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CRCP Institutional EDI Action Plan - Additional Key Objectives (if applicable)



### Important Note

(Once you have read the statement below, click the radio button beside it.)

Please note that the information you enter in your report is only saved when clicking on the "Save and Next" button at the bottom of the page. Using the browser navigation buttons or the "Continue Later" button at the bottom of the page will not save the information entered on the page. If after clicking "Save and Next" you see a "Page has errors" message in red, near the top of the page, it means that at least one field is missing information. In such an instance, the empty field will have the words "Answer is incomplete" underneath it, in red.

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the \$50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their [public accountability web pages](#). Ensure to remove all numbers less than 5 prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders. This is a requirement of the *Privacy Act*.

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

### Contact information

**Please complete the fields below.**

**Name of Institution:**

TWU

**Contact Name:**

Richard Chandra

**Position Title:**

Associate Provost Research

**Institutional Email:**

Richard.Chandra@twu.ca

**Institutional Telephone Number:**

1-604-513-2121 extension:3890

Does your institution have an EDI Action Plan for the CRCP?

Yes

**PART A: EDI Action Plan - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators**

Date of most recent plan (e.g. latest revision of the public plan):

10/26/2021

Rating given action plan in most recent review process:

Updates necessary due to arrival of VP Inclusive Excellence in January 2022

Name of vice-president level representative responsible for ensuring the implementation of the plan:

Jennifer Adkins Vice President Inclusive Excellence

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by individuals from underrepresented groups (e.g. women, persons with disabilities, Indigenous Peoples and racialized minorities, LGBTQ2+ individuals) at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution’s key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one currently under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g., course correction, obstacles, lessons learned, etc.) for each objective.

**Key Objective 1**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely)

**Key Objective 1:**

1) Equity, Diversity and Inclusion Objectives and Measurement Strategies The following objectives and measures ensure an equitable, diverse, and inclusive CRC recruitment, retention, and support system aligned with existing University policies. OBJECTIVE 1: Align existing systems and environmental reviews to ensure success in achieving equity, diversity and inclusion in Trinity Western University's Canada Research Chair program. MEASURE 1.1: Recruit and hire a Vice President, Inclusive Excellence, who will provide leadership to the university's strategic plan for equity, diversity and inclusion. WHO: President and Executive Leadership Team WHEN: By December 2021 MEASURE 1.2: Complete an employment systems review to identify the extent to which Trinity Western University's current recruitment practices are open and transparent; barriers or practices that could be having an adverse effect on the employment of individuals from the four designated groups (women, members of visible minorities, indigenous people, persons with disabilities); and corrective measures that will be taken to address systematic inequities. WHO: Vice President, Inclusive Excellence and/or Executive Director, Human Resources WHEN: By December 2021 MEASURE 1.3: 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. WHO: Associate Provost Research WHEN: Annually. Every chair is assigned a management committee consisting of the CRC, the Dean of the Faculty or School, and the department chair, as well as the Associate Provost Research who chairs the committee. The chair's management committee meets at least once per year, and issues regarding protected time for research, access to physical and personnel resources, and administrative support is reviewed. Because the AP Research is a member of all committees, this provides a lens through which inequities between chair holders may be identified. MEASURE 1.4: Analyze the results of the Climate survey administered in 2018 to gauge the health of TWU's current workplace environment. Interview previous and current chairholders to identify measures to address issues raised that have particular reference to the CRC program. WHO: Vice President, Inclusive Excellence and Associate Provost Research WHEN: By May 2022

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

For Measure 1.1 there were no barriers identified. There were challenges during the reporting period that will be described below due to staffing issues. There were no systemic barriers identified in 1.2 and 1.3. Measure 1.3 is currently underway and will progress through Fall 2023 using the funds provided by the CRCP EDI Stipend.

**Corresponding actions undertaken to address the barriers:**

No barriers encountered with the exception of challenges detailed below.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

Due to the delay to begin that resulted from the challenges outlined below, data has yet to be gathered for Measures 1.2-1.4. However, progress has been made on 1.3.

