



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

Submitted to the Canada Research Chairs Secretariat, November 2020

## Message from Brock University President Dr. Gervan Fearon

At Brock University, we are embracing the need to advance equity, diversity, and inclusion in research, scholarly, and creative activities of the University, as in all of our activities. This is reflected in our recent University-wide Strategic Plan, approved by Senate and the Board, with one of just four key strategic priorities being “fostering a culture of inclusivity, accessibility, reconciliation and decolonization.” We are taking action, and I am pleased to report that Brock’s research enterprise reflects this commitment.



The Equity, Diversity, and Inclusion (EDI) Action Plan acts as a complement to our University-wide Strategic Plan. It implements and facilitates the extension of Brock’s strategic priority of inclusivity to the opportunities for equity-seeking groups to participate and thrive in the Canada Research Chairs Program at Brock University.

I fundamentally believe that inclusive postsecondary educational institutions are essential for supporting and enhancing an inclusive Canadian society and for advancing the benefits of research, scholarly, and creative activities for humanity as a whole. A diverse university campus population, including faculty, staff, and students, is vital for any institution hoping to attain excellence in research and scholarship. All members of our campus community have knowledge, insights, and talents that can support the strongest possible research, scholarship, and creative activities. Brock is therefore earnestly taking steps to fully achieve our equity, diversity, and inclusion priorities. We believe the commitments expressed in the Equity, Diversity, and Inclusion Action Plan are fundamental components of this overall effort by the University. Our EDI Action Plan success will be reflected in the research and mentorship contributions of a diverse group of Chairholders thriving in the research community of Brock University. It is my sincere commitment.

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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 intervening years.

This plan outlines how Brock University's institutional supports for existing, nominated, and future Chairholders comply 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.<sup>1</sup> This plan is based on research, comments from current, former, and forthcoming Chairholders, and consultation across the University with members of the four federally designated groups (FDGs, i.e., women, Indigenous peoples, persons with disabilities, and visible minorities).

***This Plan extends and develops Brock's long-standing institution-wide commitments to supporting EDI and decolonization. The hiring strategies and values that allowed Brock to fulfill its original availability-based EDI targets by December 2019 have now also placed the University on a trajectory to meet its new census-based 2029 targets based upon nominations submitted in November 2020.***

Below are the five identified goals that are the foundation for this EDI Action Plan. Related objectives, actions, measures, responsibilities, and data sources are described in a subsequent section of the Plan. Details are also provided regarding the [employment systems review](#), [comparative review](#), and [environmental scans](#) undertaken to develop this Plan.

### Goals

1. Ensure that equity, diversity, and inclusion are embedded in institutional strategic planning.
2. Regularly gather relevant data regarding the needs of designated employment equity-seeking groups.
3. Promote diversity across the complement of Canada Research Chairholders.
4. Create a supportive and inclusive workplace for Chairholders.
5. Support the research aspirations of and engagement with racialized scholars, with a focus on supporting Indigenous and Black scholars.

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<sup>1</sup> *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+). In light of the evolving understandings and preferences associated with these terms and their variants, and the range of uses in different institutional documents, a broad and inclusive approach to terminology is employed 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**

Principles of fairness and of excellence in research and research training demand that academic institutions comprise a scholarly community representative of the diversity of the Canadian population. Brock University's EDI Action Plan represents our reflections on our successes and on opportunities for refinement and enhancement of our commitment to equity, diversity, inclusion, reconciliation, and decolonization. This Action Plan is one of Brock University's key articulations of its commitment to this ideal, which flows from the Institutional Strategic Plan and a range of collegially developed policies and agreements, all informed by wide grassroots consultation with the University community.

The EDI Action Plan extends and refines these commitments to ensure that the University's participation in the Canada Research Chairs Program (CRCP) is conducted and sustained in a fair and inclusive manner, consistent with the mandate of the CRCP and with Brock's goal, shared with the federal government, of supporting outstanding innovative and high-impact research, scholarship, and creative activities of all kinds.

In addition to extending the EDI vision and objectives of the [Institutional Strategic Plan 2018-2025](#), itself based on over 50 campus and community consultations, Brock's EDI Action Plan is specifically informed by two consultations (one in 2017, one in 2020) conducted with current, former, and incoming CRCs, and has been updated for consistency with the Campus Climate Survey conducted over spring and summer 2020. The consultations with CRCs identify areas of strength, as well as areas for improvement. While the issues identified are not unique to Brock, they validate the need for a robust Action Plan that will take meaningful steps towards the removal of barriers and disincentives, and the creation of conditions for thriving research success for members of equity-seeking groups.

