - Appendix 1: Governance structure 18
 - Appendix 2: Working groups and Steering Committee (Council of Elders) 19
 - Appendix 3: Liaison 21
 - Appendix 4: List of events 22
 - Appendix 5: Communications/outreach 23
 - Appendix 6: Earlier observations 24

1. MESSAGE FROM THE SPECIAL ADVISOR

Now that I have reached the mid-point of my term as special advisor on anti-racism and inclusive excellence, I would like to update everyone on the progress that has been achieved regarding a number of issues, and on future initiatives.

My priority during the first few months of my term was to build bridges with Black, Indigenous and racialized students, faculty and staff members. I endeavoured to better understand their challenges and needs, and I worked on rebuilding trust among stakeholders. The doubt among many Black, Indigenous and racialized members of our extended University family concerning the administration's willingness to change is a challenge that we must address together. We have to deal with complex histories and issues requiring both holistic and customized responses. Engaging in this lengthy collective and transformative exercise will enable us to achieve our goals as an institution dedicated to inclusive excellence.

A series of steps has been taken in recent months to combat racism and promote excellence in equity, diversity and inclusion at the University of Ottawa. Are these steps enough? No. Do they make up for the systemic discrimination and racism that we are trying to eradicate? No. And yet they are nonetheless significant, sincere and worthy of acknowledgement. I firmly believe that the University of Ottawa is moving in the right direction and that we must resolutely commit ourselves to instituting a culture of change.

I would like to express my gratitude to everyone who has undertaken to combat racism and promote excellence in equity, diversity and inclusion at the University of Ottawa. Your input and suggestions, whether through frank discussions about our most pressing needs or through working groups, have helped to clarify where the University has to do better and to craft solutions that will enable us to bring about meaningful change. Such dedicated commitment is proof of our community's willingness to further excellence in equity, diversity and inclusion at the University, and to facilitate our co-existence. Your dedication is truly inspiring, and your civic engagement in promoting racial equality and social justice is of great value to our community. May we all continue to listen to and learn from each other, and to move forward so that we can all change for the better.

This progress report presents an overview of what we have done and achieved. The report also draws on the work and expertise of our predecessors, and more particularly, the President's Advisory Committee for an Anti-Racist and Inclusive Campus, established in September 2019. It is further supplemented by the findings of external investigation reports that led to the implementation of interim measures. The vision and direction for the second half of my term is also laid out.

I would personally like to thank everyone who works with me on a daily basis to support my efforts. I would be remiss here if I did not highlight the extraordinary contribution of Philippe-Thierry Douamba, Shondra Mings, Kafia Barkat, Rachel Ouellette and all of the other members of her team; students Olivia Singaye, Luna Cardenas Ibarra, Daniella Ingabire and Babak Yazdani Fazlabadi; and my indefatigable ambassadors: Hannan,

Yaye, Saada and Raliat. In closing, I would like to express my heartfelt gratitude to the volunteer members of the working groups and the Steering Committee. This report would not be possible without your commitment to the fight against racism.

Boulou Ebanda de B'éri

2. BACKGROUND

2019

- Incident in June 2019 (intervention by Protection Services with racial overtones)
- Creation of the President's Advisory Committee on Anti-Racism and Inclusion
- Implementation of four interim measures (confirmed in early September 2019)
- Independent investigation — Report 1 tabled in September 2019

2020

- Independent investigation — Report 2 tabled in January 2020
- March 2020 — Public discussion sessions
- Spring 2020 — murder of George Floyd in the United States and waves of protest around the world
- June 2020 — Statement by the President: "[uOttawa Reaffirms Its Commitment to Combatting Racism](#)"
- Incident in September 2020 (use of the "N-word" in a class)
- Early December 2020: Appointment of Boulou Ebanda de B'éri as special advisor on anti-racism and inclusive excellence

COLLECTIVE AWARENESS

Over the past two years, racist or racially motivated incidents have occurred at the University of Ottawa. Those incidents, coupled with the Black Lives Matter movement, made the University community more aware of the various forms of entrenched systemic racism that pervade our lives. They also underscored the urgent need for meaningful action in the fight against racism.

A number of steps to combat racism at the University were quickly taken, including the establishment of the President's Advisory Committee for an Anti-Racist and Inclusive Campus, revisions to [Policy 33 — Security](#), staff training sessions on racial prejudice and implementation of an [enhanced complaints process](#). A series of public meetings and consultations with racialized groups and individuals at the University was also held. The events, marked by difficult conversations about the various manifestations of racism at the University, produced a number of suggestions and possible solutions.

