



**Brock University's
Canada Research Chairs
Equity, Diversity, and Inclusion Action Plan**

Submitted to the Canada Research Chairs Secretariat, June 2020

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Executive Summary

In May 2017, the Canada Research Chairs Program (CRCP) implemented a new requirement for all institutions with five or more Chair allocations to develop and implement an Equity, Diversity, and Inclusion Action Plan (CRC EDI Action Plan). The first version of Brock University's CRC EDI Action Plan was developed and submitted to the CRCP in December 2017. The current document has been revised based on feedback received and progress over the intervening years. This Plan outlines how Brock University's institutional supports for existing, nominated, and future Chairholders are, and will continue to be, in compliance with the CRCP and other accepted provincial, federal, and community practices for supporting equity, diversity, and inclusion (EDI).

This Plan lists activities, policies, and programs that have been instituted at Brock University to reduce barriers for equity-seeking groups.¹ This Plan is based on research, consultation, and comments from reviewers on previous versions of the plan. It describes in detail the activities undertaken to prepare the Plan, including wide consultation across the University with current, former, and forthcoming Chairholders and with members of the four federally designated groups (FDGs, i.e., women, Indigenous peoples, persons with disabilities, and visible minorities). The Plan is clear, concise, and concrete in its approach. It addresses the CRCP's [goals](#), [best practices](#), and suggestions for improvement with specific attention to implementation at Brock University.

Evidence of Brock's long-standing institution-wide commitment to EDI is foregrounded in this Plan, and attention is devoted to associated actions such as the hiring strategy that allowed Brock to fulfill the original availability-based targets by December 2019 and has now placed the University on a trajectory to meet the new census-based 2029 targets by November 2020.

Five identified goals are the foundation for this EDI Action Plan:

1. Ensure Equity, Diversity, and Inclusion are Embedded in Institutional Strategic Planning
2. Collect Current and Relevant Data Regarding the Needs of Designated Employment Equity-Seeking Groups
3. Increase Diversity Across the Complement of Canada Research Chairholders
4. Create a Supportive and Inclusive Workplace for Chairholders
5. Support Indigenous Scholars and Indigenous Engagement

Corresponding objectives, actions, indicators, progress, and responsibilities are described within the Plan. Details are provided regarding the [environmental scan](#), [employment systems review](#), [comparative review](#), and consultations undertaken to develop this Plan.

¹ Equity-seeking groups include women, Aboriginal or Indigenous peoples, persons with disabilities, members of visible minority or racialized groups, as well as lesbian, gay, bisexual, transgender, queer, two-spirited, or questioning persons (LGBTQ2+). With due consideration for the complex and evolving understandings and preferences associated with these terms and their variants as used in different institutional documents, no consistent set of terms is adopted in the Plan. The first four of these groups (i.e., women, Indigenous peoples, persons with disabilities, and visible minorities) are federally designated and often referenced collectively as FDGs.

Brock University's Canada Research Chair Equity, Diversity, and Inclusion Action Plan

Introduction

Excellence in research and research training demands that academic institutions engage with scholars who are representative of the diverse Canadian population. Through this Plan, Brock University demonstrates its commitment to this ideal, the Canada Research Chairs Program (CRCP), and the federal government's commitment to supporting excellent, innovative, and impactful research. It outlines current and planned activities related to the creation and implementation of a Plan that invites, encourages, and supports equity, diversity, and inclusion.

Entitled the **Brock University's Canada Research Chair Equity, Diversity, and Inclusion Action Plan**, this Plan incorporates the CRCP's required elements and information from other documents at the University as they pertain to barrier-free employment and inclusion of equity-seeking groups including women, Indigenous peoples, persons with disabilities, members of visible minority or racialized groups, and LGBTQ2+ persons.

The Plan addresses the requirements set out by the Government of Canada, the [Canada Research Chairs Program](#) (CRCP), [Brock University's Strategic Plan 2018-2025](#), and recommendations from the final report of the [Brock University Human Rights Task Force](#). It supports the University's [statement on inclusivity, diversity, equity, reconciliation, and decolonization](#) as stated below:

- a. *Inclusivity, diversity, equity.* We recognize the dignity of each person and their right to live life to the fullest. We build inclusivity and equity through understanding and respect for diverse identities, and we reflect this in our approaches to teaching and learning, research and creativity, administration and service provision, and community engagement.
- b. *Reconciliation and decolonization.* We are committed to reconciliation with Indigenous communities and decolonization of the academy through promoting awareness and understanding of Indigenous culture, history, and ways of knowing across all University activities.

Commitment Statement

Brock is committed to EDI-informed practices and policies, both within the research enterprise and broadly throughout the University. As part of this commitment, President and Vice Chancellor Dr. Gervan Fearon has signed the [Dimensions Charter](#).

Brock University is actively committed to diversity and the principles of employment equity and invites applications from all interested candidates. Women, Aboriginal peoples, members of visible minorities, people with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons are encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application. Candidates who wish to be considered as a member of one or more designated groups fill out the self-identification questions included in the questionnaire at the time of application.

Differing career patterns may be more common among members of designated groups, and those who have experienced leaves from the workplace. These differences shall be taken into account in assessing the experiences and qualifications of members of these groups, or those who have experienced leaves from the workplace.

Governance, Approval, and Administration of Brock University's EDI Action Plan

This EDI Action Plan has been approved by the Provost and Vice-President, Academic, and is consistent with the [Brock University's Strategic Plan 2018-2025](#) and the [Collective Agreement Between Brock University and the Brock University Faculty Association \(Brock-BUFA Collective Agreement\)](#).

The Vice-President, Research has, and will continue to be, the administrative lead for coordinating the development and implementation of this EDI Action Plan. Brock's President and Vice-Presidents are responsible for ensuring that employment policies, practices, and procedures are consistent with the Employment Equity Strategy, and for achieving Employment Equity in their respective divisions. Faculty Deans and Associate Deans are responsible for the day-to-day implementation of this Plan and its principles within their respective areas.

Methodology for Development and Review of the Action Plan

In 2017, in preparation for the first EDI Action Plan, the Office of the Vice President, Research struck a Working Group comprised of the Vice-President, Research; the Provost and Vice-President, Academic; the University Secretary; the Senior Advisor, Human Rights and Equity; the Director, Research Services; the Director, Government Relations; and a Chairholder and with support from the Research Officer, Institutional Grants, Research Prizes and Awards. The Working Group was mandated to conduct a review of current employment policies and practices at Brock, identify institutional challenges, and suggest ways of reducing barriers to employment, retention, and advancement of Chairholders.

The first EDI Action Plan was developed through consultation with key stakeholders, including the 11 then-current Chairholders (including individuals who self-identify with two of the four FDGs), the Senate Research and Scholarship Policy Committee, Brock University Faculty Association, Faculty Deans, and all members of the [Human Rights Task Force](#) (including individuals who self-identify with all four FDGs, including some with intersectional identities). All were asked to provide feedback that was incorporated into the first plan. Following this consultation process, the EDI Action Plan was finalized by the Working Group, and approved by the Provost and Vice-President, Academic and other members of the CRC Selection Committee.

Subsequent revisions to the Plan have been undertaken by the CRC Selection Committee, which includes engagement by the highest levels of the administration at Brock including the Provost and Vice-President, Academic; the Vice-President, Research; the Associate Vice-Presidents, Research; and the Dean, Graduate Studies; as well as the Director, Human Rights and Equity and the Director, Research Services. For this 2020 Plan, additional research was undertaken to address feedback from the CRCP Secretariat. Input was sought from numerous stakeholders, including new, existing, and past Chairholders, and members of the four designated groups. Questions for the Chairholders included the following:

- Are there any glaring EDI errors or gaps that you can identify in the current EDI Action Plan?
- Does the document clearly and completely address the EDI values that Brock espouses?
- How does the document impact you? Your work? Your colleagues?
- Is it a document that adequately addresses equity, human rights, and inclusiveness at Brock? Why or why not?