Brock University has developed a five-point plan with concrete action items that speak directly to the results of the consultations held in 2017 and 2020, including thoughtful programs prepared for the on-boarding, support, and mentorship of new Chairs, especially those from equity-seeking groups, including Women, Aboriginal peoples, members of visible minorities, people with disabilities, and LGBTQ2+ persons.

Approved by the Provost and Vice-President, Academic and the CRC Selection Committee, this Plan addresses the requirements set out by the Government of Canada and the [Canada Research Chairs Program](#) (CRCP), but also reflects the commitments in [Brock University's Strategic Plan 2018-2025](#) and the recommendations from the final report of the [Brock University Human Rights Task Force](#). The Plan reaffirms the University's [guiding values](#) with respect to EDI as outlined in 2018:

- 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. (Strategic Plan, p. 14)

## **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 (LGBTQ2+) 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 the CRC Selection Committee, and is aligned with the [Brock University's Strategic Plan 2018–2025](#) and the [2020-2023 Collective Agreement Between Brock University and the Brock University Faculty Association \(Brock–BUFA Collective Agreement\)](#).

The Vice-President, Research is the administrative lead for coordinating the development and implementation of this EDI Action Plan. The CRC Selection Committee with resource support administers the Action Plan; its functions include information gathering, and implementing revisions and updates. The Vice-President, Research reports on the EDI Action Plan on an annual basis to the Senior Administrative Council (SAC), the body that oversees and monitors performance and progress on institutional plans and objectives, and to the Research and Scholarship Policy Committee of Senate (R&SPC). Brock's President and Vice-Presidents take collective responsibility 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.

SAC is well-positioned to provide executive oversight on EDI Action Plan outcomes, given the extent to which EDI is embedded in Brock's Strategic Plan and its accompanying unit plans. It is a central body that will ensure that progress toward Brock's EDI goals for the CRC program are fully embedded within the coordination and implementation of all strategic activities of the institution. Accountability for progress and the implementation of the EDI Action Plan is an explicit element of the accountability of the Vice-President, Research, under the research priority of the Strategic Plan. This is undertaken moreover in collaboration with the Provost, who is assigned leadership for the implementation of the Strategic Plan priority of inclusivity and decolonization. That is, the full set of unit plans identify and document strategically relevant activities that are undertaken in support of all four pillars of the Strategic Plan including both "Build research capacity across the university," and "Foster a culture of accessibility, inclusion, reconciliation and decolonization." The Vice-Provost, Indigenous Engagement and the Director, Human Rights and Equity, are both key members of this group.

SAC's mandate encompasses reviewing and advising the President on matters of strategic planning. This mandate therefore includes:

- Developing and determining metrics, and reporting processes and governance frameworks to support and track the implementation and success of the Plan;
- Receiving reports on implementation activities associated with the Plan;
- Coordinating activities and providing advice and direction to advance the realization of the Plan; and
- Reviewing, in conjunction with the President/Vice-Presidents Group, 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.

Under the Integrated Strategic Plan, institutional budgetary and resource planning is performed in the service of the four strategic priorities of the Plan. From Brock's multi-year fiscal framework document through to in-year budgetary considerations, institutional decision-making implicates and is held responsible to an underlying commitment to EDI in multiple forms. With EDI embedded at the highest levels of the institution and reinforced through budgetary and planning decisions, it is a central pillar of all activities at the University.

The Research and Scholarship Policy Committee, by contrast, is a collegial Senate body with a mandate to develop and advise on policy related to research, scholarship, and creative activity. Regular reporting on EDI Action Plan progress to this Senate committee ensures institutional transparency, the integration of the EDI Action Plan with the broader academic missions of the University, and an open opportunity for feedback and continuous improvement of the Plan based on collegial input.



## The History of this Document

In 2017, in preparation for the first EDI Action Plan, the Office of the Vice President, Research struck a Working Group composed 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. 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-President, 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, as described in more detail below. Careful attention has been devoted to the [CRCP's best practices](#) and feedback through the review process. This information, in conjunction with the [employment systems review](#), [comparative review](#), and [environmental scans](#), 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 additional 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.