APPOINTMENT OF THE SPECIAL ADVISOR ON ANTI-RACISM AND INCLUSIVE EXCELLENCE

Against that backdrop, Professor Boulou Ebanda de B'éri, a full professor in communication with the Faculty of Arts, was appointed special advisor on anti-racism and inclusive excellence. His term, which began in early 2021, runs for one year.

The special advisor's responsibilities are to:

- Take the lead on anti-racism and inclusion, and be the public face of the University of Ottawa on this issue
- Work with the Human Rights Office, faculties, services and student groups to achieve anti-racism and inclusion objectives
- Raise awareness and communicate anti-racism and inclusion actions/priorities on campus
- Communicate with stakeholders across campus and in the broader community
- Recommend appropriate structures enabling the University of Ottawa to make progress on anti-racism and inclusion

PRESIDENT'S INITIATIVES TO COMBAT SYSTEMIC RACIAL DISCRIMINATION

In late 2020, in response to discriminatory experiences reported by Black members of the University of Ottawa community, the president and vice-chancellor of the University reiterated his commitment to combatting racism against BIPOC communities on campus and announced five new initiatives in the fight against systemic racial discrimination in three core areas of the University's mission: student experience, pedagogy and research.

Those initiatives prioritize five separate areas of activity on campus, with the goal of achieving transformative results in each:

1. Providing better supports for racialized members of our University community by establishing a mentorship program, making dedicated mental health resources available to that community and enhancing financial assistance for racialized students.
2. Accelerating the hiring of Black, Indigenous and racialized faculty in the coming years.
3. Reviewing programs to enrich curricula with practices (methodologies) that are more culturally diverse and inclusive.
4. Developing and implementing anti-racism and anti-oppression training activities for the University community.

5. Establishing a support program for racialized researchers, to create a more equitable, diverse and inclusive research community at the University.

The president also committed to ensuring that these initiatives are developed in consultation with the University community, including Black, Indigenous and racialized stakeholders, and that they are undertaken in a transparent and accountable manner, with related measures to be determined by representative action committees and groups.

3. PROGRESS TO DATE

3.1. Inclusive excellence approach

Actions to combat racism and promote inclusive excellence cannot be taken in isolation. We have to take the University's structural and cultural complexity into account. We have so many different communities, buildings, faculties, departments, student groups, activist groups, unions, staff teams, partners and other stakeholders at the University of Ottawa that one-size-fits-all solutions are not feasible. Instead, we need to develop a framework of strategic solutions tailored to our specific contexts and issues, while remaining faithful to our institutional values.

These actions must support or complement the calls to action issued by other committees, including the Standing Committee on Indigenous Engagement, and the work of other change agents at the University of Ottawa. Consequently, the special advisor frequently engages with the three other special advisors whose mandates are similar to his, to integrate and coordinate their efforts. They are Elizabeth Kristjansson, mental health and wellness; Brenda Macdougall, Indigenous affairs; and Steffany Bennett, diversity and inclusion. The special advisor also instituted regular coordination and dialogue with the director of the Human Rights Office, the vice-provosts and associate vice-presidents, key faculty stakeholders and student service directors. The goal of these collaborative efforts is primarily to implement the principles of inclusive excellence, requiring us to identify the University's shortcomings beyond its service offerings and to propose lasting solutions that will transform the University community into institutional ambassadors.

Here are a few specific examples:

- In cooperation with the special advisor, equity, diversity and inclusion:
 - Supporting the faculties in developing a better understanding of their student population and in crafting a strategic plan for inclusive excellence.
 - Assisting students in conflict resolution.
- With the Human Rights Office: Working to amend and update University anti-racism policies and support the administration so that its policies become more inclusive.
- With the Office of the Vice-President, Finance and Administration: Playing an active role in the recruitment of a new director for Protection Services.
- With Indigenous Affairs: Developing ongoing, lasting activities to educate the University community about our rich cultural resources.
- With the Office of the Associate Vice-President, Student Affairs: Examining admission practices to enhance the Declaration of Personal Experience and undertaking an in-depth review process to improve case management.

- Supporting the equity, diversity and inclusion (EDI) managers in the 10 faculties as well as the services (e.g., the Library) in undertaking a transformative review of excellence in their strategic plans and service offerings.

3.2. Ongoing dialogue

Over the past few months, the special advisor's priority has been rebuilding trust among stakeholders, for without trust, we cannot move forward. These sometimes difficult discussions are essential nonetheless, as they form the cornerstone for ongoing dialogue aimed at establishing a common vision, expectations and terminology that will bring about the lasting change we all desire.