Careful attention has been devoted to the [CRCP’s best practices](#) and feedback through the review process. This information, in conjunction with the [environmental scan](#), [employment systems review](#), and [comparative review](#), resulted in the development of the [five goals](#) articulated in this Plan

Future iterations of the Plan will be reviewed and updated by the CRC Selection Committee, drawing input from:

- a. Current and past Chairholders;
- b. the President’s Advisory Committee on Human Rights, Equity, and Decolonization;
- c. the Vice Provost, Indigenous Engagement;
- d. the Accessibility and Inclusion Advisor;
- e. the Associate Vice President, Human Resources; and
- f. Staff and faculty members whose research focus or membership in an equity-seeking group offer valuable contributions to the Plan.

Additional information on the research, results, and other supporting documentation are found in the corresponding analyses presented throughout this document. These analyses formed the basis upon which this Plan was developed and the five goals articulated.

As is evident from this document, the University has developed and, in the majority of cases already implemented, a broad range of programs and policies that adhere to the CRCP’s policies and recommendations regarding EDI.

Table 1 summarizes the alignment between this Plan and the [CRCP’s best practices guidelines](#). Supporting documentation is provided throughout this report.

Table 1. Alignment Between Brock’s Action Plan and the CRCP Best Practices

Criteria	Brock
Public Accountability	<p>Full information about Brock’s CRC program, including a copy of this EDI Action Plan is publicly available on Brock’s website.</p> <p>Brock’s commitments to EDI are also central to the University’s Strategic Plan and reinforced through the President’s Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED).</p>
Commitment Statement	Accepted and in this report page 5
Goals and Objectives	Identified in this report page 8

Annual Equity, Diversity, and Inclusion Report	Completed and posted on Brock’s website .
Management and Administration of CRC Portfolio	Accepted and in this report . page 23
Environmental Scan	Completed and in this report . page 18
Employment Systems Review	Completed and in this report . page 22
Comparative Review	Completed and in this report . page 31
Retention and Inclusivity	Completed and in this report . page 21
Collection of Self-Identification Data	Completed, ongoing, and in this report . page 27
Equity Targets	In this report . Targets met. page 28
Institutional Challenges	Completed and in this report . page 33

The Five Goals

Brock believes “that a diverse and welcoming learning community is built upon the foundation of exceptional students, faculty, staff and alumni. This requires that Brock be attractive and welcoming to people of all identities, and accepting of the unique histories and experiences of Indigenous people within the Canadian state” ([Brock Strategic Plan 2018-2025](#), p. 23). Based on this assertion, the CRCP criteria, relevant provincial and federal legislation, the [Brock-BUFA Collective Agreement](#), and the results of the research undertaken to prepare this Plan, five goals were identified. These goals are the foundation for this EDI Action Plan:

1. Ensure Equity, Diversity, and Inclusion are Embedded in Institutional Strategic Planning;
2. Collect Relevant and Current Data Regarding the Needs of Designated Employment Equity-Seeking Groups;
3. Increase Diversity Across the Complement of Canada Research Chairholders;
4. Create a Supportive and Inclusive Workplace for Chairholders; and
5. Support Indigenous Scholars and Indigenous Engagement.

Goal 1: Ensure Equity, Diversity, and Inclusion are Embedded in Institutional Strategic Planning

This goal and the two associated objectives focus upon ensuring that equity, diversity, and inclusion are embedded at the highest levels of the institution through Brock University’s [Strategic Plan](#) and the related unit plans, which shapes the broadest institutional context for Brock’s CRC program.

Table 2. Objective 1a: Develop and publicize a University strategic plan that includes a section focused on equity, diversity, and inclusion

Responsibility	Actions	Indicator	Tracking/Progress
Provost and Vice-President, Academic	Publicize final version of the Strategic Plan that includes EDI sections	Approved Strategic Plan with EDI directives	Completed - December 2019 EDI is one of four strategic priorities and must be referenced in all budget decisions

Table 3. Objective 1b: Ensure unit plans and annual reports from the Faculties and the library include a section on equity, diversity, and inclusiveness.

Responsibility	Actions	Indicator	Tracking/Progress
Strategic Plan Implementation and Coordination Team (SPICT)	Finalize 6 Faculty strategic plans and a Library strategic plan that each include EDI sections	Approved Faculty and Library plans including EDI sections	Completed - June 2020
SPICT	Identify progress in EDI in the annual reports from 6 Faculties and the library	Approved annual reports highlighting progress on EDI	Tracking through annual report submission cycle 2021-2025

EDI is embedded in Brock’s [Strategic Plan](#) and the corresponding unit plans. These unit plans identify and document strategically relevant activities that are undertaken in support of all four pillars of the [Strategic Plan](#) including, and most applicable to this document, “Fostering a culture of accessibility, inclusion, reconciliation and decolonization.”

The Strategic Planning Implementation and Coordination Team (SPICT) oversees and advances the implementation of Brock’s [Strategic Plan](#). The Vice-Provost, Indigenous Engagement and the Director, Human Rights and Equity, are both members of this group.

SPICT’s mandate is to:

- (a) Develop and determine metrics, report processes and governance frameworks to support and track the implementation and success of the Plan;
- (b) Receive reports on implementation activities associated with the Plan;
- (c) Coordinate activities and provide advice and direction to advance the realization of the Plan; and
- (d) Complete the annual reports to the Senate, Board of Trustees, and the University community regarding implementation and metrics as well as the mid-term and final report on Plan outcomes.

All budget requests and decisions must respond to the four strategic priorities and therefore must reference EDI. With EDI embedded at the highest levels of the institution and reinforced

through all budgetary decisions, it is a central pillar of all activities at the University, including Brock’s CRC program.

Goal 2: Collect Current and Relevant Data Regarding the Needs of Designated Employment Equity-Seeking Groups

This goal and the two corresponding objectives focus on gathering and using rich data about the learning and working environment at the University and in the local Region to understand the context for Chairholders and the overall EDI culture at Brock University.

Table 4. Objective 2a: Implement a workplace climate survey and equity census as recommended in the final report from the Brock University Human Rights Task Force.

Responsibility	Actions	Indicators	Tracking/Progress
Campus Climate Survey Working Group with leadership from the Director, Human Rights and Equity	Conduct focus group sessions with faculty, staff, and students	Number of focus groups conducted Total number of participants in focus groups by type	Completed - October 2019
Campus Climate Survey Working Group with leadership from the Director, Human Rights and Equity	Administer the <i>Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock</i> survey of: <ul style="list-style-type: none"> • Campus climate • Intimidating, offensive, and hostile conduct • Sexual harassment and misconduct • Faculty and staff support • Advising, training, and reporting • Awareness and use of University-provided resources • Overall satisfaction with the University 	Number of respondents to climate survey	Completed - May 2020

Campus Climate Survey Working Group with leadership from the Director, Human Rights and Equity	Analyze and present results from the Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock survey	Summary of analysis	Analysis in progress Final report expected October 2020
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Table 5. Objective 2b: Develop and implement action initiatives of relevance to Brock’s CRC program based upon the workplace climate survey and equity census.