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

| <b>Criteria</b>                                | <b>Brock</b>  |
|--|---|
| Public Accountability                          | Full information about Brock’s CRC program, including a copy of this EDI Action Plan is publicly available on Brock’s <a href="#">website</a> .<br><br>Brock’s commitments to EDI are also central to the University’s <a href="#">Strategic Plan</a> and reinforced through the <a href="#">President’s Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED)</a> . |
| Commitment Statement                           | Accepted and included in this <a href="#">report</a> .....7   |
| Goals and Objectives                           | Identified in this <a href="#">report</a> .....27   |
| Annual Equity, Diversity, and Inclusion Report | Completed and posted on Brock’s <a href="#">website</a> .   |
| Management and Administration of CRC Portfolio | Accepted and included in this <a href="#">report</a> .....12  |
| Employment Systems Review                      | Completed and included in this <a href="#">report</a> .....11   |
| Comparative Review                             | Completed and included in this <a href="#">report</a> .....20   |
| Environmental Scans                            | Completed and included in this <a href="#">report</a> .....22   |
| Retention and Inclusivity                      | Completed and included in this <a href="#">report</a> .....23   |
| Collection of Self-Identification Data         | Completed, ongoing, and included in this <a href="#">report</a> .16   |
| Equity Targets                                 | Included in this <a href="#">report</a> . Targets met.....17  |
| Institutional Challenges                       | Completed and included in this <a href="#">report</a> .....10   |

## **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 positions involved, confidentiality requires not disclosing some information about Chairholders that would be shareable in a larger cohort.

## **Data Sources and Analyses Informing the Goals and Objectives**

The objectives and values underlying Brock University's broad commitment to a diverse and inclusive academic community arise from many consultations and ongoing campus conversations. The data that more specifically informed the Action Plan's goals and action items were gathered from three primary source types:

- employment systems reviews in 2017 and 2020;
- comparative reviews in 2017 and 2020; and
- environmental scans and consultations in 2017 and 2020.

### **Employment Systems Reviews**

In 2017 and again in 2020, detailed reviews of Brock's employment systems in light of CRCP recommended processes and procedures were conducted. The committee focused broadly on the management and administration of the CRC portfolio, assessing each component from an EDI lens. This includes the renewal of existing chairholders; advancement of existing Chairholders; phase-out of Chairholders; management of the corridor of flexibility; recruitment and nomination of Chairholders; the commitment statement used in job ads; processes for considering EDI in recruitment; the collection of self-identification data; institutional equity targets; considerations related to career interruptions; Chairholder retention; management of workplace grievances; and dispute resolution related to EDI. The EDIAPWG found that Brock's processes and procedures are consistent with the CRCP guidelines. The review was particularly valuable for revealing that Brock's legacy employee/applicant Self-Identification Form could be updated to reflect better current best practices.

The 2017 and 2020 consultations showed that overall Chairholders' experiences of Brock's hiring systems were positive. The main concern was the need for increased diversity in the candidate pool. The University's ability to appoint or nominate candidates that will, if appointed, satisfy its 2029 targets by 2021 suggests strong applicants in the candidate pool. The feedback from current Chairholders flags the continuing importance of methods of supporting diversity in the applicant pool for CRC positions. This served as a valuable endorsement of the recruitment strategies socialized with CRC-hiring departments at Brock beginning in 2018, many of them drawn from CRCP EDI recommendations (e.g., emphasizing the importance of considering the expected diversity of applicant pools when defining areas of specialization of interest for recruiting; and employing broad and non-traditional means of advertising Chair positions with the aim of building a diverse pool of candidates).

Action items formulated in response to the Employment Systems Reviews are described in The Five Goals section below.

### **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](#), LGBTQ2+ 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 LGBTQ2+ 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. See also [Governance, Approval, and Administration of Brock University’s EDI Action Plan](#).

### **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 an equity gap exists, however, Brock’s priority is to address that gap and therefore 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.

### **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 position(s) to fill (depending on the available allocation).
6. The Provost advises the Deans of the Selection Committee's decisions.
7. The 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.
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 (LGBTQ2+) 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 *standardized* 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 Brock HR 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 and is appended here ([Appendix G](#)). 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 (LGBTQ2+) 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 (see [Appendix G](#)) agreed through collective bargaining. This Self-Identification Form was also used to gather information about 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 2 reflects the situation as of December 2019 with targets for the FDGs as established using the required CRCP [target-setting methodology](#).