The special advisor had productive meetings with nine student groups (including the Black Law Students' Association, the Afro-Caribbean Mentorship Program, uRacism.e, and the Indigenous Law Students Association), as well as with members of the administration across campus. In each case, the aim was to listen, to learn and to engage in frank discussions about how best to effect significant, positive change at the University of Ottawa.

The special advisor also took part in a series of productive meetings, at which the president and provost, the Administrative Committee, deans, the University of Ottawa Students' Union, the Graduate Student's Association des étudiant.es diplômé.es and BIPOC members of faculty engaged in open, candid discussions about how to combat racism on campus.

3.3. Information and outreach

Collective efforts to combat racism and discrimination cannot be successful unless we identify and acknowledge systemic racism-related issues. Various information and outreach activities designed for the entire University community were therefore held in recent months, with others to follow in the weeks, months and years ahead.

For example, on March 21, the special advisor's team held a virtual event titled *Am I a Racist? Becoming an Ally or Activist against Racism*, in partnership with the Faculty of Education. The objective was to create a space for awareness to have open discussions on ingrained racist structures that affect students, professionals and researchers.

In addition, in a spirit of ongoing communication and transparency, a blog and Instagram account were created to provide regular updates and information on a range of anti-racism-related topics.

A plan for a new communications campaign was recently developed by the special advisor's team. The plan consists of three components: awareness raising, an established pedagogy, and recognition of champions. The campaign will use social media, the website, videos, a newsletter and other means to engage with faculty, staff and students.

3.4. Other substantive measures

In addition to President Jacques Frémont's five initiatives to combat systemic racial discrimination, other measures have been taken across the University with the special advisor's support and the input of the working groups he established (see Appendix 2) to address pressing needs and produce positive results in the near future. The following is a summary of these initiatives.

3.4.1. *Planning and governance*

In its commitment to combat systemic racism, the University of Ottawa must review its practices and policies to ensure they reflect the overarching principles of equity, diversity and inclusion, as well as the commitment to combat racism. To support that commitment, the special advisor:

- advised the faculties and services on the development of plans for promoting EDI, and for combatting racism.
- began a proactive review of the University's EDI policies.
- commented on the draft Scarborough National Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education: Principles, Actions, and Accountabilities. The University plans to be one of the first signatories to the charter.

3.4.2. *Enhanced student experience*

The University of Ottawa is committed to better supporting racialized members of its community by establishing a mentorship program, providing dedicated mental health services and creating new scholarships for racialized students.

The following initiatives have been undertaken to date:

- New scholarships and bursaries currently being developed to support Black, Indigenous and racialized students and encourage them to access programs.
- Creation of the Ruth Bansoba Admission Scholarship for Black civil law students. The scholarship will be awarded in the 2021–2022 admission cycle for the first time.
- New Indigenous and Black Engineering and Technology Momentum Fellowships created to address Black and Indigenous student underrepresentation in STEM disciplines.
- Fundraiser launched to support the racialized student experience.
- Increased mental health and wellness supports:

- Two racialized mental health professionals hired to support Black, Indigenous and racialized students at the University of Ottawa.
 - Coordinator hired to support BIPOC students.
 - Afro-Caribbean Mentorship Program chapter established at the University of Ottawa.
 - Data gathered to ascertain the number of students from Black, Indigenous and racialized communities and the programs in which they are enrolled in order to identify opportunities and to remedy deficiencies in our efforts to support student success for these groups.
- Inclusive excellence and EDI approach instituted for assessing admission applications via the Declaration of Personal Experience (undergraduate faculties).
 - Case management system established to meet inclusive excellence requirements concerning the student experience.

3.4.3. Accelerated hiring of Black, Indigenous and racialized faculty in the years ahead

To meet this priority, the University of Ottawa faculties each began recruiting a cohort of Black, Indigenous and racialized faculty who were ready to teach as of the fall term.

These efforts will be continued in future years, to increase the representativeness and diversity of our faculty. No fewer than 12 of the 40 positions allocated for 2022–2023 will be BIPOC new hires.

Furthermore, the BIPOC Employment Equity Working Group submitted proposals for increasing visible minority representation among faculty. Those proposals are provisional, as they have yet to be submitted to the deans to assess their relevance and feasibility. The importance of retaining BIPOC faculty at the University of Ottawa was also noted.

3.4.4. Reviews to enhance programs of study with more diverse and inclusive cultural practices (methodologies) and knowledge

To meet that commitment, the Pedagogy Working Group is conducting pilot projects with four faculties: Medicine, Arts, Education and Health Sciences.

