

TRINITY WESTERN UNIVERSITY EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

Trinity Western University (TWU) is committed to fostering a culture of inclusion and belonging through a shared commitment to diversity and equity grounded in the truth of the gospel. As a Christian community, we seek to welcome and value people from diverse backgrounds while cultivating a unified campus where every individual is respected, supported, and empowered to flourish. Guided by Christ's command to "love your neighbour" (Luke 10:27, NIV), we encourage both individuals and the broader TWU community to demonstrate Christlike compassion toward those who are marginalized, vulnerable, or oppressed. We aspire to become a "beloved community" where dignity, respect, and honour are restored, creating an environment for all to flourish.

In support of this vision, TWU established the Office of Inclusive Excellence (OIE) in 2021. The OIE works to address inequities, facilitate collaboration across the institution, and promote a university culture characterized by Christlike love, grace, and mutual care. Central to this work is a commitment to listening, learning, and engaging in meaningful dialogue with members of our community. As Scripture reminds us, "Carry each other's burdens" (Galatians 6:2), reflecting the call to love and serve one another in Christ. Through constructive engagement with issues of both interpersonal and systemic discrimination, the OIE helps ensure that TWU remains a respectful learning and working environment for students, staff, and faculty. Nurturing this kind of environment will build our capacity to equip the TWU community to navigate new situations and develop leaders capable of creating meaningful change in a global society.

As a global Christian university, TWU is privileged to welcome students from more than 90 countries whose diverse cultures, perspectives, and life experiences enrich our community. We regard this diversity as a gift from God to be treasured, honoured, and received as a blessing. Christ came to save, reconcile, and equip people from every nation and people group (Rev. 7:9), and the rich variety of gifts and experiences within our community reflects God's creativity, beauty, and love. Having received the gift of reconciliation through Christ, we are called to participate in God's renewal of all things as "Christ's ambassadors" (2 Cor. 5:20), embodying humility, patience, gentleness, and love (Eph. 4:2). Our desire is for every student and employee to experience a community marked by Christlike care, service, unity, and authenticity.

This Plan, developed collaboratively by the Office of Inclusive Excellence and the Office of Research Creative and Scholarly Activity, outlines both ongoing and future initiatives that will advance TWU's commitment to inclusion, belonging, and reconciliation. Through these efforts, we seek to strengthen our ability to serve students, employees, and society in ways that reflect the love, mission, and reconciling work of Christ.

CURRENT OBJECTIVES OF THE TRINITY WESTERN UNIVERSITY EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

OBJECTIVE 1: Align existing systems and environmental reviews to ensure success.

MEASURE 1.1: Complete an employment systems review of Trinity Western University's current recruitment practices and develop/implement measures that will be taken to address any potential systematic inequities..

WHO: Vice President, Inclusive Excellence and/or Executive Director, People & Culture

WHEN: Ongoing

MEASURE 1.2: Two climate surveys have been administered and analyzed in 2023 and 2025 to gauge the health of TWU's current workplace environment. Recommendations, based on the results, are adopted and implemented. The university will engage in a climate survey every year.

WHO: Vice President, Inclusive Excellence and Executive Director, People & Culture, and Vice Provost Research and Graduate Studies

WHEN: Annually

MEASURE 1.3: Review institutional policies to ensure alignment with current standards on accessibility, discrimination, anti-bullying, equity, diversity, inclusion, and anti-racism. Develop new policies to address any policy gaps that are discovered.

WHO: Vice President, Inclusive Excellence and Executive Director, People & Culture

WHEN: Ongoing (several policies already approved in 2026 and others in progress)

MEASURE 1.4: Conduct structured interviews with students from diverse backgrounds to understand experiences of belonging, inclusion, and flourishing at TWU.

WHO: Office of Inclusive Excellence

WHEN: Commenced December 2025 and ongoing with forecasted completion mid-2027

MEASURE 1.5: Complete a comparative review—by designated group, and field of research—of the level of institutional support (e.g. protected time for research, salary and benefits, additional research funds, office space, mentoring, research trainees, administrative support, equipment, etc.) provided to previous and current chair holders, and identify measures to address any systemic inequities identified. Note that this has been ongoing but the data from this Measure cannot be shown here due to our University only having two Canada Research Chairs.