**Table 2.** 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 <sup>1</sup>      | 2                    | withheld <sup>2</sup> | withheld                 |
| Indigenous peoples        | 1 <sup>3</sup>       | 0                    | withheld              | withheld                 |
| Persons with disabilities | 4 <sup>3</sup>       | 0                    | withheld              | withheld                 |
| Members of visible        | 15 <sup>3</sup>      | 1                    | withheld              | withheld                 |

|                              |     |     |          |     |
|------------------------------|-----|-----|----------|-----|
| minorities                   |     |     |          |     |
| LGBTQ2+ persons <sup>4</sup> | 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 2 is based upon the current cohort of 7 active Chairholders and 1 nomination under review. Brock has an allocation of 13 CRC positions, which, it is anticipated, will be filled with 5 nominations to be submitted by November 2020. Four of these nominations are already in review. 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 Brock would meet new equity targets while moving 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.

While the purposes of the EDI AP extend far beyond hiring, to incorporate EDI practices into the institution that will result in a welcoming, supportive environment for scholars of all backgrounds and experiences to flourish, it is significant that 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 3. The targets in Table 3 are drawn from the [2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement](#).

**Table 3.** Active Chairholders and Nominations Under Review as of November 2020 (cohort = 13)

| <b>Designated Group</b>       | <b>CRCP 2029 Target (%)</b> | <b>CRCP 2029 Target (#)</b> | <b>Occupancy #</b> | <b>Equity Gap (# of Chairs)</b> |
|-------------------------------|-----------------------------|-----------------------------|--------------------|---------------------------------|
| Women                         | 50.9                        | 7                           | 7                  | 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                            |

### **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. 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**

CRCP 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 July 2020, Dr. Lynn Wells was appointed as Provost and Vice-President, Academic. She can be contacted at [lwells@brocku.ca](mailto:lwells@brocku.ca) or 905-688-5880 x 4121.

#### **Dispute Resolution Process Related to Equity, Diversity, and Inclusion (EDI)**

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**

In 2017 and again in 2020, the EDIAPWG reviewed the levels of support from the University as outlined in Chairholder nomination packages for all previous and current Tier 2 Chairholders. The analysis from Tier 1 Chairholders is not included because the small number of individuals prevents any possibility for generalization or comparison. This review found that CRC research support packages were comparable, given the variability of research costs across different domains of inquiry. The lack of a clear benchmark for acceptable variation in such packages in light of those discipline-specific differences, while itself a sector-wide difficulty, was noteworthy. Also observed was a 4.1% discrepancy in salary between Chairholders who are and those who are not members of the FDGs, a result flagged for analysis to determine causes and possible confounds. Data from the 2017 and 2020 consultations were considered in this review. However, most comments generated through those consultations related to the Environmental Scan and the Employment Systems Review. Because there has been a new cohort of CRC nominations submitted in November 2020 this analysis will be repeated once these nominations have been confirmed.

Action items formulated in response to the Comparative Review are described in The Five Goals section below.

### Distribution of CRCs across Faculties

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 4.

**Table 4.** 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 average contributions from the University towards Tier 2 Chairholders is summarized in Table 5.

**Table 5.** 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> |
| <b>1</b>     | 27,635.67 (SOC)      | 59,951.60 (AHS)       | 46,637.71         | 68,044.00 (SOC)      | 141,671.17 (M&S)      | 104,014.87        |
| <b>2</b>     | 32,021.17 (SOC)      | 63,024.80 (AHS)       | 48,300.68         | 59,592.75 (HUM)      | 134,408.00 (M&S)      | 96,183.57         |
| <b>3</b>     | 33,438.33 (SOC)      | 67,331.80 (AHS)       | 51,608.77         | 63,093.50 (HUM)      | 128,721.00 (EDU)      | 93,139.00         |
| <b>4</b>     | 39,353.40 (SOC)      | 79,583.25 (AHS)       | 63,265.39         | 46,138.25 (HUM)      | 134,903.50 (EDU)      | 86,323.00         |
| <b>5</b>     | 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. The committee did notice, however, that Brock not have guidelines for what kinds of variations to expect when completing this kind of analysis.

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.

### **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).

## **Environmental Scans**

The initial environmental scan was undertaken by the EDIAPWG to review the environmental factors that shape the culture at Brock. Geographic and the institutional context were considered as background to inform consultations in 2017. A second formalized consultation with current, past, and forthcoming CRCs occurred in summer 2020 to ensure that our knowledge base reflected the current environment. The final component of the environmental scan is a Campus Climate Survey (CCS2020) and equity census for faculty, staff, and students completed earlier this year.

### **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 anecdotal evidence that the geographic context affects some scholars' willingness to relocate to Niagara. However, scholars are generally considered 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.

### **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. The Human Resources office also mandates 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.

### **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 and training support is available to all faculty and graduate students through the Centre for Pedagogical Innovation. In addition, in keeping with CRC program requirements, 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.