- These pilot projects will examine ways of making their curricula more inclusive and the challenges they face.
- A related survey will be sent to the six other faculties and to the schools. There are plans to expand data gathering to include all of the University of Ottawa's services.

- The data gathered through the pilot projects will enable the Pedagogy Working Group to identify best practices that the other faculties could follow.

3.4.5. Development and wide-scale implementation of anti-racism and anti-oppression training for the University community

- To meet this commitment, we will develop a series of anti-racism and anti-oppression training activities for students, faculty, staff and senior administration.

We will also compile internal and external best practices for combatting systemic racism for the benefit of the University community.

- The working group dedicated to this issue will also be recommending an in-house general anti-racism training session, to be developed in the V-TRaC Lab in the Faculty of Social Sciences.

3.4.6. Implementation of a support program for racialized researchers to build a more equitable, diverse and inclusive research community

To meet this commitment, we created a joint working group with the Office of the Vice-President, Research, to examine anti-racism and inclusive excellence in research.

The members of the working group are reflecting on the determinants of excellence in research, new tools for assessing applicant files, mentorship procedures and ways to create an inclusive research environment. Some specific actions are already under way:

- The University of Ottawa established a research chair in Indigenous law and governance. The chair was awarded to Professor Aimée Craft of the Faculty of Law, Common Law Section.
- The faculties and the Vice-President, Research are working closely to increase the number of Black, Indigenous and racialized candidates for research appointments and awards. EDI awards are also a particular focus of this process.
- The University recently reiterated its desire to strengthen its ties with Africa. In 2019, the University welcomed a delegation of 14 African institutions and 30 representatives of six West and Central African countries on campus. A partnership declaration was signed at that time. In 2020, the University of Ottawa funded six collaborative projects with universities in Cameroon, Senegal and Ivory Coast. Although the researchers involved have not yet been able to travel to our campus owing to the COVID-19 pandemic, we are certain that they will do so once the situation allows. This will enable the exchange of expertise and exposure to other research communities and practices.
- In June 2021, the Office of the Vice-President, Research announced the creation of the Interdisciplinary Centre for Black Health (ICBH). Led by Jude Mary Cénat, associate professor in the School of Psychology (Faculty of Social Sciences), the

ICBH is Canada's first academic research centre entirely dedicated to the study of the biological, social and cultural determinants of health in the country's Black communities. It will bring together research teams from five faculties and five affiliated hospital research institutes.

- First Peoples event: Rethinking Equity, Diversity and Inclusion — an interdisciplinary panel discussion led by Indigenous scholars in June 2021 to mark National Indigenous History Month.

3.4.7. Faculty initiatives

The special advisor had the opportunity at meetings with the faculties to find out more about their respective EDI initiatives. Those conversations continue to be important, given the work that remains to be done to build EDI, anti-racism and anti-oppression frameworks that include best practices in inclusive excellence. Those consultations with the faculties also shed light on their respective initiatives. A number of faculties are currently working on major projects. Here are some relevant initiatives that mesh perfectly with the inclusive excellence projects announced by the president.

STUDENT EXPERIENCE

- Program created to support student-developed initiatives (e.g., spring/fall institutes on racism) aimed at promoting equity and social justice.
- Scholarships and bursaries created for Indigenous and new Canadian students.
- Equity and academic success counsellor hired to support the mission of the anti-racism and anti-discrimination committee.
- Mentorship program for female PhD students, with meetings on the first Friday of every month.
- Mentorship program for Black medical students/residents.
- Meetings with graduate student associations, the special advisor on anti-racism and inclusive excellence, and the president's special advisor on equity, diversion and inclusion. The purpose of the meetings was to gather graduate student perspectives in order to inform action plans.
- New courses, electives and programs centred around those initiatives (e.g., summer schools, micro-programs).
- EDI toolkit (including scholarly articles, researcher videos) created to support faculty in preparing courses and managing challenges in the classroom.
- Series of lectures for students titled *Calling In Culture* held.

- Mental health support group for BIPOC students.

