



Office of the Vice-Provost Equity, Diversity, Inclusion and Anti-Racism

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MEMORANDUM

December 18, 2023

TO:

FROM: Dr. Delores V. Mullings, Vice-Provost Equity, Diversity, Inclusion and Anti-Racism

A handwritten signature in black ink, appearing to read "D. Mullings", positioned to the right of the "FROM:" line.

SUBJECT: Strategic Planning Report Update

The Equity, Diversity, Inclusion and Anti-Racism Strategic Planning Consultation concluded in June 2023; data analysis was conducted between September 15 and the What We Heard and What We Learned report was drafted by December 5. The strategic planning writing team (SPWT), a diverse group, has been reviewing the draft document and has requested more time be given to complete the report due to its complexities, both in content and potential impact.

Furthermore, this project is based on principles of community engagement and consultative approach, which mean that each stage of the project often takes more time and care to complete. We want to do the work and be true to the essence of the process. The SPWT feels a responsibility to ensure the report is well received when it is released.

We anticipate delivering the report to Dr. Jennifer Lokash, Vice President and Provost (Academic), by February 1, 2024. In the meantime, a Table of Contents is provided to share the ongoing work with Memorial's communities. I will provide further updates as we progress in this work over the next several weeks.

Table of Contents (Draft)

Executive Summary

Introduction

Strategic Planning Process: Activities and Deliverables

Framework and Guiding Principles

Anti-Colonial and Anti-Racist Strategic Planning Principles

Trauma Informed

Pre-Strategic Planning Questions

Goals and Objectives

- Strategic Planning Team Formation

- Representative Strategic Planning Team

- Invitation and Onboarding

- Deliverables of the Subgroups

Environmental Scan and Analysis

- Summary of Environmental Scan

Methods

- Focus Groups

- Online Surveys

Methodology

Analysis and Summary

- Anti-Racism and Decolonization

- Campus Communities, Culture and Environment

- Education, Skills Development and Teaching and Learning

- Institutional Representation

- Policies, Programs and Data Governance

- Student Success

Recommendations

Next Steps