College-Wide Communication and Engagement Strategy Working Group – Objectives and Activities

Initiative: Establish and implement an institutional framework and strategy for equity, diversity and inclusion that addresses the needs of both students and employees

Milestone: College-wide equity, diversity and inclusion framework and strategy for communication and engagement

Deliverables: - Develop and implement a communication strategy that keeps the College community informed regarding EDI and IWBKD initiatives, accomplishments and enables input from the college community
- Increase intentionality in senior leadership that communicates commitment to EDI and IWBKD

Acronyms Used:

AE: Employees	Access & Equity: Employees Working Group	HRED	Centre for Human Rights Equity & Diversity
AE: Students	Access & Equity: Students Working Group	IWBKD	Indigenous ways of being, knowing and doing
C&E Working Group	Communication & Engagement Working Group	Marketing & Communications	Government Relations, Marketing and Communications
CC	Campus Culture Working Group		
Director, HRED	Director, Human Rights, Equity & Diversity		
EDI	Equity, diversity & inclusion		

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Objective #1: Create and maintain a campus communication & engagement plan for the EDI institutional framework and strategy					
Activities – Timeline					
2018/2019	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**Metrics**
Research communication strategy Develop draft communications & engagement (C&E) plan **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted** - Marketing & Communications **Informed:** - EDI Taskforce Identify communications channels and technology as mechanisms for communication with different audiences (e.g. students, employees): - Communique - Email - EDI Taskforce website - IGNITE - Humber Today - Radio Humber (non-exhaustive list) **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Marketing & Communications **Informed:** - EDI Taskforce	Present draft C&E plan to EDI Taskforce and obtain input from all working groups Finalize a C&E plan that keeps the College community informed regarding EDI and IWBKD initiatives, updates and accomplishments throughout Humber **Responsible:** C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** Marketing & Communications **Informed:** - EDI Taskforce	Conduct quarterly evaluation of communication techniques to ensure the techniques are improving Revise C&E plan annually based on experience with implementation of communication strategy and feedback received **Responsible:** C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Marketing & Communications **Informed:** - EDI Taskforce	Conduct quarterly evaluation of communication techniques to ensure the techniques are improving Revise C&E plan annually based on experience with implementation of communication strategy and feedback received **Responsible:** C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Marketing & Communications **Informed:** - EDI Taskforce	Develop recommendations for ongoing communication and engagement regarding EDI and IWBKD initiatives at Humber **Responsible:** C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Marketing & Communications **Informed:** - EDI Taskforce	Process Metrics: - Completion and approval of C&E Plan - Participatory model used for feedback

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Objective #2: Increase the knowledge and value for EDI at Humber of the campus community, the general public and community and industry partners					
Activities – Timeline					
2018/2019	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**Metrics**
Assist with the drafting and publishing of EDI and IWBKD-related articles for external community and industry partners - Media Planet (2019) - Global and Mail Draft and publish of EDI and IWBKD related information for Humber community **Responsible:** - C&E Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - EDI Taskforce **Informed:** - Humber community - Community and industry partners	Assist with the drafting and publishing of EDI and IWBKD-related articles for external community and industry partners Draft and publish of EDI and IWBKD related information for employees and students **Responsible:** - C&E Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - EDI Taskforce **Informed:** - Humber community - Community and industry partners	Assist with the drafting and publishing of EDI and IWBKD-related articles for external community and industry partners Draft and publish of EDI and IWBKD related information for employees and students **Responsible:** - C&E Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - EDI Taskforce **Informed:** - Humber community - Community and industry partners	Assist with the drafting and publishing of EDI and IWBKD-related articles for external community and industry partners Draft and publish of EDI and IWBKD related information for employees and students Create and publish a monthly profile of Humber employees (with a focus on employees from equity-seeking groups) to recognize individuals and department's contribution to EDI and IWBKD initiatives **Responsible:** - C&E Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - EDI Taskforce **Informed:** - Humber community - Community and industry partners	Assist with the drafting and publishing of EDI and IWBKD-related articles for external community and industry partners Draft and publish of EDI and IWBKD related information for employees and students **Responsible:** - C&E Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - EDI Taskforce **Informed:** - Humber community - Community and industry partners	Process Metrics: - EDI values are reflected in internal and external Marketing & communication - Number of times C&E reach out to stakeholders via number of different communication channels (e.g. Communique, email message, etc.) - Number of times C&E include metrics in communications - Number of times C&E include the feedback mechanism in communications - Number of monthly profile videos Outcome Metrics: - Survey to assess understanding - Booths. - Brand loyalty survey - Number of times Humber is contacted by external media or other institutions to inquire about EDI framework - Student/Employee feedback questionnaires - Feedback on video profiles