PEDAGOGY/TRAINING

- Organized and facilitated panel discussions: *Anti-racism beyond the Academy: Voices from the Community* and *Am I a Racist? Becoming an Ally or Activist against Racism* (2021).
- Series of events held to mark Black History Month: *Black History Month: Past, Present and Future*.
- Anti-racism training for part- and full-time faculty.
- Students in the first year in the Law program have been required since 2020–2021 to take anti-racism training. Prejudice about Indigenous persons will be added to the training this year.
- Partnership under way with Clinique juridique St-Michel in Montreal. This year, as part of this partnership, the University will be holding a summer school on racial profiling.
- Symposium on anti-Black racism in medicine and medical education (January 2021).
- EDI learners' forum (April 2021).
- Summer 2021 scholarship and bursary program to promote research in strategic development areas.
- *Making Education More Inclusive* webinar held to provide faculty with tools for enhancing diversity in their courses. The purpose of the webinar was to provide faculty with at least one specific idea to put into practice in their classes and to highlight the challenges faced by students in underrepresented groups. It included a panel of students (with BIPOC representation, as well as people with disabilities) who talked about their experiences (June 2021).
- Courses and electives being developed (African Studies; Sociology of Racism and Anti-Racism; SIDGS: changes to uOGlobal course; SCS4X00 Anti-Racist Activism).

RESEARCH

- Increased search for external funding for anti-racism/equity projects.
- Awareness raising among researchers, research centres, associate researchers and research assistants regarding the Tri-Council Dimensions: Equity, Diversity

and Inclusion Canada Charter.

- Series of faculty lectures: lecture on innovation and creativity in the social innovation program; Jean-Luc Pépin Research Chair discussion panels; lecture by Christiane Taubira (former minister of justice and Keeper of the Seals of France) and series of concurrent student workshops; lecture by Lilian Thuram (president of the Thuram Foundation for education against racism, former world soccer champion and European soccer champion) on White Thinking.

EMPLOYMENT EQUITY

- Members of faculty hiring committees are required to take unconscious bias training.
- A recruitment and retention policy developed by a faculty was approved by the faculty's management team. The policy offers guidelines for drafting and posting employment opportunities for diverse audiences. It includes recommendations for the establishment and membership of search committees and includes compulsory unconscious bias training. The policy also provides guidance for new hire orientation and for ongoing support, including mentoring.

OTHER INITIATIVES

- United Nations International Decade for People of African Descent adopted.
- Anti-racism and anti-discrimination committee established. It is mainly responsible for documenting incidents of racism and developing tools for addressing them. The committee, consisting of representatives of faculty (regular and part time), undergraduate and graduate students, and support staff, began operating in 2020–2021.
- The EDI Leadership Award is bestowed annually on a member of the faculty in recognition of EDI promotion efforts.
- EDI faculty committee created. The committee meets approximately four times a year.
- Adoption of dialogue measures and national action plans to support inclusion in Canadian higher education (Scarborough Charter).
- Work with Enrolment Management on self-identification report for BIPOC students.

4. SETTING FUTURE PRIORITIES

4.1. Institutional approach and specific needs

While acknowledging the centrality of the struggle against systemic racism, we need to consider the specific challenges facing our communities, faculties, departments, student groups, activist groups, unions, staff teams, partners and other stakeholders. Unique solutions for specific challenges that reflect how various groups experience systemic racism are needed. Some initiatives will take longer to implement than others. New priorities will emerge. Continuous dialogue with stakeholders will be critical to assess the relevance of many resources, initiatives and projects in the fight against racism, so that each one produces transformative results.

4.2. Measuring our progress

We realize that some of our achievements will be difficult to measure despite their definite impact, as they primarily involve personal relationships stemming from our office's presence and activities at the University of Ottawa. However, in a community as large and complex as the University of Ottawa, it is essential that we have accurate data in order to set our priorities and make informed, wise decisions. We are aware that an evidence-based transparent approach is necessary for efforts in the fight against racism to be successful. We also realize that we do not have all of the data needed to assess our progress from the beginning. A University strategy for gathering and analyzing EDI, anti-racism and anti-oppression data is required.

To augment its inventory of significant demographic data that would shed light on the University's shortcomings in terms of representation, inclusion and the fight against systemic racism, the University engaged in a survey on the climate of diversity and inclusion on campus. Based on its results and those of future surveys, the University will be in a position to implement a wide range of more inclusive measures aimed at increasing diversity on campus.

In addition, the University of Ottawa took part in the Dimensions pilot program, a federal initiative whose objective is to "foster transformational change within the research community at Canadian post-secondary institutions by identifying and eliminating obstacles and inequities in the research ecosystem." Through our participation, we are committed to embedding EDI-related considerations in our research design and practices.

Lastly, the "Count Me In" survey, whose purpose is to identify the number of BIPOC students enrolled at the University and the programs they are enrolled in, will complement existing data in our efforts to pinpoint and remedy shortcomings in supporting their academic success.

By analyzing these initial data and identifying indicators for each initiative, we will be able to monitor our progress and achieve our objectives.

