TRINITY WESTERN UNIVERSITY

EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

Trinity Western University is committed to an ethic of inclusion and to the equal treatment of all persons without discrimination in accordance with human rights law. We support and are signatory to the Universities Canada Inclusive Excellence Principles, the Tri-Agencies statement regarding equity, diversity and inclusion, the Canada Research Chairs Equity, Diversity and Inclusion Action Plan, and the Dimensions charter.

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 2020
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> 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 May 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: Vice-Provost Research & Graduate Studies (VPRGS) and/or the Director of Research Services

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 VPRGS 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 VPRGS 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 Vice Provost, Research & Graduate Studies

WHEN: By May 2021

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.

MEAURE 2.1: Work with the Faculty Work Environment Committee (FWEC) to ensure that faculty employment policies are aligned with principles of inclusive excellence

WHO: Provost and Vice-Provost Research & Graduate Studies

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: Vice-Provost Research & Graduate Studies and the Academic Research Council of the University Senate

WHEN: By May 2020

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: Vice-Provost Research & Graduate Studies, Research and Academic Support Sub-Committee of the University Senate

WHEN: May 2020/ongoing

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 2020

MEASURE 3.2: Roll out a formal mentorship program for faculty from the four designated groups (women, visible minorities, indigenous, people with disabilities).

WHO: Associate Provost Leadership

WHEN: May 2021

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.

WHO: Vice President, Inclusive Excellence in collaboration with the Vice-Provost Research & Graduate Studies

WHEN: May 2021

2) Management of Canada Research Chair Allocations

Management of Canada Research Chair Allocations at the university will follow the plan outlined in the [Canada Research Chairs Renewal, Reallocation and Reduction](#) policy. 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.

Competition to allocate a chair

The CRC Renewal, Reallocation and Reduction policy outlines how chairs are allocated at Trinity Western University. When a chair(s) becomes vacant, the Vice Provost Research and Graduate Studies will communicate to the Steering Committee the university's current status with respect to EDI targets so that this information can be taken into account when establishing a competition for a new chair. The CRC Steering Committee will set the parameters for a new competition (Tier level of chair, agency etc.) and the Office of Research and Graduate Studies will develop a call for proposals. This is communicated to the academic units and faculty by email, orally at the monthly Academic Business meeting, and is also posted on the Office of Research & Graduate Studies website. The steering committee will adjudicate the received proposals, based on the criteria outlined in the policy (which include consideration of EDI), and award the allocation to the academic unit of the winning proposal.

Advertisement

The Vice Provost Research and Graduate Studies and/or the Director of Research Services works with Human Resources, the Vice President of Inclusive Excellence, and the Dean of the academic unit awarded the allocation to develop an advertisement to recruit a chairholder. The advertisement is posted on the University's Research and Employment websites, and, is advertised widely both in Canada and internationally through various academic careers platforms (e.g. University Affairs, Academic Keys) including professional and discipline specific associations and conferences of underrepresented groups. Social media platforms that target academics from underrepresented groups and networking will also be utilized to cast as wide a net as possible. The advertisement is also sent to the Canada Research Chairs Secretariat for approval. The advertisement will include a clear EDI statement inviting applications from the four designated groups (women, visible minorities, indigenous, people with disabilities), and ensure that accomodations 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 large or diverse enough, the application deadline will be extended and the advertisement reviewed for potential barriers prior to re-posting.

Search committee

The search committee for a new chairholder will consist of all faculty representatives of the CRC steering committee, the University Siya:m, the Vice President Inclusive Excellence (non-voting) and the Vice Provost Research and Graduate Studies (non-voting, chairs the search committee), as well as the Dean, Department Chair, and faculty representatives from the academic unit awarded the allocation. Care will be taken to ensure that at least three of the four designated groups are represented in the search committee membership. Prior to screening applications, all members of the search committee will complete the Canada Research Chairs training module in unconscious bias.

Advancement of a Tier 2 Chairholder to a Tier 1 Chair

A current Tier 2 chair in their second term are 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 and search 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 & Graduate Studies will monitor the advancement of Tier 2 chairholders from underrepresented groups.