Responsibility	Actions	Indicators	Tracking/Progress
CRC Selection Committee	Develop and implement action initiatives of relevance to Brock’s CRC program using data from the Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock survey	CRC Selection Committee approved action initiatives Number of implemented action initiatives	Actions forthcoming and will be reported in the 2021 EDI progress report to the CRCP

Goal 3: Increase Diversity Across the Complement of Canada Research Chairholders

This goal and the three associated objectives focus on implementation of best practices in the recruitment of Chairholders.

Table 6. Objective 3a: Develop human resources procedures and practices to support equity in Chairholder recruitment and hiring.

Responsibility	Actions	Indicators	Tracking/Progress
Associate Vice-President, Research	Create a job posting template for CRC searches including an EDI commitment statement	Template used in all CRC searches	Completed
Director, Human Rights and Equity	Develop and distribute recruitment tips for CRC search committees	Number of tips implemented by search committees	Completed Revised March 2020 to include virtual interviewing

Director, Human Rights and Equity	Review all CRC job postings from an EDI perspective	All job postings endorsed and compliant	Completed to date and ongoing Confirmation from CRCP Secretariat for each job posting completes action
Vice President, Human Resources	Review all CRC job postings to ensure compliance with employment equity and other human resources policies	All job postings endorsed and compliant	Completed to date and ongoing Reported for each hiring process
Vice President, Human Resources	Encourage all applicants to complete the self-identification section of the application	Percentage of applicants who complete self-identification section	Completed to date and ongoing Reported for each hiring process 100% of applicants in 2018-2020
Chair of relevant hiring committee	Ensure all processes and procedures follow the CRCP requirements and this Plan	Minimal to no occurrences of deviations from the requirements and the Plan	Completed to date and ongoing Reported for each hiring process
Chair of relevant hiring committee	Ensure a champion is designated for each CRC hiring committee	All CRC hiring committees have champion	Completed to date and ongoing Reported for each hiring process
Chair of relevant hiring committee	Distribute job postings through channels well known and used by individuals from the FDGs	Number of channels used in distribution of postings used by FDG members	Completed to date and ongoing Reported for each hiring process
Faculty Deans	Ensure compliance of recruitment activities with the employment equity policy	Minimal to no occurrences of non-compliance	Completed to date and ongoing Reported for each hiring process

Table 7. Objective 3b: Provide training in unconscious bias and best practices for equity, diversity, and inclusion (EDI) for everyone involved in CRC program.

Responsibility	Actions	Indicators	Tracking/Progress
Director, Human Rights and Equity	Develop and deliver a 2-hr training program for all faculty or staff involved in any aspect of recruitment, hiring, or nomination for Chairholders	<p>Number of sessions offered</p> <p>Number of people trained</p> <p>Percentage of individuals involved in each stage of recruitment, hiring, and nomination who are trained</p>	<p>Completed to date and ongoing</p> <p>Reported for each hiring process</p>

Table 8. Objective 3c. Meet equity targets for full complement of Chairholders by November 2020.

Responsibility	Actions	Indicators	Tracking/Progress
Vice President, Research	Use the target-setting tool to ensure availability-based targets are met	Number of targets met	<p>Targets met- December 2019</p> <p>2020 EDI progress report to CRCP summarizes status</p> <p>7 active Chairholders; 1 nomination under review; 5 open allocations</p>

Vice President, Research	Establish and meet Census-based targets from the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement	Number of targets met	<p>Targets to be met Nov 2020</p> <p>Appointed 4 candidates and now preparing nominations; Interviewed candidates for 5th position and will begin preparing nomination once the search concludes; Anticipating 8 active Chairholders and 5 nominations under review by Nov 2020</p> <p>Reported in annual EDI progress reports to CRCP</p>
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Goal 4: Create a Supportive and Inclusive Workplace for Chairholders and Other Members of the Brock University Community

This goal and the four corresponding objectives focus on post-hiring policies and programs, retention and inclusivity, and training of faculty and staff members who engage with Chairholders.

Table 9. Objective 4a: Establish a President’s Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED) and publicly communicate the efforts and impacts of the Committee.

Responsibility	Actions	Indicators	Tracking/Progress
University President or designate	Establish the committee and define terms of reference defined	Adopted terms of reference	Completed - July 2018
University President or designate	Committee populated	List of committee members	<p>Completed - October 2018</p> <p>Ongoing as members’ terms ends</p> <p>Reported in annual reports</p>

PACHRED Coordinator	Communicate Committee activities through a website and Brock News articles	Number of visits to the website Number of articles published annually	Website established - Oct 2018 Articles published annually
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Table 10. Objective 4b: Provide ongoing training in EDI and cultural topics for faculty, staff, and students.

Responsibility	Actions	Indicators	Tracking/Progress
Director, Human Rights and Equity	Provide a broad mix of workshops and programming related to anti-racism, intercultural communication, responding to harassment and discrimination, and other EDI topics	Number of new resources developed and delivered Number of individuals attending workshops and using other resources	Reported in annual reports
Director, Human Rights and Equity	Develop and deliver mandatory two-hour training regarding harassment, discrimination, sexual assault, and accessibility policies	Number of attendees Proportion of employees who have completed training	New initiative starting Sept 2020 Reported in annual reports

Table 11. Objective 4c: Implement twice yearly meetings between Chairholders, the Vice-President Research, the Associate Vice-President Research, and (for one of the meetings) the Associate Deans Research.

Responsibility	Actions	Indicators	Tracking/Progress
Vice-President, Research	Implement twice yearly meetings between Chairholders, the Vice-President Research, the Associate Vice-Presidents Research, and (for one of the meetings) the Associate Deans Research	Minutes of meetings and list of action items	Ongoing Reported in annual EDI progress reports to CRCP

Table 12. Objective 4d: Develop a process for confidential one-on-one consultations with individual Chairholders.

Responsibility	Actions	Indicators	Tracking/Progress
Director, Human Rights and Equity	Conduct confidential annual one-on-one meetings with each Chairholder and provide recommendations	Percentage of Chairholders participating in annual meetings	New process to start in 2021 Reported annually to the CRC Selection Committee

Goal 5: Support Indigenous Scholars and Indigenous Engagement

This goal and the four objectives focus on enhancing supports for Indigenous scholars and strengthening engagement with Indigenous communities.

Table 13. Objective 5a: Appoint a Vice-Provost Indigenous Engagement.

Responsibility	Actions	Indicators	Tracking/Progress
President	Appoint a Vice-Provost Indigenous Engagement	Publication of appointment	Completed - July 2019

Table 14. Objective 5b: Appoint an Indigenous Chairholder.

Responsibility	Actions	Indicators	Tracking/Progress
Provost and Vice-President, Academic	Appoint a Tier 2 CRC in Indigenous Art Practice	FDG target met	In Progress A candidate has been identified and hired; nomination in progress for Nov 2020 Completed when nomination is accepted by CRCP

Table 15. Objective 5c: Develop policy and program supports for Indigenous Chairholder and other Indigenous scholars.

Responsibility	Actions	Indicators	Tracking/Progress
Vice-President, Research	Allocate annual funding to support Indigenous scholars	Amount of funding allocated	Complete and ongoing Reported in annual reports
Vice-Provost, Indigenous Engagement	Develop program guide and launch new annual funding program for Indigenous scholars	Percentage of Indigenous scholars applying to funding program	In progress - Expected completion in Fall 2020 Reported in annual reports
Vice-Provost, Indigenous Engagement	Develop and publicize a list of available programs and services to support Indigenous scholars	Publicized list of programs and services Number of Indigenous scholars using published resources	In progress - Expected completion in Fall 2020 Reported in annual reports
Human Rights and Equity Office	Develop and deliver new policies and programs that support Indigenous scholars	Established program and policy objectives Degree of satisfaction from Indigenous scholars with new programs and policies	In progress - Expected completion Fall 2020 Reported in annual reports

Table 16. Objective 5d: Develop methods of recognizing alternative credentializing for Indigenous scholars.