4.3. Producing lasting results

The University of Ottawa is engaged in a continuous, transformative process. Our current efforts — the first step in the University's long-term commitment in the fight against racism — are intended to permanently enhance our institution's culture, policies, initiatives and practices.

To increase their visibility and to be closer to University students and staff, the special advisor on anti-racism and inclusive excellence and his team have been allocated office space on the third floor of the University Centre. The special advisor and his team will therefore be able to receive students, staff and faculty confidentially and safely in this work space.

4.4. Return-to-campus planning

While public health continues to be our top concern during the gradual return to campus in fall 2021, the effects of the pandemic could be with us for a long time to come yet. We have to preserve and enhance the progress that was made during the pandemic. We must also continue to innovate, eliminate barriers and explore new avenues.

5. CONCLUSION

Combatting racism and effecting lasting change will continue to require difficult and brave conversations at the University of Ottawa. We will have to engage in this major undertaking together. To become more inclusive, our community must recognize that inclusive excellence is essential for the University of Ottawa to maximize its research, education and civic impact in Canada and around the world.

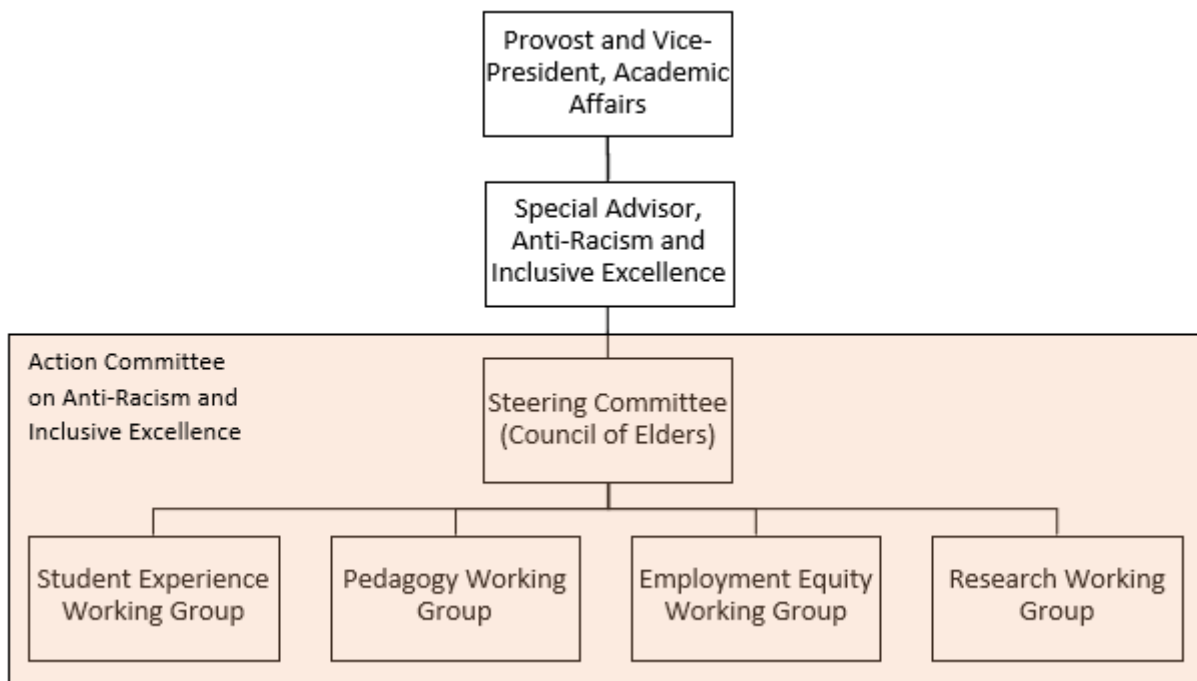
While we are proud of the positive developments outlined in this progress report, we are, more than anything, humbled to acknowledge all of the work that remains to be done in the months and years ahead.

Senior management and leaders across the University bear a special responsibility in pursuing the vision set out by the Office of the Special Advisor on Anti-Racism and Inclusive Excellence. At the same time, we call on each member of the University of Ottawa community to help bring about transformational, necessary and lasting change.

In closing, we strongly urge everyone to complete the self-identification questionnaire available through VirtuO. With this tool, faculty, students and staff can anonymously self-identify in terms of gender, indigeneity, racialization, accommodation/disability, LGBTQIA2S+ identity, language preference and proficiency in Canada's official languages. These data are essential in guiding and structuring EDI initiatives on campus.

