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1. Efforts to Address Systemic Barriers More Broadly within the Institution

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](#).

Each year, institutions must 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. Ensure that you remove all numbers less than 5 from both the plan and the report prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders, as well as any other identifying information. This is a requirement of the Privacy Act.

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 and Graduate Studies

Institutional Email:

Richard.Chandra@twu.ca

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1-604-513-2121 extension:3890

The link for the EDI progress report and EDI Stipend report:www.twu.ca/sites/default/files/2022-10/edi_action_plan_progress_report_2022.pdf

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):

10/12/2023

Rating given to the action plan in most recent review process:

Satisfactory

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

Richard Chandra and Jennifer Adkins

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 and gender minorities, persons with disabilities, Indigenous Peoples and racialized individuals, 2SLGBTQIA++ 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, 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) the main actions were undertaken (up to six) and how they have progressed; 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. If your institution has not yet prepared or received a formal evaluation of its CRCP EDI action plan (institutions having fewer than five Chairs) then section A is optional.

Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

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. 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. 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.

Systemic barriers -

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

Since the progress reported here is for the calendar year of 2022, our progress would be reported in the 2023 report. Otherwise there have been no significant barriers with the exception being finding personnel with the qualifications to undertake the actions outlined under the objectives of the EDI action plan. For Measure 1.2, TWU's Executive Director of Human Resources left our organization to pursue other opportunities which has presented delays to this objective but regardless actions under this objective is underway.

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	Recruit and hire a Vice President, Inclusive Excellence, who will provide leadership to the university's strategic plan for equity, diversity and inclusion.	Completed
Corresponding action 2	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.	In progress
Corresponding action 3	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.	Completed
Corresponding action 4	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.	In progress
Corresponding action 5	N/A	Not yet started
Corresponding action 6	N/A	Not yet started

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

Under Objective 1.3, it was shown that CRCs at TWU are well supported e.g. protected time for research, salary and benefits, additional research funds, office space, mentoring, research trainees, administrative support, equipment, etc.) Under Objective 1.4, it was found that the previous climate survey completed in 2018 described in the EDI action plan was outdated and contained insufficient information.

Outcomes and Impacts made during the reporting period:

Dr. Jennifer Adkins has been a tremendous hire in her role as the VP Inclusive excellence helping the Institution on a multitude of levels that has enabled our University to make significant progress on the EDI Action Plan. We were able to hire an Associate Equity Officer at TWU in September 2022 who joined the Office of Research in completing Objective 1.3. The Associate Equity Officer has been instrumental in helping the TWU Office of Inclusive Excellence and the overall EDI Goals of TWU. TWU is grateful to the support provided by the Canada Research Chairs EDI Stipend to allow us to make this hire.

Challenges encountered during the reporting period:

Since the progress reported here is for the calendar year of 2022, our progress would be reported in the 2023 report. Another challenge has been to find personnel with the qualifications to undertake the actions described in the EDI Action Plan who would staff TWU's Office of Inclusive Excellence. outlined under the objectives of the EDI action plan. For Measure 1.2, TWU's Executive Director of Human Resources left our organization to pursue other opportunities which has presented delays to this objective but regardless actions under this objective is underway. Under Objective 1.4, it was found that the previous climate survey completed in 2018 described in the EDI action plan was outdated and contained insufficient information.

Next Steps (indicate specific dates/timelines):

Complete Objective 1.2: We are unable to provide a firm date as we are in the middle of a search for a new Executive Director of Human Resources.

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

Yes

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.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

9000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

To fund the salary of the Associate Equity Officer from October-December in the 2022 calendar year for the tasks in this objective.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Do you have other key objectives to add?

Yes

Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

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

Systemic barriers -

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

none encountered

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	MEASURE 2.1: Work with the Faculty Work Environment Committee (FWEC) to ensure that faculty employment policies are aligned with principles of inclusive excellence	In progress
Corresponding action 2	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.	In progress
Corresponding action 3	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.	In progress
Corresponding action 4	N/A	Not yet started
Corresponding action 5	N/A	Not yet started
Corresponding action 6	N/A	Not yet started

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

Measure 2.1: The TWU Faculty Work Environment Committee no longer exists. Trinity Western University is working with faculty and their representation on a collective bargaining agreement.

Outcomes and Impacts made during the reporting period:

Objective 2.2: TWU began working on its new Strategic Research Plan themes at the end of 2022 anticipating the new overall Trinity Western Institutional Strategic Plan that was released in the Spring of 2023. Objective 2.3: The CRC Reduction and Reallocation policy may need to be revised to employ an approach better suited for a small institution. The Office of Research will work with the Office of Inclusive Excellence in 2023 to survey the CRC appointment policies at all eligible institutions for Canada Research Chairs with a particular focus on

Challenges encountered during the reporting period:

The Associate Equity Officer was hired in October 2022. Therefore, we were not able to devote significant work in 2022 towards Objectives 2.1-2.3.