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Activities – Timeline					
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	Prepare quarterly summary report on EDI Taskforce progress to date for Humber community for distribution through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Prepare quarterly summary report on EDI Taskforce progress to date for Humber community for distribution through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Prepare quarterly summary report on EDI Taskforce progress to date for Humber community for distribution through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Prepare quarterly summary report on EDI Taskforce progress to date for Humber Community for distribution through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Process Metrics: - Number of reports distributed/year
Creation and launch of EDI Taskforce website **Responsible:** - C&E Working Group - Marketing & Communications - IT Services **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Ongoing maintenance of EDI Taskforce website through the updating of resource page, definitions and EDI Taskforce information Create and market vanity link for EDI Taskforce website www.hrs.humber.ca/edi **Responsible:** - C&E Working Group - Marketing & Communications - IT Services **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Ongoing monthly maintenance of EDI Taskforce website through the updating of resource page, definitions and EDI Taskforce information **Responsible:** - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Ongoing monthly maintenance of EDI Taskforce website through the updating of resource page, definitions and EDI Taskforce information **Responsible:** - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Ongoing monthly maintenance of EDI Taskforce website through the updating of resource page, definitions and EDI Taskforce information **Responsible:** - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Process Metrics: - Number of centralized web location hits

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Activities – Timeline					
2018/2019	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**Metrics**
Draft EDI definitions through a consultative and collaborative process with the Humber Community Publish EDI definitions through communication channels Revise definitions based on Humber community's feedback and publish revised EDI definitions through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Humber community	Presentation of EDI definitions at Strategic Plan Town Hall by EDI Taskforce Lead Send out EDI definitions to Humber community for feedback Revise definitions based on Humber community's feedback and publish revised EDI definitions through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Humber community	Send out EDI definitions to Humber community for feedback Revise and publish EDI definitions through communication channels Send out EDI definitions to Humber community for feedback Revise definitions based on Humber community's feedback and publish revised EDI definitions through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Humber community	Send out EDI definitions to Humber community for feedback Revise and publish EDI definitions through communication channels Send out EDI definitions to Humber community for feedback Revise definitions based on Humber community's feedback and publish revised EDI definitions through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Humber community	Send out EDI definitions to Humber community for feedback Revise and publish EDI definitions through communication channels Send out EDI definitions to Humber community for feedback Revise definitions based on Humber community's feedback and publish revised EDI definitions through communication channels **Responsible:** - EDI Taskforce Lead - C&E Working Group - EDI Project Manager **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Humber community	
Draft elevator pitch for EDI Taskforce members to introduce the work of the EDI Taskforce to the Humber community, general public and community partners **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - EDI Taskforce	Revision of elevator pitch for EDI Taskforce members to introduce the work of the EDI Taskforce to the Humber community, general public and community partners **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - EDI Taskforce	Revision of elevator pitch for EDI Taskforce members to introduce the work of the EDI Taskforce to the Humber community, general public and community partners **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - EDI Taskforce	Revision of elevator pitch for EDI Taskforce members to introduce the work of the EDI Taskforce to the Humber community, general public and community partners **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - EDI Taskforce	Revision of elevator pitch for EDI Taskforce members to introduce the work of the EDI Taskforce to the Humber community, general public and community partners **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - EDI Taskforce	**Process Metrics:** - Elevator pitch contains the key ideas to be communicated by EDI Taskforce - EDI Taskforce members are familiar with elevator - pitch and are able to present the elevator pitch to members of the Humber community **Outcome Metrics:** - Student/staff surveys that convey that message has been received from other EDI Taskforce members