3) Collection of Equity and Diversity data

Trinity Western University has established an ongoing Equity, Diversity and Inclusion Committee (EDIC) that is currently chaired by the Vice Provost Research & Graduate Studies until such time as a Vice President, Inclusive Excellence is hired. EDIC implemented a campus wide self-identification survey of faculty and staff in the spring of 2019 to establish baseline demographic data. Out of 744 invitations to participate, 121 faculty and 183 staff completed the survey (41 % response rate). The survey included questions regarding academic rank, management, and leadership positions within the university in order to correlate the distribution of individuals from underrepresented groups within these areas. With respect to faculty, women make up roughly half of the professoriate and are fairly evenly distributed across the tenure track ranks, suggesting that female professors are not being discriminated against during the tenure and promotion review process. However, in the case of visible minorities, few are at the rank of full professor compared to associate. What is not tracked is the length of time faculty have been at the Associate rank. This remains a question that should be explored in greater detail to identify potential barriers that impede advancement. The survey will be repeated annually in order to track progress over time.

Applicants to posted positions, including Canada Research Chairs, will be prompted to complete a self-identification form as part of the online application process managed by Human Resources. Data on applicants will be retained by

Human Resources and stored in an encrypted, password protected spreadsheet. Data on applicants and successful applicants to a Canada Research Chair position will be accessible to the Senior Research Administrator (the VPRGS or his/her designate) managing the search. The self-identification form is identical to that utilized by the Canada Research Chairs and Tri-agencies.

4) Retention and Inclusivity

Trinity Western University is recruiting a Vice President, Inclusive Excellence, who will advise the administration on issues related to diversity and underrepresented student, faculty, and staff populations. This position provides key input to development of strategies, plans and practices, and participates in strategic initiatives that support the University's commitment to foster a culture that (1) honours the diversity of faculty, staff, administration and students, and (2) faithfully lives out the call to reconciliation by reducing barriers to equity, diversity and inclusivity on campus.

Trinity Western University has developed a robust set of policies and processes designed to create an inclusive and supportive workplace that will foster retention of chair holders including:

I. Academic freedom policy. Trinity Western University is committed to academic freedom, affirming and supporting it as defined and described in the statements of Universities Canada and the Tri-Council Agencies. The academic freedom policy protects the chair holder's vital but vulnerable role of scholarly investigation from capricious, arbitrary, or hasty actions by the administration and/or from uninformed public pressure.
II. Core value statement on Practising Christian Hospitality.
III. Dispute Resolution policy. Questions or concerns related to equity, diversity and inclusion in the CRC program, or in the University more broadly, will be directed to the Vice President, Inclusive Excellence.   Complaints will be addressed through the process outlined in the Dispute Resolution policy, where the Vice President, Inclusive Excellence serves as the Dispute Resolution Officer for the university.
IV. Sexualized violence policy. Sexualized violence is unacceptable and prohibited conduct at TWU, and abhorrent to the values of the TWU

community. Sexualized violence is recognized as a significant and systemic issue for society, and higher education in particular, and TWU's Sexualized Violence Policy sets out the University's framework and strategy to address sexualized violence.

V. Whistleblower protection policy. Faculty, staff or job applicants who report misconduct and/or unlawful activity by the university or its employees are protected under the university's whistleblower policy.

VI. Workplace accommodation on the basis of disability. Provided a person with a disability is able to perform the essential duties of their own job or other available work and requests accommodation in order to do so, Trinity Western University will strive to accommodate that person recognizing that it has a duty to accommodate to the point of 'undue hardship' in accordance with the Human Rights Code.

VII. As tenure track faculty, HR management of chair holders will fall under regular faculty employment policies including Tenure and Promotion, Sabbaticals, and Distribution of Teaching, Research, and Service (TRS). All new chair holders will be assigned an initial research workload of 40% which will then be modified to at least 70% through teaching release, in order to ensure the chairholders have a majority of their time protected for research.

VIII. Exit interviews. The Executive Director of Human Resources and/or the Executive Director, Inclusive Excellence will conduct exit interviews of a chairholder who resigns their position before the end of the chair's term.

May 29, 2020