Responsibility	Actions	Indicators	Tracking/Progress
Vice-Provost, Indigenous Engagement	Conduct research on programs in other locales Consult with Indigenous scholars as appropriate Consider how the results may impact other members of the FDGs Develop a plan of action and submit to Senate	Changes to Faculty Handbook published	In progress - Expected completion in Fall 2021

Environmental Scan

To understand the environment in which Brock's Chairholders work and to which potential future Chairholders must be attracted, it is important to consider both the geographic and institutional context.

Geographic Context

Brock University's main campus is within the St. Catharines Census Metropolitan Area, in the Niagara Region, which adjoins the outer edge of the Greater Toronto and Hamilton Area (GTHA). The Faculty of Education has a satellite campus in the City of Hamilton. The Niagara Region is an approximately two-hour drive from Toronto and is immediately adjacent to New York State. The benefits and challenges of being on the outer edge of the GTHA are evident in all the factors that push people to or pull them away from the Region. Approximately 70 per cent of Brock's student population originates from outside the Niagara Region; thus, the University benefits from its proximity to the population growth of the GTHA metropolis. At the same time, the pull of the GTHA creates challenges for attracting students, staff, and faculty to the University. However, Niagara is internationally famous. Millions of visitors come to the Region annually, making the tourism industry one of the area's economic pillars. Brock is, therefore, well positioned to benefit from and enhance the renown of the Region.

According to the 2016 Census, 90% of St. Catharines' Census Metropolitan Area speaks an official language at home, while 59% identify as third (or greater) generation Canadian (that is, both parents born in Canada), 22% as second generation (at least one parent born outside Canada), and 19% as first generation Canadian (person born outside Canada). The five most common ethnicities in the Region are European origin (78%), Asian (6.7%), First Nations (3.3%), Latin American and African (1.5% each), and Caribbean (1.3%). The planned workplace climate survey and equity census is expected to reveal the extent to which the Brock University workforce demographics reflect those of the population across the Region.

Niagara's proximity to Toronto, Hamilton, and Waterloo, has benefits and challenges. Faculty members are able to commute from areas around these cities, and some have, but they also have the opportunity to work for the University of Toronto, McMaster, and University of Waterloo as well. There is little evidence that faculty members are reluctant to work in Niagara. They appear to be more mobile than the general workforce and tend to move where they feel supported in their research and scholarly work. Brock offers them a competitive package in terms of salary, research supports, and start-up funding. These supports are under continuous review to ensure competitive position for academic recruitment.

Institutional Workplace Context

In recent years, Brock has undertaken assessments of key features and impressions of the workplace it has become. Both external and internal measures help to provide a picture of the institution as a desirable workplace across employee groups.

Hamilton-Niagara Top 15 Employers Recognition

Brock has been recognized as a preferred workplace as per Canada's Top 100 Employers competition through the *Globe and Mail*. For two years in a row (2017 and 2018), Brock was selected as one of the top 15 employers in the Hamilton-Niagara Region. We continue to strive for this recognition as it relates to:

- Physical work environment and atmosphere;
- Health benefits;
- Financial benefits and compensation;
- Family-friendly policies;
- Programs for experienced employees;
- Employee engagement;
- Training and development;
- Vacation policy and paid days off; and
- Community involvement.

Employers complete and submit a single application for the national program, plus 18 other regional and special interest competitions, including the regional category for the Hamilton-Niagara area.

Receiving this recognition brings awareness of Brock's employment brand to employees and potential candidates, which assists in our efforts to attract and retain top quality talent across all employee categories at the University.

Employee Engagement Pulse Surveys

In May 2017, Brock University began a program to regularly assess employee engagement through pulse survey methodology. Data were obtained twice in 2017, with half of employees surveyed in May 2017 and the other half surveyed in October 2017. Of the 1,500 employees invited to participate, over 900 completed the survey, resulting in a 60% response rate. Questions and protocols will continue to evolve as new information is obtained analyzed.

The employee engagement pulse surveys include topics associated with core aspects of employee engagement, including the following:

1. Employees' work relationships with their managers and coworkers;
2. The availability of development opportunities;
3. Frequency and helpfulness of feedback;
4. Their ability to influence decisions about work and their work environment;
5. Their understanding of work and performance expectations;
6. Their ability to apply a variety of skills to accomplish their work goals;
7. Their understanding of how their roles support the mission and goals of the University;
8. Their pride in working for the University.

The results from the first two iterations of the Pulse Surveys were encouraging. An average of 82% of all staff respondents reported a positive experience at work and over 87% agreed that they were proud to work at Brock University. The pattern of employee engagement results specific to faculty members, including Chairholders, resemble the overall employee engagement results.

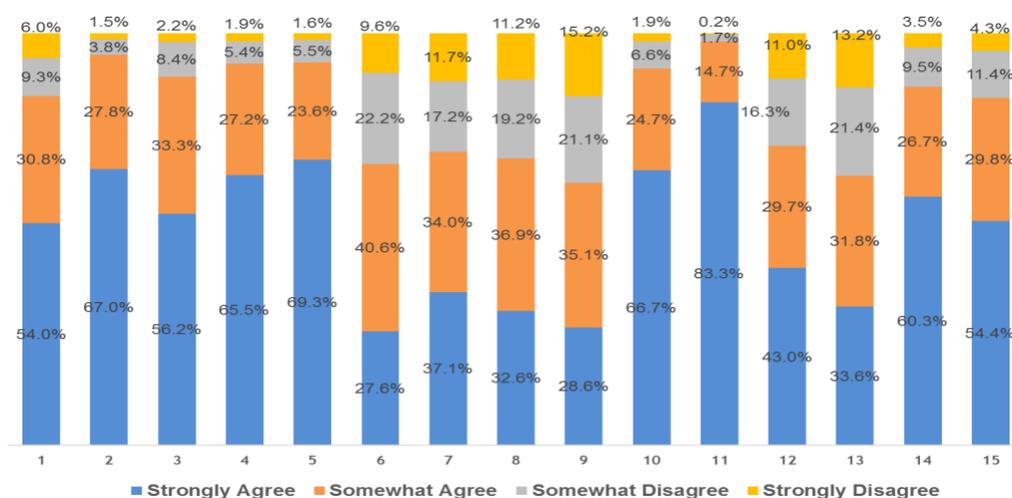
The following employee engagement Pulse Survey questions were used in 2017:

1. My supervisor takes an interest in, and actively supports my work.
2. I generally like and get along with the people I regularly work with.
3. My coworkers and I find it easy to cooperate in order to get our work done.
4. The team I am a part of is committed to high quality work.
5. I know what is expected of me in my job.
6. I have the resources I need to do my job effectively.

7. Good work is acknowledged and/or recognized by my supervisor.
8. Over the past year, I have had formal opportunities to learn and grow.
9. My supervisor provides me with regular feedback to help me improve my performance.
10. I understand how my work supports the overall success of Brock University.
11. I regularly apply a variety of skills and knowledge in order to complete my work.
12. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our work.
13. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our environment.
14. I am proud to tell people I work at Brock University.
15. I would recommend Brock University to my friends and family.

Overall results from each question are presented in Figure 1.

Figure 1. Employee Engagement Pulse Survey Results (May and October 2017 - Combined)



Over time, the Pulse Survey data have been used to develop Human Resources work plans and initiatives to enhance engagement across employee groups. Specific plans and initiatives arising from these data for faculty also target Chairholders.

Self-disclosure with a designated equity-seeking group is an option on the Pulse Surveys; however, too few people have elected to self-identify, resulting in sample sizes that are too low to report. Furthermore, with only 7 active Chairholders, for confidentiality reasons, Chairholders cannot be disaggregated from general employee data. The information from the Pulse Surveys therefore provides useful contextual information about the institution but is insufficient to understand the situation for Chairholders or members of FDGs. Therefore, the University committed to undertake a workplace climate survey and equity census as described in the next section.

Workplace Climate Survey and Equity Census (see Objective 2a)

On March 3, 2020, the first [Assessment of the Learning, Living, and Working Environment for Students and Employees](#) went online. This workplace climate survey and equity census is, and will continue to be, a comprehensive examination of our campus community with the goals of identifying successful initiatives, uncovering any challenges facing members of our community, and developing strategies that build on the successes and address any areas of

concern. The impetus for this assessment came from the Brock University Human Rights Task Force [report](#).

The assessment is led by the Campus Climate Survey Working Group with leadership from the Director, Human Rights and Equity Workplace. To ensure full transparency and to provide a more complete perspective, Brock contracted with Rankin & Associates Consulting, which has conducted more than 200 campus climate assessments across North America over the past 20 years. This research was reviewed and approved by the Brock University Office of Research Ethics. Rankin & Associates will provide a final report in October 2020 that will include: an executive summary; a report narrative of the findings based on cross tabulations selected by the consultant; frequencies, percentages, means and standard deviations of quantitative data; and content analysis of the textual data.

In the context of this assessment, “campus climate” is defined as, “the current attitudes, behaviors, standards and practices of employees and students of an institution.” The climate is often shaped through personal experiences, perceptions, and institutional efforts.

The first phase included focus groups in Fall 2019 with an online survey distributed in Spring 2020. The survey includes questions about campus climate; intimidating, offensive and hostile conduct; sexual harassment and misconduct; faculty and staff support; advising, training and reporting; awareness and use of University-provided resources; and overall satisfaction with the University. Analyses are currently underway and guidance toward action items to follow.

Retention and Inclusivity: A Supportive and Inclusive Workplace

Brock University commits to fostering a culture of inclusivity, accessibility, reconciliation, and decolonization as a strategic priority. It strives to be a welcome and supportive place for everyone working and learning in our community. For example, in September 2018, Brock created a Human Rights and Equity office with the Director reporting directly to the President. This department has specialists in anti-ableism, anti-racism, sexual violence support and education, and intercultural education. It receives and resolves complaints under the [Respectful Work and Learning Environment Policy](#) and [Sexual Assault and Harassment Policy](#). Dashboards are presented to the Board of Trustees on an annual basis. In 2019, approximately 2000 faculty, staff, and students attended educational sessions on discrimination and harassment. Another example is the Human Resources office’s mandate to provide Workplace Violence training for all new employees in addition to its Employee Assistance Plan.

As a postsecondary institution, Brock provides extensive learning opportunities for the entire community. As one example, Brock’s Human Rights Task Force implemented the Equity in Post-Secondary Speakers Series, which has included speakers on the following topics:

- At the Intersection of Race/Gender/Faith: The Challenges of Challenging Islamophobia
- Tales of a Transnational Woman of Colour: Race, Racism, and Resistance in Higher Education
- Bridging Western and Indigenous Knowledges: Culturally Safe Ethnobotany
- Gender Blender: Discussing Trans Inclusion in the Academy
- Suicide Intervention for Weirdos, Freaks, and Queers

Recently, the Tecumseh Centre for Aboriginal Research and Education partnered with the Office of Human Rights and Equity to present the *We Are All in Relation* speaker series, which has included the following sessions:

- What is Indigenous?
- Reconciliation through the Two-Row Wampum
- Understanding Privilege
- Sharing a Personal Experience at the Mohawk Institute Residential School
- Creating a Culturally Responsive Mindset

The annual *Yosif Al-Hasnawi Memorial Lecture Series*, supported through funding from the Office of the President, focuses on promoting racial justice in health care. It is named after the first-year Medical Sciences student who in 2017 was shot and killed while trying to protect an older man from two aggressors.

Workshops organized through the Human Rights and Equity Office are tracked under Objective 4b.

Support for Chairholders

All faculty, including Chairholders, have the support of grant and commercialization specialists through the Office of Research Services, and subject specialists through the Library. Support in the supervision of graduate students and training for highly qualified personnel (HQP) is available through the Faculty of Graduate Studies. Pedagogical support is available to all faculty and graduate students through the Centre for Pedagogical Innovation. In addition, all Chairholders have reduced teaching loads in order to focus on research activities. Chairs are expected to teach a maximum of one half-course per term. Such a course load allows time for research while also engaging directly with students who might be recruited as HQP to work with, or be supervised by, the Chair. Moreover, the University prioritizes incoming Chairholders in decisions about the use of the Canada Foundation for Innovation funding envelope associated with the John R. Evans Leaders Fund in order to ensure access to meaningful research infrastructure support for Chairs.

Incoming Chairholders negotiate salary and benefits, start-up costs, administrative costs, student compensation, and teaching course release with Faculty Deans. The Provost and Vice-President, Academic, works with Faculty Deans to promote equity in the contributions offered, while respecting the differential needs across diverse research programs.

Employment Systems Review

This section incorporates a detailed review of employment systems relevant to Chairholders.

Employment Equity Efforts

Brock University first implemented an Employment Equity Policy in 1992, and since that time, has made regular efforts to remove barriers to employment for members of the designated equity-seeking groups. In the 2017-2020 [Brock-BUFA Collective Agreement](#), LGBTQ persons were formally recognized as an equity-seeking group that was then added to the institution's Commitment Statement as a group that is particularly encouraged to apply to any faculty position, including CRC positions.

The Human Resources unit plan, called *People Strategy*, identifies goals and metrics that will be rolled into future versions of this Action Plan and reported on as part of Brock's strategic planning process. It will be fully operational by January 2021.

The *People Strategy* includes updating its Employment Equity Policy and developing additional processes to attract a more diverse workforce. These processes include advertising relevant

jobs in more geographically diverse areas (specifically targeting major urban centres with diverse populations) and conducting international searches for faculty positions, including those to be nominated as Chairholders.

Goals will be identified in the *People Strategy* for the recruitment, promotion, and advancement of women, Indigenous peoples, persons with disabilities, visible minorities, and LGBTQ persons. To meet the goals of the University, enhanced recruitment efforts will be developed to attract diverse applicants, with a commitment to doing so for all employee categories at the University.

Existing activities that support equity efforts include the following:

- a. Promoting and mandating the use of the Self-Identification Form during the employment application process;
- b. Promoting and encouraging the use of human rights and equity policies and Office resources; and
- c. Conducting exit interviews to explore the extent to which equity and diversity affect retention efforts.

Management and Administration of the CRC Portfolio

Administration of the CRC portfolio is a joint exercise of the Offices of the Vice-President, Research and of the Provost and Vice-President, Academic, and is supported by the Office of Research Services, the Associate Deans of Research, and the CRC Selection Committee.

Renewal of Existing Chairholders

Brock University is committed to scholars who continue to be productive and engaged in training of highly qualified personnel (HQP). Chairs are expected to devote considerable time and expertise to realizing their research programs and to cultivating a community of research excellence within and outside Brock. Annually, each CRC submits an Activity Report to their respective Dean and the Vice-President, Research.

After an appropriate start-up period of one or two years, Chairs who might be under-performing are offered guidance and mentorship by individuals who have been identified through a consultative process by the Vice-President, Research. It is understood that productivity and contributions to the research community are affected by circumstances including maternity and parental leaves, medical leaves, and family care obligations; lowered contributions as a result of these will not be considered to be indicators of poor performance (see the section, "[Considerations Related to Career Interruptions](#)").

Normally, Chairs whose productivity continues to demonstrate excellence will be offered the opportunity to renew their CRC position. If Brock needs to fill an equity gap, however, the Selection Committee reserves the right to not offer a renewal.

Advancement of Existing Chairholders

No existing Tier 2 Chairholders have been nominated for Tier 1 Chairholders, which is in keeping with CRC guidelines that Tier 2 not be considered an "entry way" for Tier 1. Faculty promotion through the ranks occurs through the [Brock-BUFA Collective Agreement](#) provisions.

Phase-Out of Existing Chairholders

As Chair terms expire, a new Chair recruitment process begins 18 to 24 months in advance, as per the section “[Process for Identifying Scholarly Areas and Initiating Recruitment for CRCs.](#)”

Corridor of Flexibility

The Corridor of Flexibility provides universities with a set number of “flexible Chairs,” which allows universities to change the tier or the research area of a limited number of their allocations. Any such flex moves are proposed by the Vice President, Research and subject to the approval of the CRCP Secretariat. Proposed flex moves are determined according to the following process:

1. Regular reports on the CRC portfolio identify upcoming milestones 18 to 24 months in advance, including re-allocations, expiration dates of occupied Chairs, and impending renewal opportunities.
2. Upon receipt of reports, if needed, a meeting will be convened of the CRC Selection Committee.
3. The use of the Corridor of Flexibility is considered under the following circumstances:
 - a. To meet strategic priorities identified through institutional and divisional level plans (e.g., changing granting councils),
 - b. To make up for Chairs lost through re-allocation (e.g., dividing one Tier 1 into two Tier 2s),
 - c. To capitalize upon available infrastructure and Canada Foundation for Innovation (CFI) support, or
 - d. To create opportunities to enhance equity, diversity, and inclusion.

Recruitment and Nomination of Chairholders

Process for Identifying Scholarly Areas and Initiating Recruitment for Chairholders

The internal process for recruitment of Chairholders is normally as follows:

1. When a CRC allocation is slated to become available, a call for applications is distributed to all academic departments across the University, advising them to submit applications for CRC positions to their respective Deans. The application form incorporates questions about the potential of the proposed position to support the EDI mandate and the proactive strategies the hiring unit will use to attract a diverse pool of suitable candidates.
2. Faculty Deans receive applications for their respective Faculties and form a Faculty Committee to review and rank applications.
3. Deans forward applications and the Faculty Committee’s justification for the rankings to the Vice-President, Research.
4. The Vice-President, Research forwards applications to the CRC Selection Committee composed of senior administrators (the Provost, the Vice-President Research, the Associate Vice-President Research, and the Dean of Graduate Studies) and two non-voting advisors (the Director, Research Services and the Director, Human Rights and Equity).
5. The CRC Selection Committee reviews and discusses the applications and selects

which positions to fill (depending on the available allocation).

6. The Provost advises the Deans of the Selection Committee's decisions.
7. Deans work with the appropriate departments (and Centres or Institutes, if applicable) to develop advertisements to recruit candidates for the selected CRC positions.
8. All job postings to recruit candidates for CRC positions are reviewed by the Director, Human Rights and Equity prior to posting.
9. Procedures for recruiting Chairholders and for observing equity, diversity, and inclusion are described in the [Brock-BUFA Collective Agreement](#) and informed by the [CRCP's best practices guidelines](#).
10. All individuals involved in any stage of the CRC selection or recruitment process (including faculty committees, the CRC Selection Committee, search committees, or department committees) must first complete training in unconscious bias and best practices for EDI (see Objective 3b).
11. Any proposed departures from this normal process are reviewed in advance by the CRC Selection Committee to determine whether they are consistent with the promotion and achievement of EDI objectives for Brock's CRC program.

Commitment Statement Used in Job Postings

In accordance with the [Brock-BUFA Collective Agreement](#) (Article 19.10 e.i.) and the [CRCP best practices guide](#), each advertisement for a CRC position shall include the following statement:

Brock University is actively committed to diversity and the principles of employment equity and invites applications from all interested candidates. Women, Aboriginal peoples, members of visible minorities, people with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons are encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application. Candidates who wish to be considered as a member of one or more designated groups should fill out the Self-Identification questions included in the questionnaire at the time of application.

Differing career patterns may be more common among members of designated groups, and those who have experienced leaves from the workplace. These differences will be taken into account in assessing the experiences and qualifications of members of these groups, or those who have experienced leaves from the workplace.

Brock's Five-Step Process for EDI Review During CRC Recruitment



Chairholders are recruited in accordance with the [Brock-BUFA Collective Agreement Article 20 Employment Equity](#) following procedures agreed to in *Article 20.02 Employment Equity Plans* and as overseen by the Committee mandated by *Article 20.03 Joint Committee on Employment Equity*.

Brock University follows a five-step employment equity process for faculty and librarian recruitment, including candidates to be nominated for CRC positions. An overview of the [five steps](#) is on the website to ensure clarity and process integrity. They are as follows:

1. *Designated groups*. Candidates who are members of one or more of the five designated groups and who wish to have their applications considered as such, are encouraged to respond to the self-identification questions as part of the application process.
2. *Shortlisted candidates*. A list is submitted to the appropriate Dean or University Librarian and includes:
 - The advertisement for the position;
 - The Department, Library, or Centre Employment Equity Plan;
 - An outline of search procedures and expectations;
 - Specific steps taken to address gender imbalances and equity pertaining to the five designated groups;
 - A summary of the discussion and rationale relevant to the establishment of the shortlist;
 - Complete files of applicants who have been selected for the interview shortlist;
 - Complete files of all applicants who have self-identified as members of one or more designated group and, if relevant, a rationale for not including at least one self-identified individual on the shortlist; and
 - A summary of the number of applicants, the number of candidates who met the posted qualifications, and the number of shortlisted candidates across each of the designated groups.
3. *Review by the Joint Committee on Employment Equity*. Within five (5) days of receiving the shortlist the Dean/University Librarian or their designate will submit the completed documentation to the Joint Committee on Employment Equity (JCEE), a University-wide committee that reviews the following:
 - The name or ranked shortlist recommended by the Department/Centre together with the complete files of these applicants;
 - The departmental rationale, if any, for not including a self-identified member of a designated group on the shortlist (see Article 19.10 (g));
 - The advertisement for the position; and
 - The complete files of all applicants who are self-identified members of designated groups.
4. *Recommendations of the Joint Committee on Employment Equity*. The JCEE reviews the submitted materials and provides written recommendations to the Dean/University Librarian designate within three (3) working days. The Department/Library/Centre shall consider the JCEE's comments before making a final decision with respect to the shortlist. The Department/Library/Centre shall inform the Dean/University Librarian of its final decision with respect to the shortlist.
5. *Final recommendation*. After the search committee has interviewed the short-listed

candidates, the written recommendation for appointment is forwarded to the Dean/University Librarian by the Chair of the Search Committee within one (1) week of the Department reaching a decision. All recommendations for appointments forwarded to the Dean/University Librarian must include the following:

- the candidate's complete dossier, and
- a brief description of the employment-equity procedures followed in the competition.

Collection of Self-Identification Data

The self-identification process allows CRC candidates to identify as members of one or more of the five designated equity-seeking groups recognized in the [Brock-BUFA Collective Agreement](#). A copy of the Self-Identification Form is readily accessible on the Brock University public facing website, found [here](#). The content of this form is embedded into the online application during CRC recruitment. These mandatory questions must be answered either by self-identifying or by specifying a preference not to self-identify.

Responses to the self-identification questions remain confidential and are viewed only by individuals who are engaged in the hiring process. As per the [Brock-BUFA Collective Agreement](#), each Department or Centre at Brock University must have an Employment Equity Plan that must outline specific steps the Department or Centre will take to eliminate barriers to employment for designated equity-seeking groups in the Department or Centre's recruitment and appointment procedures.

In addition, the Employment Equity Plans from each Department and Centre are monitored by the Joint Committee on Employment Equity (JCEE). Prior to June 1 each year, each Dean provides the JCEE with a summary of the number of self-identified members of designated groups who made applications, were short-listed, recommended, and/or appointed within the Faculty during the previous twelve (12) month period. This information, combined with the Employment Equity Plans, is used by the JCEE to review procedures, actions, and outcomes related to recruitment and appointment of members, including Chairholders. The JCEE reports annually by July 1 to the President of the University and the President of the Union on the success of these employment-equity procedures and any need for revision to these procedures. The self-identification process at Brock University, the Employment Equity Plans, and the review by the JCEE are an integral part of ensuring appropriate collection and protection of self-identification data.

Strategies for Encouraging Self-Identification

Brock University is best able to pursue, create, and disseminate knowledge through teaching and research if members of designated groups are well represented in the Bargaining Unit. These groups are identified in Articles 19.09(e)(i) and 19.14(e)(i) of the [Brock-BUFA Collective Agreement](#), and include women, Aboriginal peoples, members of visible minorities, persons with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons.

As part of the hiring process, candidates must have the opportunity to self-identify as per Article 19.10(e)(i) and Article 19.15(e)(i) in the [Brock-BUFA Collective Agreement](#). The online application process introduced in July 2018 now embeds the content of the form as a mandatory component of the application process (with a built-in option to choose not to self-identify). As per the [Brock-BUFA Collective Agreement](#), the self-identification process is ingrained in the hiring process for all faculty and librarians at Brock University, including Chairholders.

All staff positions include comparable options for candidates to self-identify.

Self-Identification Form

Brock University has embedded the content of the self-identification form into the online application process for candidates to be nominated as Chairholders. Each candidate is presented with the opportunity and encouragement to self-identify according to the definitions presented on the [Self-Identification Form](#) agreed through collective bargaining. This Self-Identification Form was also used to gather information from current Chairholders during the development of this Action Plan.

Equity Targets

Brock University collects data about applicants to CRC job postings and about active Chairholders (see [Collection of Self-Identification Data](#)). Designated group occupancy has been determined through self-identification forms that include options for Brock’s five designated groups, and the option “I choose *not* to self-identify.”

Table 17 reflects the situation as of December 2019 with targets for the FDGs as established using the required CRCP [target-setting methodology](#).

Table 17. Active Chairholders and Nominations Under Review as of December 2019 (cohort = 8)

Designated Group	CRCP 2019 Target (%)	CRCP 2019 Target (#)	Occupancy #	Equity Gap (# of Chairs)
Women	29 ¹	2	withheld ²	withheld
Indigenous peoples	1 ³	0	withheld	withheld
Persons with disabilities	4 ³	0	withheld	withheld
Members of visible minorities	15 ³	1	withheld	withheld
LGBTQ2+ persons ⁴	n/a	n/a	withheld	n/a

1. The targets for women up until December 2019 were based upon the overall participation rates for women in CIHR, NSERC, and SSHRC grant competitions (35%, 21%, and 45%, respectively) and the number of Brock CRC positions associated with each Agency.
2. Values below 5 are withheld to protect confidentiality.
3. The targets for persons with disabilities, Indigenous peoples, and members of visible minorities are set percentages that are unaffected by the number of Chairholders.
4. The CRCP has not established a target for LGBTQ2+ persons, but Brock is committed to monitoring and reporting on all five designated equity-seeking groups.

Table 17 is based upon the current cohort of 7 active Chairholders and 1 nomination under review. Brock has an allocation of 13 CRC positions, which we anticipate will be filled with 5 nominations to be submitted by November 2020. Four of these nominations are already in development. Recruitment is in progress for a fifth nomination (shortlisted candidates have been interviewed and deliberations are underway), meaning that the candidate is as yet unidentified, but the nomination is expected by November 2020.

The following proactive measures were enacted for recent recruitment to ensure we would meet the equity targets as we moved from 7 to 13 Chairholders:

1. Concerted and ongoing efforts have been adopted to advertise open positions on listservs and other areas that are familiar to equity-seeking groups.
2. A search firm with Indigenous expertise was hired to support the recruitment, hiring, and retention of a CRC in Indigenous Art Practice. The identified candidate has accepted a tenure-track faculty appointment and is working with the institution on the nomination.
3. The University and the Union committed to targeted hiring to ensure one Tier 1 position and two Tier 2 positions would be filled by qualified candidates who self-identify as Indigenous/Aboriginal peoples, a member of a visible minority group, or as persons with a disability.
4. Challenges in recruiting candidates who self-identify with a disability prompted us to launch an internal search for such a candidate in any discipline. This candidate has been identified and the nomination is being prepared.

The Associate Vice President, Research monitors the CRC recruitment process and communicates with the hiring departments on an ongoing basis to provide guidance to ensure that requirements are being met.

Based upon these measures, Brock is now on a trajectory to meet the new census-based 2029 targets by November 2020 as shown in Table 18. The targets in Table 18 are drawn from the [2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement](#).

Table 18. Active Chairholders and Nominations Under Review as of November 2020 (cohort = 13)

Designated Group	CRCP 2029 Target (%)	CRCP 2029 Target (#)	Occupancy #	Equity Gap (# of Chairs)
Women	50.9	7	7 (or 8 ₁)	none
Indigenous peoples	4.9	1	withheld	withheld
Persons with disabilities	7.5	1	withheld	withheld
Members of visible minorities	22.0	3	withheld	withheld
LGBTQ2+ persons	n/a	n/a	withheld	none

1. With one search still in progress, the gender identity for the fifth new candidate to be nominated by November 2020 is not yet known.

Training About Unconscious Bias and Best Practices for Equity, Diversity, and Inclusion

Brock University has implemented a process to ensure all faculty and staff members involved in the selection, recruitment, and nomination of Chairholders participate in training about unconscious bias and best practices for EDI (see Objective 3b). All department members are invited to participate in faculty recruitment (e.g., vote on shortlists and candidate recommendations, attend candidate presentations, participate in associated meals with candidates) after completion of this comprehensive training module. Participation in training programs is documented and is scheduled to ensure all members of a department are able to participate.

The Office of Human Rights and Equity facilitates the training sessions, which consist of a presentation and interactive component and encouragement for participants to examine their own potential biases.

Considerations Related to Career Interruptions for CRC Nominees and Chairholders

CRC nominees follow the policies of the [Brock-BUFA Collective Agreement](#) with respect to recognition of career interruptions. Article 19.10.i states that, “The Parties recognize that differing career patterns may be more common among members of designated groups and that this should be taken into account in assessing the experiences and qualifications of members of these groups.”