The University moreover 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, work with Faculty Deans to promote equity in the contributions offered, while respecting the differential needs across diverse research programs and disciplines.



### **2017 CRC and Stakeholder Consultation**

In 2017, Brock struck the Equity, Diversity, and Inclusion Action Plan Working Group (EDIAPWG) under the CRC Selection Committee. 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). Following this consultation process, the first version of 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. Through a range of processes, this plan elicited positive feedback including an appreciation of the commitment to equity, diversity, and inclusion that exists, along with the following recommendations:

- Diversifying the CRC candidate pool, with particular emphasis on recruiting Indigenous scholars and scholars with disabilities (multiple policies and practices modified)
- Gather more data that is relevant to members of the FDGs (CCS2020)
- Allow internal candidates to apply for CRC positions (changed in 2018)
- Have clear statement of EDI in job postings (done)

### **2020 Consultation With Current, Former, and Future CRCs**

The 2020 CRC consultation had representation from three of the FDGs. For this consultation, the University hired a consultant to conduct phone interviews with 18 past, present, and incoming CRCs. Seventeen individuals responded to the request by arranging or declining a phone interview or providing comments in an email, and one person did not respond. While the CRCs were asked questions primarily about the EDI AP (see [Appendix F](#)), their answers spoke much more broadly about the experiences of the CRCs at Brock. Due to the relatively small institutional cohort of CRCs, these comments are reproduced in a generalized form to protect confidentiality.

The positive feedback received includes:

- an appreciation of the EDI work being done across campus;
- positive responses to and appreciation of the EDI workshops that are offered;
- the feeling that meetings with the Vice-President, Research and Office of Research Services were helpful;
- positive experiences of the hiring process and with the self-identification form;
- a recognition of improvements with regard to EDI over the last three years; and
- an appreciation of the EDI Action Plan.

The consultant also recommended areas for improvement, such as:

- reviewing and enhancing post-hiring support, policies, and practices;
- developing or enhancing existing communication practices and tools between and among CRCs and Brock administrators;

- enhancing support during the CRC tenure to ensure expectations are met; and
- engaging the entire Brock community with consistent and ongoing messaging regarding the importance of EDI and how it enhances the quality of research, teaching, and work life.

### **2020 Campus Climate Survey (CCS2020)**

The Campus Climate Survey, [\*Assessment of the Learning, Living, and Working Environment for Students and Employees\*](#), went online on March 3, 2020. This workplace climate survey and equity census is, and will continue to be, a comprehensive examination of the Brock campus community with the goals of identifying successful initiatives, uncovering any challenges facing members of the 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](#). It provides a large-scale view of the campus climate and provides critical quantitative data that will speak to the findings of the CRC consultations. The overall results were released in October 2020, and subsequent focus groups are underway to hear stakeholder responses to the results and to generate concrete actions to follow.

The assessment was led by the CCS2020 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 cleared by the Brock University Office of Research Ethics. Rankin & Associates provided a final report in October 2020 that included 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 asked participants to share demographic information such as position at Brock, gender identity, Indigenous status, racialization, dis/ability, religious affiliation, position, among others, so that data can be disaggregated, and 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.

The CCS2020 comprises an extremely rich and important data source that is resolved by position in the University and by membership in the FDGs. The CCS2020 findings support the organization of voluntary focus groups moving forward, which can fill in the perspectives and reflections of FDG Chairholders and other FDG scholars as those positions are filled, and inform the ongoing development and implementation of this Action Plan.

The CCS2020 findings occasioned discussions in Fall 2020 with internal Brock scholars likely to self-identify as FDG members, conducted by the Director, Human Rights and Equity, to shed

light on potential barriers to application for CRC positions in the past. The main takeaway of those discussions was that in 2017, this prospect was perceived to be moot, as Brock University CRC appointments were strategically focused on new faculty recruitment rather than providing Chair positions to researchers already in the faculty complement. This legacy practice was changed following the 2017 consultation. As a result, Brock's most recently appointed Chairholder was an internal candidate selected through an international search. The University also submitted a nomination in November 2020 that arose through an internal targeted call for scholars identifying with a disability.

A second theme that emerged was the concern that researchers from federally designated groups may be perceived as "equity hires." This feedback motivates the creation of an institutional statement on diversity, as well as tracking and follow-up reflected in Objective 4(b).

Action items formulated in response to these consultations are described in The Five Goals section below.