APPENDIXES

Appendix 1: Governance structure



Appendix 2: Working groups and Steering Committee (Council of Elders)

To fulfil his mandate, the special advisor created a steering committee structure by setting up four working groups focussed on his term's four priority areas: (1) student experience, (2) hiring of Indigenous, Black and racialized professors, (3) pedagogy and (4) antiracism and inclusion in research, with a steering committee (Council of Elders) to oversee these working groups.

2.1 STUDENT EXPERIENCE

The Student Experience Working Group reviews the recommendations it receives and makes its own recommendations to the Steering Committee on the following:

- Providing better support for racialized members of the University community by:
 - Establishing a mentorship program.
 - Offering specialized mental health resources.
 - Enhancing financial assistance for racialized students.
 - Creating new admission frameworks.

2.2. PEDAGOGY

The Pedagogy Working Group reviews the recommendations it receives and makes its own recommendations to the Steering Committee on the following:

- Reviewing programs to enrich curricula with more culturally diverse and inclusive practices (methodologies) and knowledge.
- Designing and promoting the implementation of anti-racism and anti-oppression training activities for the entire University community.

2.3 EMPLOYMENT EQUITY

The Employment Equity Working Group reviews the recommendations it receives and makes its own recommendations to the Steering Committee on the following topics:

- Accelerating the hiring of Black, Indigenous and racialized faculty in the coming years.
- Contributing to faculty retention and wellness.

2.4 RESEARCH

The Equity, Diversity and Inclusion in Research Working Group reviews the recommendations it receives and makes its own recommendations to the Steering Committee on the following:

- Implementing a support program for racialized researchers, so that the University's research community becomes more equitable, diverse and inclusive.

2.5. STEERING COMMITTEE (COUNCIL OF ELDERS)

- The Steering Committee analyzes the recommendations from the four working groups. It endorses the proposed recommendations prior to submitting actions to University of Ottawa administration for approval and implementation.

Appendix 3: Liaison

LIAISON WITH STUDENT ASSOCIATIONS AND CLUBS

First Meeting with student associations and clubs—January 2021—February 2021

- Meetings with nine student groups (including the Black Law Students' Association, the Afro Caribbean Mentorship Program [ACMP], uRacisme, and the Indigenous Law Students Association) and Varsity members.

Second Meeting with student associations and clubs—May 2021

- Meetings with executive members of several student associations.
- Discussions of the current state and future of the University of Ottawa with respect to anti-racism and inclusive excellence.
- Students expressed their concerns and recommendations for improvement

LIAISON WITH FACULTIES

First round Meeting with deans and town halls—January-February 2021

- Meetings with president and provost, the Administration Committee, the UOSU, GSAED and many BIPOC faculty members; engaged in open and candid discussions about how best to confront and overcome racism on campus.

Second round Meeting with deans and town halls—May-June 2021

- Meetings with Special Advisor, Diversity and Inclusion, the Dean of each Faculty as well as those working on Equity, Diversity and Inclusion initiatives:
- Assessed each Faculty's EDI plan and provided feedback regarding gaps or areas for improvement.

CLOSE COLLABORATION

- Frequent discussions with the three special advisors to integrate and coordinate efforts:
 - Elizabeth Kristjansson, mental health and wellness
 - Brenda Macdougall, Indigenous affairs
 - Steffany Bennett, EDI
- Ongoing coordination and dialogue with the director of the Human Rights Office
- Regular dialogue with the vice-provosts and associate vice-presidents and student service directors

Appendix 4: List of events

AM I A RACIST? BECOMING AN ALLY OR ACTIVIST AGAINST RACISM

- Virtual activity held on March 21, 2021
- Objective: To create space and awareness for open discussions on ingrained racist structures that affect students, professionals and researchers.
- Number of registrants: 238

ANTI-RACISM ACTION FUND

- Launched in April 2021
- Objective: To provide more scholarships and bursaries to Black students and increase the services available that they need to succeed, such as mentoring.

WHITE THINKING: A DISCUSSION WITH LILIAN THURAM

- February 12, 2021
- Organized by the Faculty of Arts and the Mémoires d'encrier publishing house
- Discussion between Lilian Thuram (world champion and European champion with the French soccer team, author and president of the Lilian Thuram Foundation) and the special advisor on anti-racism and inclusive excellence.
- Number of registrants: 251

ANTI-RACISM BEYOND THE ACADEMY: VOICES FROM THE COMMUNITY

- Virtual activity held on May 13, 2021
- Panel discussion on collaborative anti-racism work in education
- University of Ottawa-ACMP chapter launched in October 2021

Appendix 5: Communications/outreach

BLOG

- Published monthly to update the University community on various topics, such as report on progress achieved, anti-Asian racism, commemoration of the death of George Floyd.