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Activities – Timeline					
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	EDI Taskforce Lead presents EDI Taskforce update and draft objectives at communication forums - Strategic Plan Town Hall (September 2019) **Responsible:** - Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - Senior Administration - Senior Deans - Deans - Associate Deans - Department Heads **Informed:** - Humber community	EDI Taskforce Lead presents EDI Taskforce update and draft objectives at communication forums - Academic Administrators Leadership Forum (June 2020) **Responsible:** - Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - Senior Administration - Senior Deans - Deans - Associate Deans - Department Heads **Informed:** - Humber community	EDI Taskforce Lead presents EDI Taskforce update and draft objectives at communication forums **Responsible:** - Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - *To be confirmed* **Informed:** - Humber community	Host an EDI Conference highlighting the research and work of students and faculty Organize a culminating event celebrating the achievements of Taskforce Members **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - *To be confirmed* **Informed:** - Humber community	Process Metrics: - Number of attendees at cafes and meetings - Town Hall attendance - Knowledge Café attendance - Number of attendees at EDI Conference and Culminating Event Outcome Metrics: - Real-time polling during communication forums - Target feedback surveys by employee/other group/senior leadership - Number of times Humber is invited to present to an external audience on its EDI framework
	Support the delivery of Taskforce Lead's presentation at communication forums Develop and implement communication forums to enable Working Groups to share objectives: Lunch & Feedback sessions **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Support the delivery of Taskforce Lead's presentation at communication forums Develop and implement communication forums to enable Working Groups to share objectives: Lunch & Feedback sessions, Webinars, Town Halls **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community	Support the delivery of the Taskforce Leads' presentation at communication forums Develop and implement communication forums to enable Working Groups to share objectives: Lunch & Feedback sessions, Webinars, Town Halls **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted:** - Working Group Leads **Informed:** - Humber community		

College-Wide Communication and Engagement Strategy Working Group – Objectives and Activities

Objective #3: Provide opportunities for senior leadership to build EDI and IWBKD capacity and increase their visibility in supporting and communicating the College's commitment to EDI and IWBKD					
Activities – Timeline					
2018/2019	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**Metrics**
Facilitate President's attendance and participation at EDI Taskforce meetings to demonstrate commitment and support of the work done by the EDI Taskforce Facilitate the attendance and participation of Executive Sponsors and Senior Administration at EDI Taskforce Meetings to demonstrate commitment and support of the work done by the EDI Taskforce **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - President - Executive Sponsors - Senior Administrators	Facilitate President's attendance and participation at EDI Taskforce meetings to demonstrate commitment and support of the work done by the EDI Taskforce Facilitate the attendance and participation of Executive Sponsors and Senior Administration at EDI Taskforce Meetings to demonstrate commitment and support of the work done by the EDI Taskforce **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - President - Executive Sponsors - Senior Administrators	Facilitate President's attendance and participation at EDI Taskforce meetings to demonstrate commitment and support of the work done by the EDI Taskforce Facilitate the attendance and participation of Executive Sponsors and Senior Administration at EDI Taskforce Meetings to demonstrate commitment and support of the work done by the EDI Taskforce **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - President - Executive Sponsors - Senior Administrators	Facilitate President's attendance and participation at EDI Taskforce meetings to demonstrate commitment and support of the work done by the EDI Taskforce Facilitate the attendance and participation of Executive Sponsors and Senior Administration at EDI Taskforce Meetings to demonstrate commitment and support of the work done by the EDI Taskforce **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - President - Executive Sponsors - Senior Administrators	Facilitate President's attendance and participation at EDI Taskforce meetings to demonstrate commitment and support of the work done by the EDI Taskforce Facilitate the attendance and participation of Executive Sponsors and Senior Administration at EDI Taskforce Meetings to demonstrate commitment and support of the work done by the EDI Taskforce **Responsible:** - C&E Working Group **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - President - Executive Sponsors - Senior Administrators	Process Metrics: - Senior leadership attendance at EDI TF meetings
	Support the delivery of EDI and IWBKD senior administration training - *Dr. Kathy Obear - Building Diverse and Inclusive Environments within the Post-Secondary Sector for Senior Leadership* EDI Taskforce Lead conducts senior administration training needs assessment **Responsible:** - C&E Working Group - EDI Taskforce Lead	Continue to support the delivery of EDI and IWBKD senior administration training - *Dr. Kathy Obear - Increasing Equity and Inclusion Capacity for Senior Leadership* - *Dr. Maydianne Andrade - Unconscious Bias & Challenges to Fair Assessment* - *Anthony Morgan - Understanding and Addressing Anti-Black Racism for Global Leadership in Education*	Continue to support the delivery of EDI and IWBKD senior administration training EDI Taskforce Lead conducts senior administration training needs assessment **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:**	EDI Taskforce Lead conducts senior administration training needs assessment Provide recommendations for ongoing EDI and IWBKD senior administration training **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted/Informed:**	Process Metrics: - Number of training events on specific subjects - Number of attendees at trainings Outcome Metrics: - Qualitative feedback on trainings