Next Steps (indicate specific dates/timelines):

Objective 2.2: The Strategic Research Plan will be completed by April 2024 Objective 2.3: Survey of all CRC policies and updates to TWU's CRC Reallocation and Reduction Policy by the Office of Research working with the Associate Equity Officer: September 2023. Revised CRC Reallocation and Reduction Policy submitted to Senate: December 2023.

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

Yes

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.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

3500

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

To fund the salary of the Associate Equity Officer from October-December in the 2022 calendar year for the tasks in this objective.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Major impact (the EDI Stipend had a major impact on achieving progress)

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

Systemic barriers -

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

none

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	MEASURE 3.1: Recruit a Vice President, Inclusive Excellence to provide leadership and expertise on EDI	Completed
Corresponding action 2	MEASURE 3.2: Roll out a formal mentorship program for faculty from the four designated groups (women, visible minorities, indigenous, people with disabilities).	In progress
Corresponding action 3	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.	In progress
Corresponding action 4	N/A	Not yet started
Corresponding action 5	N/A	Not yet started
Corresponding action 6	N/A	Not yet started

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

none

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

Corresponding actions undertaken/to be undertaken to address the barriers:

	Progress to date
Corresponding action 1	Not yet started
Corresponding action 2	Not yet started
Corresponding action 3	Not yet started
Corresponding action 4	Not yet started
Corresponding action 5	Not yet started
Corresponding action 6	Not yet started

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

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1		Not yet started
Corresponding action 2		Not yet started
Corresponding action 3		Not yet started
Corresponding action 4		Not yet started
Corresponding action 5		Not yet started
Corresponding action 6		Not yet started

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

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1		Not yet started
Corresponding action 2		Not yet started
Corresponding action 3		Not yet started
Corresponding action 4		Not yet started
Corresponding action 5		Not yet started
Corresponding action 6		Not yet started

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.

PART B: Challenges and Opportunities

Challenges

Other than what has been outlined in the section above, outline any challenges regarding the implementation of the EDI action plan. 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? (limit: 5100 characters):

COVID has been a challenge from 2020-2021 which lessened in the second half of 2022. The delay in the VP Inclusive Excellence joining TWU due to unforeseen circumstances was also a challenge but Dr. Adkins has joined TWU and has made a tremendous positive impact. A turnover in the staff in the Human Resources department has also been challenging. The Executive Director of HR left their position in 2021 and a new Executive Director was appointed and the new ED left their position in 2023. This is challenging, as each time staff turns over they must be re-familiarized with the EDI Action Plan.

Opportunities

Other than what has been outlined in the section above, outline any opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. (limit: 5100 characters):

There have been many successes in the area of Inclusive Excellence at TWU in 2022. A few of the many examples are shown below: the hiring of our VP Inclusive Excellence: <https://www.twu.ca/news-events/news/welcoming-trinity-western-universitys-inaugural-vice-president-inclusive> TWU honours the National Day for Truth & Reconciliation: <https://www.twu.ca/news-events/news/twu-honours-national-day-truth-reconciliation> Giving 'voice' to patient, family, caregiver and community stories among Chinese-speaking immigrants in B.C.: <https://www.twu.ca/news-events/news/giving-voice-patient-family-caregiver-and-community-stories-among-chinese-speaking> Caring for TWU students in light of events in Iran :<https://www.twu.ca/news-events/news/caring-twu-students-light-events-iran>

PART C: 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.
- If you did not receive an EDI stipend during the reporting year, please leave this section blank.

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

PART C: Reporting on EDI Stipend objectives not accounted for in Part A

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 individuals, Indigenous Peoples, persons with disabilities, women, 2SLGBTQIA+ 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)

There have been many successes in the area of Inclusive Excellence at TWU in 2022. A few of the many examples are shown in the links below and in the subsequent section. The Objectives of the EDI Stipend were to support those of the EDI Action Plan, thus the EDI Stipend report is captured within the EDI Action Plan report. Giving 'voice' to patient, family, caregiver and community stories among Chinese-speaking immigrants in B.C.: <https://www.twu.ca/news-events/news/giving-voice-patient-family-caregiver-and-community-stories-among-chinese-speaking-immigrants-in-b.c.> Caring for TWU students in light of events in Iran :<https://www.twu.ca/news-events/news/caring-twu-students-light-events-iran>

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)

The provision of the EDI Stipend to the TWU Office of Inclusive Excellence (OIE) to hire the Associate Equity Officer freed up the resources of OIE to take on other tasks to address systemic barriers more broadly at TWU in the last quarter of 2022. These efforts in the last quarter of 2022 included: Development of focus groups to obtain qualitative data on the needs of International students. as well as developed an action plan to put an immigration advisor in place at TWU as well as assessing the campus housing needs of international students.

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

This information will be sent to the Tri-agency Institutional Programs Secretariat when you click 'Submit'. You will receive a confirmation email with a copy of your completed form in HTML format once it is submitted.

Jointly administered by:

