

UBC INDIGENOUS STRATEGIC PLAN

Intent to Action Tool Facilitator's Guide



INTRO & CONTEXT

The Indigenous Strategic Plan (ISP) is UBC's response to the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's Calls to Action, and the Missing and Murdered Indigenous Women and Girls Inquiry's Calls for Justice. It is an action plan which will meaningfully advance the human rights of all Indigenous people and Peoples connected to the university.

The ISP sets out eight goals and forty-three actions the university will collectively take to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples' human rights.

What is this Toolkit?

This toolkit has been developed to support the practical implementation of ISP goals and actions. A critical aspect of meaningful reconciliation is that the work of advancing Indigenous human rights is taken on collectively, by both Indigenous and non-Indigenous peoples. For far too long, the burden of education and action against anti-Indigenous racism at UBC has fallen to Indigenous students, faculty, and staff. We recognize the significant emotional labour this has demanded and want to intentionally move forward on a path of mutual accountability between Indigenous and non-Indigenous students, faculty, staff, and leadership to implement the Plan's goals and actions.

The journey towards meaningful reconciliation is not easy. At times it may be uncomfortable and it will take prolonged commitment. As such, leaders need the proper tools and resources to support impactful action. This toolkit has been specifically developed to support decision-makers in the following ways:

1. **Enabling education and respectful dialogue** within your unit on the purpose of the ISP and why advancing Indigenous human rights is a priority at UBC;
2. **Identifying the goals and actions** that align with your unit's mandate; and
3. **Providing you with tools and suggestions on how to take action** and track progress on ISP goals and actions that align with your unit's mandate.

What should I know about undergoing meaningful reconciliation?

- It is not easily accomplished. It can be **deeply uncomfortable** to confront our own privilege and take action to address inequity.
- It takes **commitment, consistency, time**, and continued resources and funding.
- It requires confronting colonial Canadian narratives through **learning** about systemic racism and assimilation policies that sought to rid Canada of "the Indian problem" and how these policies have impacted, and continue to impact, Indigenous communities and people.

- It demands that we learn how to **identify and mitigate our conscious and unconscious biases** and leverage our privilege to take action where we have influence.
- It requires deconstructing colonialism and **learning more about Indigenous peoples, cultures, and perspectives** and creating space for them in day to day interactions and processes within educational and institutional settings.

Pre-workshop resources

To prepare for your engagement with the toolkit and the ensuing discussions, please read the following documents. They are reports and legislation that are foundational to developing an understanding of reconciliation in Canada. They have been developed as a result of national commissions and inquiries that spanned years and included court cases, hearings, testimonies, and emotional labour on the part of Indigenous survivors and their families.

The ISP and this toolkit are intentionally aligned with these documents. The time you invest in grounding yourself with this material is important and will allow you to engage with the tools in a meaningful way:

- **Truth and Reconciliation Commission of Canada Final Report & 94 Calls to Action:**
<http://www.trc.ca/about-us/trc-findings.html>
- **The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP):**
<https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- **Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls:**
<https://www.mmiwg-ffada.ca/final-report/>

Additionally, UBC has a number of resources to help you create a thoughtful space for these discussions:

- **What I Learned In Class Today – A resource for educators:**
<https://inthearts.arts.ubc.ca/>
- **Glossary of Terms Resource:**
<http://indigenousfoundations.web.arts.ubc.ca/glossary/>
- **UBC Indigenous Peoples Language Guide:**
http://assets.brand.ubc.ca/downloads/ubc_indigenous_peoples_language_guide.pdf



What terms do I use?

Like 'Aboriginal', the term 'Indigenous' refers to First Nations, Inuit and Métis people, either collectively or separately.

It is the preferred term in international usages, e.g., the United Nations Declaration on the Rights of Indigenous Peoples, and is increasingly being chosen over 'Aboriginal' both formally and informally in Canada.

Implementing the Indigenous Strategic Plan

FIGURE 1.
ISP IMPLEMENTATION TOOLKIT:
STEPS TO ACTION



* Units are encouraged to self-facilitate this toolkit. However, please contact the Office of Indigenous Strategic Initiatives (OISI) for guidance at any stage of this process if required at ois.admin@ubc.ca

Facilitation tips

If you are reading this, you have likely been chosen as a facilitator, or will be designating a facilitator, for the workshops outlined in this toolkit. We recommend that facilitators are selected well in advance of the workshops so that they have ample time to review this facilitator’s guide, pre-workshop resources, and can prepare for each workshop using the steps we provide in subsequent sections.

Key considerations:

Before the first workshop be sure to set the stage for discussion. Ask all participants to familiarize themselves with the pre-workshop resources (see above) and ensure that each participant has read through the Indigenous Strategic Plan in full (not only the goals and action steps).

- Be sure to use the **Intent to Action Workshop Facilitation Slides** that correspond directly with this facilitation guide to prepare and facilitate each workshop.
- The ultimate purpose of Intent to Action workshops outlined in this guide is to convene dialogue on how your team can meaningfully engage with the ISP through identifying goals, actions, and activities that fall within your sphere of influence. Take time as a facilitator to make this clear to participants. This tool is meant to support your team in actioning and operationalizing the ISP.



Introduction to Intent to Action Tool

This tool is meant to follow your unit's engagement with the ISP Self-Assessment Tool mentioned in figure 1. It provides a structure for your unit to review the Indigenous Strategic Plan, identify the goals and actions that are relevant to your unit, and assess how you can contribute to implementing your goals through some specific selected actions. It is important to note that not every goal or action in the ISP will be relevant to the work or mission of your unit, while some of the actions will be highly relevant. In some cases, your unit may not be responsible for leading change on some of the actions but may be in a position to support others who are.

There is no single way to approach this planning exercise. The facilitation guide found on the following page provides a recommended framework, but you may feel a different approach is appropriate for your unit, and that is great! In this guide, we aim to provide suggestions on who you might want to engage, as well as potential questions you may want to use to support you at various stages in your planning.

We have organized the facilitation guide into three separate workshops as presented in figure 1 above.

This framework can be used by groups of varying sizes. If you are planning a brainstorming session with a group of over 15 people it is advisable to first complete workshops 1 and 2 with a smaller group and then to congregate a larger group with breakout discussions to approach workshop 3. It is advised that the initial smaller group contain members of the leadership of your unit as well as those who are already working to advance Indigenous engagement in your unit.

Definition of 'unit': A 'unit' can be a faculty, department, operational unit, a team within a department, or a working group. For the purposes of this tool, we will use the generic term 'unit'.



Centering Indigenous Voices in Your Process

Taking an Indigenous human rights-based approach in this work means building strong, mutually respectful and reciprocal relationships with Indigenous people and ensuring that their voices are centered and amplified throughout your unit's planning process.

As such, it is vital to include in this process those who are already doing the work of Indigenous engagement.

Before you begin, ask yourselves whether you have an Indigenous Engagement Committee (or similar) as part of your unit? Are there other Indigenous students, faculty or staff who are **willing and able** to join this planning group?

If so, they should be involved in this process from the beginning.

WORKSHOP 1- ALIGNING YOUR MANDATE WITH ISP GOALS

The aim of this workshop is to guide your team to a solid understanding of your unit’s mandate. This will help your team identify your scope of influence (what you can or can’t control) to bring clarity to your planning process. You will then use this mandate to identify specific ISP goals that your team can support.



Who?

We recommend you assemble a small team (maximum of 15 people) to review the steps and questions below as a group. This team could include managers who are familiar with your unit’s function and mandate as well as staff, faculty or students who are already working to advance Indigenous engagement in your unit (see Centering Indigenous Voices).

Identify who will be responsible for keeping notes and keeping time (depending on how your session is implemented).

Materials

Before you get started make sure you have the following on hand to support your event planning:

1. Link to UBC ISP
2. Intent to Action - Workshop 1 PowerPoint slides which will correspond directly with this workshop facilitation guide
https://aboriginal-2018.sites.olt.ubc.ca/files/2021/04/UBC-ISP-Workshop-Presentation-Deck4_150ppi.pptx
3. Your unit’s strategic plan, website or document that may outline your mandate or mission

How to prep for the workshop (60-90 mins)

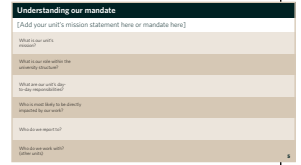
1. Be sure to set up for Workshop 1 with a pre-workshop email that includes the following to support your group in preparing for the session:
 - a. A link to the UBC ISP - Ensure you have read the ISP in full before coming to the session and have thought about the following questions:
 - What is our unit’s mission?
 - What is our role within the university structure?
 - What are our day-to-day responsibilities?
 - Who is most likely to be directly impacted by our work?
 - Who do we report to?
 - Who do we work with? (other units)
 - b. Check out the email template in **Appendix A** for an example communication you can share with your team about Workshop 1
2. Prepare the **Intent to Action - Workshop Facilitation Slides** for the session. If you are facilitating a virtual session consider transferring these slides to the whiteboard software of your choice, taking into consideration software that your team is already familiar with.

Tip: Google Jamboard is our preferred tool - it’s intuitive and doesn’t require much participant onboarding.

WORKSHOP 1 - ALIGNING YOUR MANDATE WITH ISP GOALS

How to prep for the workshop

3. Add your unit's mandate or mission to the slide deck on slide 5. For instance, if there is a strategic mission already publicly available, copy and paste it into slide 5 or distribute it to the participants.



FACILITATING WORKSHOP 1

A. Welcome and Ice Breaker - Slide 3/4 🕒 5-10 mins

Directions: This part of your workshop is to warm participants up to the conversation.

Let's recap what we learned and found from the Self-Assessment Tool. Going back to that exercise, what stood out for you?

- Where are we doing really well or taking a lot of action?
- Where are our opportunities for growth?

Encourage discussion within the group.



B. Understanding our mandate - Slide 5 🕒 15 min

Directions: For this first step encourage participants to use sticky notes to write down responses to the following questions.

Start by giving folks 5 minutes to write down their responses. Then open the floor for discussion (max. 10 mins) encouraging participants to share what they have written and offer any reflections.

- What is our unit's mission?
- What is our role within the university structure?
- What are our day-to-day responsibilities?
- Who is most likely to be directly impacted by our work?
- Who do we report to?
- Who do we work with? (other departments/units/portfolios)



WORKSHOP 1 - ALIGNING YOUR MANDATE WITH ISP GOALS

C. Reflect on the UBC ISP, focusing on the Action Plan and discuss the following – Slide 6

🕒 25-40 min

Directions

Step 1: Ask participants to reflect on the ISP Action Plan (p. 22-23) and use the questions below to prompt discussion.

Give participants 5-10 minutes to write their responses to the two questions on sticky notes then encourage group sharing and discussion.

- What are our first impressions?
- What stands out as most important to our unit and why?

Step 2: To prompt discussion, once participants have written down their thoughts ask individuals to pick a sticky note that they did not write and discuss with the group why it resonates with them. Ask other group members to respond to these reactions. (15-30 minutes for discussion)



D. Review the ISP goals and identify which of them align with your unit's mandate – Slide 7

🕒 30 min

Directions

Direct participants to read the 8 ISP goals and identify the ones which align with your unit's mandate.

Use the following questions to prompt discussion.

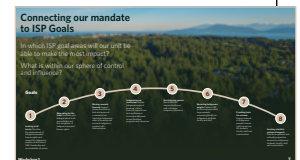
Have participants use the draw function to note their choices (5 mins).

Once participants have made their choices, open the discussion and guide the group into making a final selection of goal areas.

- In which ISP goal areas will our unit be able to make the most impact?
- Which goals are within our sphere of control and sphere of influence?

Narrow your choice of goals down to those which most closely align with your unit's mandate.

Note: Your unit is not expected to choose all 8 goals.



WORKSHOP 2 - IDENTIFYING ISP ACTIONS THAT ALIGN WITH YOUR WORK

In this second workshop you will help your team take the goals identified in the first step and narrow your focus to the **actions within those goals**.

The objective here is to understand which ISP actions best align with your unit's work.



Who?	Work with the same core group who supported you in Workshop 1 to explore the questions below.
Materials	- Intent to Action - Workshop PowerPoint template starting on slide 8
How to prep for the workshop	<ol style="list-style-type: none"> 1. In your preferred whiteboard software, ensure you have the correct number of blank slides per pre-identified goal area (from Workshop 1) ready for use. 2. Fill in the relevant pre-identified ISP goal at the top of each slide.



FACILITATING WORKSHOP 2

A. Welcome and Recentering Activity "The Why" - Slide 10 🕒 5-10 mins

Directions: Prompt discussion around the following two questions to warm up the group to the purpose of the ISP

- What does meaningful reconciliation mean in the context of the work that our unit does?
- Recap the goals you landed on in the last session.



B. Aligning mandate to ISP Actions - Slide 11 🕒 60-85 min

Directions: Direct participants to reflect on the question below for each goal that was previously identified in Workshop 1.

- For this ISP goal, which ISP actions can we have direct impact on and which ones can we indirectly support?

Take one slide per pre-identified ISP goal and collectively discuss which ISP actions best fit your unit's mandate and ability to influence. Encourage participants to write the actions they think are important on sticky notes and place them on the slide.

The intention is not to select every action under the aligning ISP goal but rather to focus on those actions where your unit can have the most impact and that are within your sphere of influence. This might mean you only select one action under an aligning ISP goal.



WORKSHOP 2 - IDENTIFYING ISP ACTIONS THAT ALIGN WITH YOUR WORK

Facilitation Tips:

Use the following questions to help structure this conversation:

- In which areas of the plan have we taken action already?
- In which areas are we planning to take action in the near future?
- Into which areas do we have the (potential) capabilities or capacity to expand?
- What are we doing that we can change?

WORKSHOP 3 - PLANNING FOR ACTION

In this third workshop you will turn the discussion from the previously identified ISP actions to particular activities your unit can take to implement these ISP actions.

Activities may include: projects, initiatives, policy changes, funding allocations, educational resources, partnerships – they can be anything.



Who?

We recommend that you explore the following questions with a larger group, perhaps with your whole unit as part of an ISP planning workshop.

Doing this planning with a larger group will support in generating greater awareness of the ISP. Engaging a broader range of individuals across your unit will also help in brainstorming and identifying particular activities that your unit can take on as part of your work to implement the ISP actions identified in Workshop 2.

Materials

- Intent to Action – Workshop PowerPoint template starting on slide 12

How to prep for the workshop

1. In your preferred whiteboard software, ensure you have the correct number of blank slides prepared per pre-identified ISP action (from Workshop 2).
2. Fill in the relevant ISP goal and action at the top of each slide.
3. Once participants are in breakout groups, ensure each group designates a timekeeper to ensure all actions are covered in the time, someone to report back after the breakouts are done, and someone to email you the final outputs from the breakout groups.



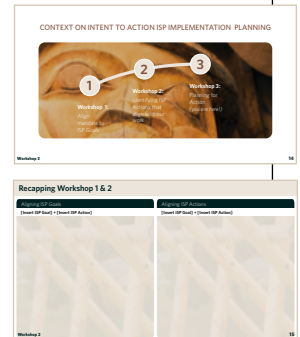
FACILITATING WORKSHOP 3

A. Context on ISP Implementation Planning - Slide 14

 **approx. 15 min**

Directions:

- Start by sharing the video found at the following link:
<https://indigenous.ubc.ca/indigenous-engagement/indigenous-strategic-plan/#video>
- Start by providing this larger group with an update of the process that the smaller planning team has taken to reach this point and how the goals and actions were selected. Start with slide 14 to show the process overview and then show slide 15 with the goals and actions that have already been selected.
- Pause and ask if anyone has any questions.



B. Break out and Action Planning - Slides 16 +

 **45-75 min**

Directions: Ask participants to self-select into breakout groups: one group per pre-identified ISP goal area.

- Once in breakout groups, give the participants 30-60 minutes to brainstorm the activities which will help in advancing the pre-identified actions within those goals.
 - Be sure to reiterate what is meant by an activity (projects, initiatives, policy changes, funding allocations, educational resources, partnerships, etc.).
- Ask the participants to write their ideas on sticky notes.
- For each action direct the participants to respond to the questions provided on the slides.



Remind the participants that at the end of the session one member of each group will be asked to share their group's top two take-aways.

C. Regroup & Wrap Up

 **approx. 15 min**

- Bring everyone back together once breakout groups have finished brainstorming and ask a member of each group to share their group's top two take-aways.
- Close the session by offering reflections from the workshop and thanking participants for their time and thoughtfulness during the session.
- Be sure to collect all the feedback from the various breakout groups before the session ends as it will be needed for the next stages of the planning process.

NEXT STEPS

The next step of taking ‘intent to action’ for your team will be finding ways to integrate the activities your team identified during their Workshop 3 breakouts into your team’s plans and priorities for this year or coming years.

The Office of Indigenous Strategic Initiatives will be continuing to develop further tools and resources to support with next steps, however, don’t feel you have to wait.

To help you think of ways you can move action forward within your team, here are some examples of how other teams at UBC have committed to take action on implementing the ISP:

<https://irsi.ubc.ca/blog/ubcs-indigenous-strategic-plan-and-irsi>



APPENDIX A - Participant Invite Email

Dear _____

As you may have heard, our unit is starting the important journey of understanding our work and role at UBC as it relates to the [Indigenous Strategic Plan \(ISP\)](#). I am writing today to invite you to participate in the first workshop, titled "Intent to Action," which will be held on **[date]** at **[time]**.

To ground and provide important context on our conversations, please make sure you have read the UBC ISP in full before coming to the session and have thought about the following questions:

- What is our unit's mission?
- What is our role within the university structure?
- What are our day-to-day responsibilities?
- Who is most likely to be directly impacted by our work?
- Who do we report to?
- Who do we work with? (other units)

Workshop 1 will last about an hour and cover how we can align our unit's mandate with the ISP goals. The workshop is premised on a number of questions that are meant to encourage open dialogue.

The journey towards meaningful reconciliation is not easy. At times it may be uncomfortable and it will take prolonged commitment. With that in mind, I ask you to come with an open mind and commitment to providing a safe and generative space for everyone to discuss and share together.

ADDITIONAL RESOURCES

The Indigenous Strategic Plan and this series of workshops are intentionally aligned with three key documents found below. The time you invest in grounding yourself with this material is important and will allow you to engage with the tools in a meaningful way:

- **Truth and Reconciliation Commission of Canada Final Report & 94 Calls to Action:** <http://www.trc.ca/about-us/trc-findings.html>
- **The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP):** <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- **Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls:** <https://www.mmiwg-ffada.ca/final-report>