## **The Five Goals and Their Objectives**

Building on Brock's values and strategic plan, as well as the CRCP EDI criteria and the results of the research undertaken to prepare this Plan, five goals were identified for the Brock University EDI Action Plan:

1. Ensure that equity, diversity, and inclusion are embedded in institutional strategic planning;
2. Regularly gather relevant data regarding the needs of designated employment equity-seeking groups;
3. Promote diversity across the complement of Canada Research Chairholders;
4. Create a supportive and inclusive workplace for Chairholders; and
5. Support the research aspirations of and engagement with Indigenous and Black scholars.

Each goal is described in detail below, along with associated objectives. Further information for each goal, including responsibility, progress made and data sources used to define the goal are included in Appendices A-E.

### **Goal 1: Ensure equity, diversity, and inclusion are embedded in institutional strategic planning**

This goal and the associated objectives focus on ensuring that equity, diversity, and inclusion are reflected in planning and associated action at the highest levels of the institution. This includes Brock University's [Strategic Plan](#), the related unit plans for academic Faculties and service units, and the implementation plans that translate this strategic document into concrete action.

Together, these comprise the context of planning, resourcing, action, and performance tracking within which Brock's CRC program is situated and supported.

## Objectives

- a. Develop and publicize a University strategic plan that includes a section focused on equity, diversity, and inclusion [completed]; and
- b. Ensure unit plans and annual reports from the Faculties and the Library include a section on equity, diversity, and inclusiveness (monitored by the Senior Administrative Council) [completed].

For detail about metrics, accountability, and timeline, please see [Appendix A](#).

## **Goal 2: Regularly gather relevant data regarding the needs of designated employment equity-seeking groups**

This goal and objectives focus on both using existing data and gathering new data about the learning and work environment at the University and in the local region to understand the context for Chairholders and the overall EDI culture at Brock University.

## Objectives

- a. Formalize (anonymized) documentation of discussion in twice annual group VPR meetings. Invite feedback, both in open group setting and in confidence, about CRC experiences and ideas about how to address any concerns [in progress];
- b. After annual one-on-one meetings with the Director, Human Rights and Equity, cross-reference results with plans and outcomes of the VPR meetings. Invite feedback about CRC experiences and ideas about how to address any concerns [in progress];
- c. Confirm with CRCs and other faculty what their next steps should be under institutional processes, depending on the nature of their concern, should they feel that their concerns are not being addressed (information already shared through broader faculty on-boarding) [in progress];
- d. Review the packages offered to CRCs to confirm follow-through and effects of pledged research support. Where unreasonable discrepancies are found, correct them to ensure equitable distribution of institutional support [in progress];
- e. Implement a workplace climate survey and equity census as recommended in the final report from the Brock University Human Rights Task Force [complete]; and
- f. Develop and implement action initiatives of relevance to Brock's CRC program based upon the CCS2020 [in progress].

For detail about metrics, accountability, and timeline, please see [Appendix B](#).

## **Goal 3: Promote diversity across the complement of Canada Research Chairholders**

This goal and the associated objectives focus on implementation of best practices in the recruitment of Chairholders, an institutional commitment applying beyond Brock's participation in the Canada Research Chairs program. Brock's current CRC complement meets its existing EDI targets; if submitted nominations are successful, Brock will by 2021 meet or exceed its 2029 targets.

## Objectives

- a. Revise self-identification form to allow more diverse responses [in progress];
- b. Support mentorship network-building, ideally linking researchers from the FDGs with senior mentors of relevantly similar lived experiences [in progress];
- c. Ensure CRC positions are posted for a minimum of 60 days [in progress];
- d. Develop human resource procedures and practices to support equity in Chairholder recruitment and hiring [complete, ongoing];
- e. Provide training in unconscious bias and best practices for equity, diversity, and inclusion (EDI) for everyone involved in CRC program [complete, ongoing];
- f. Meet equity targets for full complement of Chairholders by November 2020 [complete]; and
- g. Change CRC recruitment practices to invite internal candidates to apply [complete].

For more detail about metrics, accountability, and timeline, please see [Appendix C](#).

## **Goal 4: Create a supportive and inclusive workplace for Chairholders**

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

## Objectives

- a. Develop training that addresses the importance of hiring with diversity as a priority (in terms of all of the FDGs), each accounting for intersectionality as well [in progress];
- b. Initiate a campus conversation and create an evidence-based institutional statement on the benefits of diversity among researchers [in progress].
- c. Inaugurate an annual VPR speakers series on diversity and research [in progress];
- d. Develop a survey of faculty members who are members of the FDGs that asks about experiences of barriers to success, including perceptions of tokenism [in progress];
- e. Develop a new faculty orientation that includes a discussion of Brock's EDI priorities [in progress];
- f. Establish a President's Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED) and publicly communicate the efforts and impacts of the Committee [complete]
- g. Provide ongoing training in EDI and cultural topics for faculty, staff, and students [ongoing, complete];
- h. 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 [ongoing, complete]; and
- i. Develop a process for confidential one-on-one consultations with individual Chairholders [in progress].