WHO: Vice Provost Research and Graduate Studies working with Ethics and Research Grants Compliance Officer

WHEN: Annually (already commenced).

OBJECTIVE 2: Grow additional supports at the University to further enhance inclusion.

MEASURE 2.1: Roll out a formal mentorship program for faculty from the four designated groups (women, visible minorities, indigenous, people with disabilities).

WHO: Office of the Provost, People and Culture working with Office of Inclusive Excellence

WHEN: Ongoing

MEASURE 2.2: Develop and implement a training framework for faculty and staff involved in hiring that addresses inclusive hiring practices.

WHO: Executive Director, People & Culture, Vice President, Inclusive Excellence

WHEN: By December 2026 (already in progress as of January 2026)

MEASURE 2.3: Provide training for the Board of Governors, TWU senior leadership and all university faculty and staff on conscious and unconscious bias and on the importance of equity, diversity and inclusion in the workplace and research.

WHO: Office of Inclusive Excellence and Vice Provost Research and Graduate Studies

WHEN: Ongoing

MEASURE 2.4: Establish an Accessibility Committee, including students, faculty, and staff, to support ongoing implementation of the accessibility policy and initiatives.

WHO: VP Inclusive Excellence

WHEN: Committee formed December 2025 and activity ongoing

OBJECTIVE 3: Advance Trinity Western University's Cultural Renewal Initiative (CRI).

The CRI project aims, through a series of initiatives spanning all areas of the University, to improve TWU's employee culture (faculty and staff) in key areas highlighted through the climate surveys. Key areas of focus include healthy communication, employee cultivation, and workplace culture.

MEASURE 3.1: Develop and implement a series of sessions for faculty and staff focused on civil discourse, dialogue across difference, and conflict transformation.

WHO: Office of Inclusive Excellence

WHEN: December 2026

MEASURE 3.2: Launch a monthly faculty research speaker series that showcases scholarship from across the university, with a particular emphasis on researchers and disciplines that are less frequently featured in existing research events. This series will provide broader visibility for diverse research contributions and foster greater interdisciplinary engagement across the institution. Continual focus on broader multidisciplinary research visibility in all research events.

WHO: Office of Research Creative and Scholarly Activity

WHEN: Commenced 2025 and ongoing

Canada Research Chairs at Trinity Western University

1) Support for current Canada Research Chairs

As a small institution with two Canada Research Chairs, the Office of Research, Creative and Scholarly Activity maintains ongoing communication with our Chairs throughout the year to ensure they are well supported and aware of available resources. These meetings are captured in our [Canada Research Chairs Renewal, Reduction and Reallocation Policy](#) and are reported through our Senate Research and Academic Support Subcommittee each year. This regular engagement enables us to identify and address potential challenges early and to develop effective solutions that support their success and retention.

2) Management of Canada Research Chair Allocations

Management of Canada Research Chair Allocations at the university meets the Requirements for recruiting and nominating Canada Research Chairs following the plan outlined in the [Canada Research Chairs Renewal, Reduction and Reallocation Policy](#). The Office of Research, Creative and Scholarly Activity works closely with the Office of Inclusive Excellence and TWU's People and Culture office throughout the CRC recruitment process. [The Equity, Diversity and Inclusion: A Best Practices Guide for Recruitment, Hiring and Retention](#) provides additional tips for conducting competitions and searches, and will be utilized as a resource throughout the process. For each Chairs search, the search committee includes the CRC Steering Committee, the Vice President Inclusive Excellence, TWU's University Siya:m and members of the Office of Research Creative and Scholarly Activity (ORCSA). Each member of the search committee is required to take the [two modules](#) of unconscious bias training as well as additional training offered by the OIE. Since TWU is a small university with an ORCSA that consists of only 4 members, the task of conducting a search to fill a vacant Chair allocation can be quite an undertaking. Therefore, the ORCSA has worked to prepare a stepwise checklist for internal and external activities that must be completed in order for the search to comply with the Canada Research Chairs requirements for recruitment and nomination. The ORCSA also works closely with the Canada Research Chairs Program prior to proposing changes to our CRC recruitment/nomination processes.

Competition to Allocate a Chair

When a chair becomes vacant or when a new chair is allocated to TWU, the Vice Provost Research and Graduate Studies working with the ORCSA will communicate to the President, Provost and the CRC Steering Committee the University's current status with respect to EDI targets and gaps so that this information can be taken into account when establishing a competition for a new chair. Due to the size of our research enterprise, TWU typically receives special allocations (open agency). The allocation of chairs is outlined in the [Canada Research Chairs Renewal, Reduction and Reallocation Policy](#). All searches (internal/external CRC recruitment as outlined in the CRC Renewal, Reallocation and Reduction policy), will be communicated to the academic units and faculty by email, at a monthly Academic Business meeting if possible, and is also posted on the [TWU CRC Public Accountability](#) Website. Typically, CRC searches will be open to both external/internal applicants simultaneously. Alternatively, when a Canada Research Chair Special Allocation or re-allocation of a Special Allocation becomes available for any reason, in full consideration of the University's and the Canada Research Chairs Equity Targets, EDI Action Plan and the University's equity gaps, the CRC Steering Committee and in consultation with the ORCSA, TWU's Office of Inclusive Excellence, and the Provost, the

University may choose to undertake an open and transparent recruitment and nomination process limited to internal applicants. Under these circumstances the internal CRC search, including nomination for a given Chair, will be open to Faculty from all academic units across the University according to the requirements for recruiting and nominating Canada Research Chairs unless the Chair discipline/Tier has been fixed for TWU's allocation by the CRC program. The decision to undertake an internal search is contingent on the Provost's, Vice Provost's (Research & Graduate Studies) and CRC Steering Committee's recognition of an excellent emerging and/or outstanding pool of scholars within TWU's existing complement of faculty, especially those who identify as being one of the four designated groups. The CRC steering committee led by the Vice Provost Research and Graduate Studies would lead the internal search.

Advertisement

The Vice Provost Research and Graduate Studies works with the ORCSA, People and Culture, the Vice President of Inclusive Excellence to develop an advertisement to recruit a chairholder. All Chair positions will be advertised, whether internal or external, according to CRC guidelines. Approaches are taken to ensure diverse applicant pools, including but not limited to widely advertised positions, conversations to encourage individuals to apply and targeted advertising in publications that are likely to reach the four designated groups. The advertisement includes a clear EDI statement, considers career interruptions and ensures that accommodations during the process are available to applicants as necessary. All applicants will be invited to complete the self-identification questionnaire as part of the application process. If the pool of applicants to the posting is not sufficiently large or diverse, the application deadline will be extended and the advertisement reviewed for potential barriers prior to reposting.

Search Committee

As described in the [Canada Research Chairs Renewal, Reduction and Reallocation Policy](#), the CRC search committee is established by the Vice Provost Research and Graduate Studies appointed to oversee renewal and reallocation of Canada Research Chairs. It is composed of the Vice Provost Research and Graduate Studies (Chair of the committee, non-voting, ex officio), one representative from each faculty and school (voting), the University Siya:m or his/her designate (voting), the Vice President of Inclusive Excellence and the Executive Director of People and Culture or his/her designate (non-voting, ex officio). Additional faculty members will join the CRC Steering Committee depending on the topic area of the Chair (as described in the [Canada Research Chairs Renewal, Reduction and Reallocation Policy](#)). Consideration with respect to equity, diversity and inclusion will be taken when selecting committee members. For example, the committee should include representation from at least three of the four designated groups (women, members of visible minorities, Indigenous people, persons with disabilities).

Advancement of a Tier 2 Chairholder to a Tier 1 Chair

A current Tier 2 chair in their second term is free to apply to an advertised Tier 1 chair at the institution provided their research program aligns with the theme of the advertised position. Their application will be considered along with other applicants using the criteria established by the CRC steering committee, including consideration regarding equity, diversity and inclusion. Should the current Tier 2 chair's

application be selected, the university will prepare a new Tier 1 nomination application for submission to the Chairs secretariat. The Vice Provost Research will monitor the advancement of Tier 2 chairholders from underrepresented groups.

Collection of Equity and Diversity Data for CRCs

Applicants to Canada Research Chairs searches will be prompted to complete a self-identification form as part of the online application process. Data on applicants is stored in an encrypted, password protected drive. Data on applicants and successful applicants to a Canada Research Chair position will be accessible to the Senior Research Administrator (Vice Provost Research and Graduate Studies) managing the search. The self-identification form is identical to that utilized by the Canada Research Chairs and Tri-agencies.