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Activities – Timeline					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Metrics
	Accountable: - EDI Taskforce Leads **Consulted/Informed:** - Senior administration	EDI Taskforce Lead conducts senior administration training needs assessment **Responsible:** - C&E Working Group - Senior VP Academic - Associate VP Academic **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Senior Deans - Deans - Associate Deans	- *To be confirmed*	- *To be confirmed*	
	Humber's senior leadership demonstrates a commitment to EDI and IWBKD - *Dr. Laurie Rancourt, V.P. Academic presents at International Women's Day Forum, Women & Leadership: Equity as an Imperative (March 2020)* - *Dr. Alvina Cassiani, Senior Dean Faculty of Business cohosts International Women's Day Luncheon (March 2020)* **Responsible:** - C&E Working Group - EDI Taskforce Lead **Consulted:** - Centre for Human Rights, Equity & Diversity (HRED) **Informed:** - Humber community	Humber's senior leadership demonstrates a commitment to EDI and IWBKD - *To be confirmed* **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - HRED **Informed:** - Humber community	Humber's senior leadership demonstrates a commitment to EDI and IWBKD - *To be confirmed* **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - HRED **Informed:** - Humber community	Humber's senior leadership demonstrates a commitment to EDI and IWBKD - *To be confirmed* **Responsible:** - C&E Working Group - EDI Taskforce Lead **Accountable:** - EDI Taskforce Leads **Consulted:** - HRED **Informed:** - Humber community	Process Metrics: - Number of attendees for International Women's Day fireside chat with Laurie Rancourt - Number of attendees at International Women's Day Luncheon - Statement of commitment to EDI are developed and expressed by Humber's senior leadership - Humber College recognized as a national leader in teaching, programs and services related to EDI - Humber College devotes leadership and resources to sustain and enhance equity, diversity and inclusion - Humber's formal adoption of EDI framework

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Activities – Timeline					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Metrics
	Develop and launch a series of videos covering the lifespan of the EDI Taskforce to enhance knowledge of the work done at the EDI Taskforce and increase the visibility of senior leadership: **Series #1:** Employment Equity videos to communicate senior leadership's commitment to equity hiring - *Laurie Rancourt, Senior Vice President, Academic* - *Guillermo Acosta, Senior Dean, Faculty of Media & Creative Arts* - *Farzad Rayegani, Senior Dean, Faculty of Applied Sciences & Technology* - *Vera Beletzan, Senior Dean, Faculty of Liberal Arts and Sciences and Innovative Learning* **Responsible:** - C&E Working Group - HRED - AE: Employees Working Group - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - Senior Leadership **Informed:** - Humber community	Develop and launch a series of videos covering the lifespan of the EDI Taskforce to enhance knowledge of the work done on the EDI Taskforce and increase the visibility of senior leadership: **Series #2:** Executive Sponsors and EDI Taskforce provide feedback on EDI framework **Responsible:** - C&E Working Group - HRED - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - Executive Sponsors **Informed:** - Humber community Inclusion of Employment Equity videos in Pathways to Human Rights, Education and Action – online and in-person trainings Inclusion of Employment Equity videos in Implicit Bias training for hiring panels **Responsible:** - HRED **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - C&E Working Group	Develop and launch a series of videos covering the lifespan of the EDI Taskforce to enhance knowledge of the work done at the EDI Taskforce and increase the visibility of senior leadership communicating their commitment to EDI and IWBKD: **Series #3:** Senior leadership and Humber community provide feedback on EDI framework and work to date **Responsible:** - C&E Working Group - HRED - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted/Informed:** - Senior management - Humber community	Develop and launch a series of Develop and launch a series of videos covering the lifespan of the EDI Taskforce to enhance knowledge of the work done at the EDI Taskforce and increase the visibility of senior leadership: **Series #4**: THEME TBD **Responsible:** - C&E Working Group - HRED - Marketing & Communications **Accountable:** - EDI Taskforce Leads **Consulted:** - *To be confirmed* **Informed:** - *To be confirmed*	Process Metrics: - Number of times senior leaders participate in initiatives (videos). - Integration of Employment Equity videos into Human Rights trainings and Implicit Bias trainings - Number of video view hits - Number of trainings the videos were viewed in and number of attendees - Social media content hits, views, feedback, etc.