For detail about metrics, accountability, and timeline, please see [Appendix D](#).

## **Goal 5: Support the research aspirations of and engagement with racialized scholars, with a focus on supporting Indigenous and Black scholars.**

This goal and the corresponding objectives focus on enhancing supports for racialized scholars within the CRCP at Brock and across the University. The imperatives defined by the Calls to Action of the 2015 Truth and Reconciliation Commission, and the barriers and inequities faced by Black scholars, as illuminated through the work of such movements as Black Lives Matter, speak to a special focus on supporting and engaging with Black and Indigenous scholars and communities.

### **Objectives**

- a. Create confidential opportunities for CRCs and other Brock faculty from the FDGs to come together and speak about their experiences, including spaces for racialized scholars and people who occupy multiple FDG categories. Invite this group to provide feedback to the VPR and Director, Human Rights and Equity about any topics that are not already being addressed [in progress];
- b. Develop pathways to scholarly opportunity and mentorship, supporting community and connections between Black, Indigenous, and racialized research students and faculty scholars, including Chairholders [in progress];
- c. Develop 1 workshop each (2 total) on anti-Black and anti-Indigenous racism, focusing both on how these discriminations are connected and how they are disparate; develop 1 workshop each (2 total) on an intersectional lens in the experiences of Black and Indigenous people [in progress];
- d. Appoint an Indigenous Chairholder [nomination submitted to CRCP November 2020];
- e. Appoint a Vice-Provost Indigenous Engagement [complete];
- f. Develop policy and program supports for Indigenous Chairholder and other Indigenous scholars [in progress]; and
- g. Develop methods of recognizing alternative credentializing for Indigenous scholars [in progress].

For detail about metrics, accountability, and timeline, please see [Appendix E](#).

## **Conclusion**

The Brock University EDI Action Plan articulates concrete connections between the EDI requirements and recommendations of the Canada Research Chairs Program and Brock University's living commitments to diversity, inclusion, equity, and decolonization as expressed in its Strategic Plan, institutional values, policies, and collective agreements. A vibrant institution that welcomes and promotes diversity among researchers must create and sustain equitable, inclusive conditions for researchers of underrepresented groups to thrive. The EDI Action Plan extends this ideal explicitly to the processes and experiences surrounding Canada Research Chairs at Brock University, and maps our continuing progress towards that ideal as the University changes and develops.

## Appendices

### Appendix A – Goal 1 Detailed Objectives

Goal 1: Ensure that equity, diversity, and inclusion are embedded in institutional strategic planning

Data Sources legend:

2017: 2017 consultations

2020: 2020 consultations

Enviro: Environmental Scan

Comp: Comparative Review

Empl: Employment Systems Review

| Objective 1a: Develop and publicize a University Strategic Plan that includes a section focused on equity, diversity, and inclusion |   |                             |  | Data Sources |          |        |      |      |
|---|---|-----------------------------|--|--------------|----------|--------|------|------|
| Responsibility  | Metrics, Milestones, and Outcomes (MMO)                         | Progress                    | Tracking Process   | 2017         | 2020     | Enviro | Comp | Empl |
| Provost and Vice-President, Academic  | Public version of the Strategic Plan includes references to EDI | <b>Complete</b><br>Dec 2019 | Complete<br>EDI is one of four strategic priorities and must be referenced in all budget decisions | ✓            | Predates | ✓      |      |      |

| Objective 1b: Ensure unit plans and annual reports from the Faculties and the Library include a section on equity, diversity, and inclusiveness. |  |                              |                          | Data Sources |          |        |      |      |
|--|--|------------------------------|--------------------------|--------------|----------|--------|------|------|
| Responsibility   | MMO  | Progress                     | Tracking Process         | 2017         | 2020     | Enviro | Comp | Empl |
| Senior Administrative Committee  | All 6 Faculty strategic plans and the Library strategic plan include sections related to EDI | <b>Complete</b><br>June 2020 | Complete                 | ✓            | Predates | ✓      |      |      |
| SAC  | Annual reports from 6 Faculties and from the Library identify progress related to EDI        | <b>Ongoing</b>               | Annual reports 2021–2025 | ✓            | Predates | ✓      |      |      |