WEBSITE

- <https://www.uottawa.ca/vice-president-academic/advisor-anti-racism-inclusion>
- [Instagram: EDI @ uOttawa \(@uottawaedi\)](#) — photos and videos

INVOLVING THE ACADEMIC COMMUNITY IN TOPICS RELATED TO ANTI-RACISM AND INCLUSION

- Black History Month
- [Understanding and celebrating Black History Month — La Rotonde](#) (in French only)

Appendix 6: Earlier observations

| Observations and suggestions from the previous committee | Progress | Next steps |
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| <p>(1) Policy and procedure review</p> <ul style="list-style-type: none"> ▪ Establish an anti-racism initiatives office, governed by a University-wide anti-racism policy. ▪ Establish and specify formal sanctions for anyone who fails to abide by the anti-racism policy. ▪ Increase the time limit for reporting harassment incidents (currently one year) to at least two years. ▪ Discourage faculty from holding more than one position concurrently at the University. ▪ Have a set amount in the University's budget for anti-racism training. | <ul style="list-style-type: none"> ▪ Policy 67a — Prevention of Harassment and Discrimination is currently being reviewed to include definitions of racism in order to clarify that the policy covers incidents of racism. The Office of the Special Advisor works closely with the Human Rights Office. | |
| <p>(2) Anti-racism curricula and training</p> <ul style="list-style-type: none"> ▪ Decolonialization of curriculum will involve the creation of a compulsory course on anti-racism, diversification of proposed readings to include BIPOC authors and researchers, and the creation of a program of studies on Black communities. ▪ To be effective and to become ingrained in the University culture, the training sessions must be mandatory and taken more than once a year. | <ul style="list-style-type: none"> ▪ The special advisor set up a pedagogy working group responsible for reviewing programs to enrich the curriculum with culturally diverse and inclusive practices (methodologies) and knowledge, and to design and facilitate the implementation of anti-racism and anti-oppression training activities for the entire University community. ▪ The pedagogy working group is currently carrying out pilot projects to enhance its understanding of the EDI situation in the faculties and services. | |
| <p>(3) Support for BIPOC communities</p> <ul style="list-style-type: none"> ▪ Increase mental health supports for BIPOC students. | <ul style="list-style-type: none"> ▪ The special advisor set up a pedagogy working group responsible for making suggestions and recommendations for enhancing support for racialized members of the University community. | <ul style="list-style-type: none"> ▪ The Student Experience Working Group is expected to |

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| <ul style="list-style-type: none"> ▪ Support the integration of BIPOC students on campus and combat racism in internship settings. | <p>complete its work by October 2021.</p> |
| <p>(4) Accountability, transparency and data gathering</p> | |
| <ul style="list-style-type: none"> ▪ Investigate every racist incident, make the findings public and specify sanctions imposed following the investigation. ▪ Respond to open letters sent directly to the University. ▪ Publish annual reports and news releases to inform the University of Ottawa community about the University's progress concerning its EDI and anti-racism efforts. ▪ Gather data from an intersectional perspective to clarify the make-up of the University community and implement initiatives taking that diversity into account. ▪ Implement other recommendations contained in letters and reports provided by University of Ottawa faculty and students. ▪ Enhance financial assistance for racialized students. | |
| <p>(5) Representation of BIPOC communities</p> | <ul style="list-style-type: none"> ▪ BIPOC individuals with anti-racism expertise and experience should lead anti-racism initiatives. ▪ Pay BIPOC students involved in fighting racism on campus, as they often do so on a volunteer basis. ▪ The University now has some members of BIPOC communities who are in charge of anti-racism initiatives. Several members of the working groups also belong to visible minorities. ▪ The members will each receive a certificate of recognition on completion of their work, and each student member will be eligible for an award in the amount of \$350. An anti-racism and inclusive ▪ The contributions of all members will be acknowledged on completion of their work with the committee in the fall. |

- Acknowledge the contribution of BIPOC students through official University of Ottawa news releases on anti-racism initiatives to prevent their work from being appropriated.
 - The University of Ottawa BIPOC faculty caucus has called for the hiring of 15 BIPOC faculty with expertise in anti-racism, critical race theory, racism in the legal and health sectors, and so on.
 - The caucus and student associations have called for reforms in faculty and staff hiring practices. Those reforms must take EDI principles into account and incorporate EDI expertise into hiring requirements.
- excellence award is currently being developed. The members of the committees and working groups will be eligible.