Brock University adheres to the CRCP’s [Guidelines for Assessing the Productivity of Nominees](#). Brock University ensures that all faculty and staff involved in the recruitment and nomination of Chairholders participate in training related to unconscious bias and best practices for EDI (see Objective 3b). Such training is used to meet the [CRCP requirement](#) that all faculty and staff involved in the recruitment and nomination of Chairholders receive mandatory EDI training. Drawing from the CRCP Secretariat’s [EDI best practices guidelines](#), Brock’s training programs includes a section on how to eliminate bias with regard to career interruptions and personal circumstances.

These same EDI principles are adopted with respect to reviewing the productivity and contributions of active Chairholders. Differing career patterns may be more common among members of equity-seeking groups and those who have experienced leaves from the workplace. Career interruptions such as maternity, parental, medical and family care leave, are recognized and taken into account when assessing the productivity of Chairholders.

Retention of Chairholders and Other Employees from Designated Equity-Seeking Groups

Brock’s high-level commitment to EDI is key to attracting and retaining Chairholders and employees from the designated equity-seeking groups. The Human Resources unit plan, called *People Strategy*, identifies goals and metrics that will be rolled into future versions of this Action Plan and Brock’s [Strategic Plan](#). It will be fully operational by January 2021.

Contact for Chairholder Workplace Grievances

The handling of disputes and grievances related to equity and the CRCP are managed by the Office of the Provost and Vice-President, Academic, as per the [Brock-BUFA Collective Agreement](#). In October 2018, Dr. Greg Finn was appointed as Interim Provost and Vice-President, Academic. He can be contacted at gfinn@brocku.ca or 905-688-5880 x 4121. The new Provost and Vice President, Academic, Lynn Wells, will assume her role on July 1, 2020.

Dispute Resolution Process Related to Equity, Diversity, and Inclusion

Concerns related to EDI are addressed through the Office of Human Rights and Equity (OHRE), a confidential office reporting to the President of the University. The OHRE deals with discrimination, sexual harassment, and general harassment complaints. Processes are complainant-driven, confidential, and available to all members of the Brock community. OHRE administers the [Respectful Work and Learning Environment Policy](#) and [Sexual Assault](#)

[and Harassment Policy](#). Concerns and complaints regarding discrimination or harassment can be initiated through the intake form on their website.

Policies and statements regarding Faculty Appeals, Conduct, Discipline, Grievances, Rights, and Responsibilities can be found within the [Brock-BUFA Collective Agreement](#). Additional policies, such as the Employment Equity Policy and the Employment Accommodation Policy are administered by Human Resources.

Comparative Review for Brock’s CRC Program

Since the beginning of the CRC program at Brock University, eight Tier 1 Chairs have been awarded (i.e., the appointments of three Chairholders and their subsequent renewals) and 23 Tier 2 Chairs awarded (i.e., 13 new appointments and subsequent renewals thus far for 10 of these individuals). CRCs have been awarded across Faculties as shown in Table 19.

Table 19. CRCs Awarded Across Faculties

Faculty	Tier 1 CRCs awarded	Tier 2 CRCs awarded
Applied Health Sciences	0	5 (3 individuals)
Education	0	2 (1 individual)
Goodman School of Business	0	0
Humanities	0	4 (2 individuals)
Mathematics and Science	6 (2 individuals)	6 (3 individuals)
Social Sciences	2 (1 individual)	6 (4 individuals)

This small number of Chairholders makes it challenging to conduct a comparative review. It is nonetheless important to assess the limited information that is available.

University Contribution to Tier 2 Chairholders

The levels of support from the University as outlined in Chairholder nomination packages were analyzed for all previous and current Chairholders. The analysis from Tier 1 Chairholders is not included because the small number of individuals and Faculties prevents any possibility for generalization or comparison. The average contributions from the University towards Tier 2 Chairholders is summarized in Table 20.

Because there have been no new CRCs awarded at Brock since this information was first presented in December 2017, these figures remain unchanged from prior years.

Table 20. Salary and Benefits Comparison for Tier 2 Chairholders

Year of term	Salary Plus Benefits			Total Contribution		
	<i>Low (Faculty)</i>	<i>High (Faculty)</i>	<i>Mean - All</i>	<i>Low (Faculty)</i>	<i>High (Faculty)</i>	<i>Mean - All</i>
1	27,635.67 (SOC)	59,951.60 (AHS)	46,637.71	68,044.00 (SOC)	141,671.17 (M&S)	104,014.87
2	32,021.17 (SOC)	63,024.80 (AHS)	48,300.68	59,592.75 (HUM)	134,408.00 (M&S)	96,183.57
3	33,438.33 (SOC)	67,331.80 (AHS)	51,608.77	63,093.50 (HUM)	128,721.00 (EDU)	93,139.00
4	39,353.40 (SOC)	79,583.25 (AHS)	63,265.39	46,138.25 (HUM)	134,903.50 (EDU)	86,323.00
5	42,280.80 (SOC)	82,220.50 (HUM)	67,403.06	49,860.25 (HUM)	141,347.00 (EDU)	86,361.17

Note: “Salary Plus Benefits” refers to the portion of the faculty member’s salary and employment benefits that are not paid by the University beyond the funding provided through the CRCP.

“Total Contribution” includes salary and benefits, start-up costs, administrative costs, student compensation, and teaching buy-outs. Contributions are generally higher in Year 1 owing to start-up costs.

Faculties are identified as AHS (Applied Health Sciences), EDU (Education), HUM (Humanities), M&S (Mathematics and Sciences), and SOC (Social Sciences).

The lowest contributions to Chairholder salaries were in the Faculty of Social Sciences, and the lowest total contribution packages were found in the Faculty of Humanities and in the Faculty of Social Sciences. The highest salary package has been in the Faculty of Applied Health Sciences, and the highest total contribution packages are in the Faculty of Mathematics and Science and in the Faculty of Education. After Year 1 (when start-up costs may be high, particularly in Mathematics and Sciences and in Applied Health Sciences), the greatest variation is in budgetary allocations for graduate student compensation.

Given the differences in research programs and external funding potential, it is difficult to judge the relative equity or inequity captured in this analysis. Faculty Deans and the Provost and Vice-President Academic have been asked to attend to these differences during recent recruitment efforts. Twice yearly meetings between the Chairholders, the Vice-President Research, the Associate Vice-Presidents Research, and (once per year) the Associate Deans Research provide a mechanism for communicating needs and sharing support mechanisms across the University (see Objective 4c).

Comparative Review Involving Equity-Seeking Employment Groups

To determine any potential patterns of different levels of support for Chairholders from the FDGs compared to those who are not from the FDGs, Brock sought self-identification data from current Chairholders in 2017 (no new Chairholders have been appointed since then). An analysis of the total contribution provided by the University to Chairholders was comparable for those who did (n = 7) or did not (n = 3) self-identify with one of the FDGs. Chairholders who self-identified as members of an FDG received, on average, \$116,000 per year for the tenure of their CRC, and individuals who self-identified as not being members of an FDG received, on average, \$121,000 per year for the tenure of their awards. Given the small number of Chairholders, these comparisons can only be suggestive. As the pool of Chairholders grows and more self-identification data become available, reanalysis will be possible, ideally including a comparison between FDGs and non FDGs across the three Agencies (CIHR, NSERC, and SSHRC).

Institutional Challenges

As a result of the findings from the environmental scan, employment systems review, and comparative review, some EDI systems and practices were already well entrenched in Brock's policies and procedures, some needed to be enhanced, and others needed to be added. The identified shortcomings have been addressed in this Plan as goals and objectives.

Due to COVID-19, some processes, plans, and policies are taking longer to implement than planned but all are proceeding as quickly as possible.

Given the small number of Chairholders, it is difficult to disclose any significant amount of information due to confidentiality.