**Progress and/or Outcomes and Impacts made during the reporting period:**

Measure 1.1. TWU has hired a VP Inclusive Excellence, Jennifer Adkins but due to the pandemic, their start date was delayed until January 2022. TWU also recently hired a new Executive Director of Human Resources, Adrienne Alford who will work with the Vice President Inclusive Excellence and Associate Provost Research to implement the steps outlined in the EDI Action Plan. Measure 1.2. Examination of Organization Policies The VP Inclusive Excellence has just begun to examine policies in the area of harassment involving the 4 designated groups. The VP Inclusive Excellence will be examining hiring policies and will be working the new Executive Director of HR to revamp TWU's recruiting and hiring policies. As well as examining policies as described above, the new VP Inclusive Excellence sat on several hiring committees including three Dean Searches and the Executive Director of Student Life. The VP Inclusive Excellence was able to observe the practices and talk to the committee members about biases and blindspots. Measure 1.3. Due to the small size of our University, discussions were held regularly between the AP Research and with current Canada Research Chair holders at TWU regarding protected time and resources to identify any inequities between Canada Research Chairholders. None were identified. Measure 1.4. The VP Inclusive Excellence has located the results of past climate surveys performed at TWU. TWU completed climate surveys in 1999, 2013, and one in 2017 was planned but not carried out. The EDI Stipend funds will be used to hire additional help to review the data from the climate surveys and assist with creating a 2023 survey that will hopefully be delivered this year or early next.

**Challenges encountered during the reporting period:**

There have been tremendous challenges faced by our University during this past year due to the pandemic including staff layoffs, departures, declining enrollment in September 2021 mostly due to the pandemic and thus reduced tuition revenue, which has been devastating to a small private University. Due to several unforeseen circumstances related to COVID-19, the new VP Inclusive Excellence was unable to complete their PhD studies in time for starting in their position at Trinity Western University during 2020 as had originally been planned. Initially the delay in the PhD. Studies were forecasted to allow for degree completion by December 2020 and then August 2021. However, due to circumstances that were a direct result of COVID-19, the start date of the VP Inclusive Excellence was further delayed until January 2022. The circumstances faced by the new VP Inclusive Excellence also included several challenging situations that were made insurmountable due to the travel restrictions implemented as a result of COVID-19. The new VP Inclusive Excellence's PhD studies requires interaction with human subjects which were ceased and then subsequently curtailed during the pandemic. The VP Inclusive Excellence has just started their work at TWU. In addition to the delayed start date for the VP Inclusive Excellence, the Executive Director of Human Resources also left TWU in May 2021 which has further delayed the implementation of human resource related measures outlined in the EDI Action Plan. Dr. Chandra, was promoted from the Director of Research Services to the AP Research. However, a lack of funding has precluded the hiring of a replacement Director of Research, thus, out of necessity, Dr. Chandra has been forced to cover both roles.

**Next Steps (indicate specific dates/timelines):**

Measure 1.1. was completed January, 2022. We hope Measure 1.2 will be completed by March 2023. We are grateful for the aid provided by the EDI Stipend Grant that will help us to hire help for the VP Inclusive Excellence to complete this task. We hope Measure 1.3 will be completed by August 30, 2023. We are grateful for the aid provided by the EDI Stipend Grant that will help us to hire help for the VP Inclusive Excellence to complete this task. Measure 1.4 will be completed by December, 2022. We are grateful for the aid provided by the EDI Stipend Grant that will help us to hire help for the VP Inclusive Excellence to complete this task.

**Was funding from the CRCP EDI stipend used for this key objective?**

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Do you have other key objectives to add?**

No

## Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely)

**Key Objective 2:**

Key Objective 2: OBJECTIVE 2: Ensure existing policies, agreements, and plans that may influence TWU's CRC program are written and implemented in a manner that is supportive of equity, diversity and inclusion. MEASURE 2.1: Work with the Faculty Work Environment Committee (FWEC) to ensure that faculty employment policies are aligned with principles of inclusive excellence WHO: Associate Provost Research, Provost, Executive Director HR and VP Inclusive Excellence WHEN: Ongoing MEASURE 2.2: Review and update the TWU's CRC/CFI Strategic Research Plan to ensure it supports and enables our equity, diversity and inclusion goals. WHO: Associate Provost Research and the Academic Research Council of the University Senate WHEN: Ongoing MEASURE 2.3: Complete an inventory of policies, agreements and plans that may impact the recruitment, retention, and support of chair holders at Trinity Western University and establish a process and timeline for reviewing them. WHO: Associate Provost Research and Academic Support Sub-Committee of the University Senate WHEN: Ongoing

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

Systemic barriers have not yet been encountered as we have begun to undertake these measures.

**Corresponding actions undertaken to address the barriers:**

No barriers have been encountered.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

No data gathered on this Objective as of yet.

**Progress and/or Outcomes and Impacts made during the reporting period:**

Measure 2.2. The AP Research has begun to undertake a process to restructure TWU's Strategic Research Plan after review and consultation with the Academic Research Council (ARC) which is a subcommittee of TWU's Senate. The review with the ARC identified areas where changes have been deemed necessary. In particular several areas were new research strength at TWU has emerged including Indigenous research which will constitute one of the Themes in the upcoming new research plan. We are currently at the stage of soliciting input from the campus community on the new research plan. The Strategic Research Plan will be updated over the coming year after receiving the input from these consultations. Measure 2.3. The TWU Office of Research working with the Research Academic Subcommittee of Senate has reviewed the policies that impact Canada Research Chair holders at TWU and will continue to review these policies on an annual basis. The Associate Provost Research also worked with the Research and Academic Senate Subcommittee and Senate to modify the EDI Action Plan to include that all adjudication committee members for Canada Research Chairs searchers must complete EDI training through the Canadian Centre for Diversity and Inclusion (CCDI) in addition to the unconscious bias offered by the Tri-Agencies. This was the procedure that was utilized on the current CRC search that has just concluded.

**Challenges encountered during the reporting period:**

Although Dr. Chandra has been promoted to the Associate Provost Research this past year, Dr. Chandra's previous position of Director of Research has not yet been filled due to funding shortfalls. This issue has slowed down progress on areas such as soliciting organized input for the new Strategic Research Plan. TWU is also currently in the midst of a process to develop a new Institutional Strategic Plan and Strategic Academic Plan. TWU hopes that the Strategic Research Plan would align with these other plans which is another source of the delay to the finalization of the Strategic Research Plan. With regard to Measure 2.1, TWU is currently in the middle of a faculty union drive, which has hindered our ability to work on this measure over the past year.

**Next Steps (indicate specific dates/timelines):**

Measure 2.2. The AP Research will begin a listening tour soliciting feedback on TWU's CRC/CFI Strategic Research Plan through the Summer and Fall of 2022. This feedback will be synthesized into a draft Strategic Research Plan to be worked on further through Senate in the Fall of 2022.

**Was funding from the CRCP EDI stipend used for this key objective?**

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 3**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely)

Key Objective 3:

OBJECTIVE 3: Grow supports at the University that enable a more inclusive working environment. MEASURE 3.1: Recruit a Vice President, Inclusive Excellence to provide leadership and expertise on EDI WHO: President, Executive Director of Human Resources WHEN: December 2022 MEASURE 3.2: 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 WHEN: May 2022 MEASURE 3.3: Provide training for the Board of Governors, the Executive Leadership Team, 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. October 12, 2021 WHO: Vice President, Inclusive Excellence in collaboration with the Associate Provost Research WHEN: May 2022

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

Systemic barriers have not yet been encountered as we have begun to undertake these measures.

**Corresponding actions undertaken to address the barriers:**

No barriers have been encountered.

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

No data gathered on this Objective as of yet.

**Progress and/or Outcomes and Impacts made during the reporting period:**

Measure 3.1: TWU's new Vice President, Inclusive excellence, Jennifer Adkins just started this January 2022. As well as being the VP Inclusive Excellence at TWU, Jennifer Adkins is a PhD. Candidate in Sociology at the University of British Columbia. She formerly worked as the Ombudsperson for the National Energy Board and a Diversity and Anti-racism Consultant in the corporate, government, education, and not-for-profit sectors. With Race and Ethnicity as her field of expertise, as part of her PhD. project, she is in the process of examining Black/White interracial relationships to determine how interracial couples go about establishing racialized trust after existing in structures and systems that invalidate identities and experiences of Black, Indigenous, and People of Colour. She closely examines how they come to terms with the privileging and debasing of races, how their understanding of race and racism evolves, and how they assist in constructing a racial identity for their children. Jennifer is the chair of the Race and Ethnicity Research Cluster at UBC and was the chair of the Student Concerns Subcommittee in the Canadian Sociological Association. Jennifer also sits on the Board of Directors for Compassion Canada. Measure 3.2. Although directed action on this measure has yet to get underway, the VP Inclusive Excellence has already made an impact on EDI Awareness/Education Initiatives, conducting preliminary awareness and educational conversations and presentations with the following groups on the TWU campus: • Student Life • TWU Richmond Campus • Student Business Association Human Resources Panel • TWU Learning Commons

**Challenges encountered during the reporting period:**

None with the exception of staffing issues (we are a small University with limited staff) and the current faculty union drive, which limits the progress we can make within the current timelines.

**Next Steps (indicate specific dates/timelines):**

We hope that Measure 3.2 will be initiated on January 2023.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 4**

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 5**

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 6**

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Challenges and Opportunities**

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters):

As described above, many of the challenges associated with progress in implementing the EDI Action Plan are related to staffing issues at our University over the past two years related to directly to those who would be directly working on the measures outlined in the EDI Action Plan.

**Reporting on EDI Stipend objectives not accounted for in Part A****Instructions:**

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.

**Objectives associated with your institution's EDI Stipend application**

**Table C1.** Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 1****Additional Objectives (if applicable)**

**Table C1.** Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 2**

**EDI Stipend Objective 3****EDI Stipend Objective 4****EDI Stipend Objective 5****EDI Stipend Objective 6****Part D: Engagement with individuals from underrepresented groups**

Outline how the institution has engaged with underrepresented groups: e.g., racialized minorities, Indigenous Peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

Trinity Western has had significant engagement with underrepresented groups over this past year as detailed in the hyperlinks below: <https://www.twu.ca/news-events/news/trinity-western-hosts-campus-wide-day-learning-honour-national-day-truth-and> <https://www.twu.ca/news-events/news/national-day-truth-and-reconciliation-trinity-western-university> <https://www.twu.ca/news-events/news/twu-hosts-prayer-and-remembrance-ceremony-residential-school-victims>

**PART E: Efforts to Address Systemic Barriers More Broadly within the Institution**

Briefly outline other EDI initiatives underway at the institution (that are broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where relevant, using the hyperlink boxes provided below (URLs should include https://). Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (limit: 4080 characters)

TWU has made significant progress to address systemic barriers within the Institution this past year including those outlined in the following hyperlinks: <https://www.twu.ca/news-events/news/twu%E2%80%99s-dr-matthew-etherington-and-alum-katie-robertson-learn-lived-experiences> <https://www.twu.ca/news-events/news/twu-university-siyam-patti-victor-speaks-indigenous-reconciliation-omni-tv> <https://www.twu.ca/news-events/news/nursing-instructor-and-indigenous-consultant-kathleen-lounsbury-helps-transform> <https://www.twu.ca/news-events/news/dr-kendra-rieger-and-twu-school-nursing-advance-indigenous-perspectives-healthcare> <https://www.twu.ca/news-events/news/trinity-western-university-honours-traditional-ancestral-unceded-territory-st%C3%B3l%C5%8D> <https://www.twu.ca/news-events/news/trinity-western-university-responds-call-reconciliation-indigenous-peoples-canada> <https://www.twu.ca/news-events/news/welcoming-traditional-and-indigenous-ways-knowing-within-teacher-education> <https://www.twu.ca/news-events/news/walking-towards-indigenous-reconciliation-university-siyam-patricia-victor-reflects> <https://www.twu.ca/news-events/news/trinity-western-grieves-news-mass-burial-site-215-children-former-indigenous> <https://www.twu.ca/news-events/news/twu-remembers-missing-and-murdered-indigenous-women-canada-international-womens-day> <https://www.universityaffairs.ca/news/news-article/universities-mark-national-day-for-truth-and-reconciliation/> <https://www.aldergrovestar.com/community/trinity-western-instructors-look-at-how-women-have-shaped-history/> <https://www.winnipegfreepress.com/sports/basketball/coach-breaks-down-boundaries-576165012.html>

**Before submitting your report, please ensure that your responses are complete. You will not be able to edit the information after it is submitted.**

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CRCP Institutional EDI

Action Plan - Contextual Details



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