## Appendix B – Goal 2 Detailed Objectives

Goal 2: Regularly gather relevant data regarding the needs of designated employment equity-seeking groups

Data Sources legend:

2017: 2017 consultations

2020: 2020 consultations

Enviro: Environmental Scan

Comp: Comparative Review

Empl: Employment Systems Review

| Objective 2a: Formalize (anonymized) documentation of discussion in twice annual group VPR meetings. Invite feedback, both in open group setting and in confidence, about CRC experiences and ideas about how to address any concerns. |   |                                 |                  | Data Sources |      |        |      |      |
|--|---|---------------------------------|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO   | Progress                        | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Office of the VPR  | Documentation is completed, steps are taken to address any concerns | To begin next scheduled meeting | In progress      |              | ✓    | ✓      |      |      |

| Objective 2b: After annual one-on-one meetings with the Director, Human Rights and Equity, cross-reference results with plans and outcomes of the VPR meetings. Invite feedback about CRC experiences and ideas about how to address any concerns. |  |                                 |                  | Data Sources |      |        |      |      |
|--|--|---------------------------------|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                        | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE  | Documentation is completed, cross-referencing is done, steps are taken to address any concerns | To begin next scheduled meeting | In progress      |              | ✓    | ✓      |      |      |



| Objective 2c: Confirm with CRCs and other faculty what their next steps should be under institutional processes, depending on the nature of their concern, should they feel that their concerns are not being addressed (information already shared through broader faculty on-boarding). |   |                                 |                  | Data Sources |      |        |      |      |
|---|---|---------------------------------|------------------|--------------|------|--------|------|------|
| Responsibility  | MMO   | Progress                        | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Office of VPR, Director, HRE  | CRCs are informed at the beginning of the meetings. | To begin next scheduled meeting | In progress      |              | ✓    | ✓      |      |      |

| Objective 2d: Review the packages offered to CRCs to confirm follow-through and effects of pledged research support. Where unreasonable discrepancies are found, correct them to ensure equitable distribution of institutional support. |   |                                   |                  | Data Sources |      |        |      |      |
|--|---|-----------------------------------|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO   | Progress                          | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Office of the VPR, Academic Deans, Provost   | Completion of review  | To be completed by April 30, 2021 | In progress      |              |      |        | ✓    |      |
| Office of the VPR, Academic Deans, Provost   | Create a guideline that lays out acceptable variations in institutional research resourcing for Chairs across disciplines, and a process for keeping variations within the equitable range, both during recruitment and subsequently. | To be completed by July 31, 2021  | In progress      |              |      |        | ✓    |      |
| Office of the VPR, Academic Deans, Provost   | Based on the findings of the guideline across Faculties, define minimum levels of support for CRCs from the FDGs.   | To be completed by Aug. 31, 2021  | In progress      |              |      |        | ✓    |      |

| Objective 2e. Implement a workplace climate survey and equity census as recommended in the final report from the Brock University Human Rights Task Force. |   |                   |          | Data Sources |          |        |      |      |
|--|---|-------------------|----------|--------------|----------|--------|------|------|
| Responsibility   | MMO   | Progress          | Tracking | 2017         | 2020     | Enviro | Comp | Empl |
| CCS2020 Working Group; Director, Human Rights and Equity   | Focus groups with faculty, staff and students conducted by external researchers in November 2019. | Complete Oct 2019 | Complete | ✓            | Predates | ✓      |      |      |

|  |  |                             |  |   |          |   |  |  |
|--|--|-----------------------------|--|---|----------|---|--|--|
| CCS2020 Working Group; Director, Human Rights and Equity | Administration of the <a href="#">Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock</a> survey about: <ul style="list-style-type: none"> <li>• Campus climate</li> <li>• Intimidating, offensive, and hostile conduct</li> <li>• Sexual harassment and misconduct</li> <li>• Faculty and staff support</li> <li>• Advising, training, and reporting</li> <li>• Awareness and use of University-provided resources</li> <li>• Overall satisfaction with the University</li> </ul> | <b>Complete</b><br>May 2020 | Complete   | ✓ | Predates | ✓ |  |  |
| CCS2020 Working Group; Director, Human Rights and Equity | Presentation of results from the <a href="#">Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock</a>   | <b>Complete</b><br>Oct 2020 | Final report complete, focus groups to interpret results in progress | ✓ | Predates | ✓ |  |  |

| Objective 2f. Develop and implement action initiatives of relevance to Brock's CRC program based upon CCS2020. |  |                                |                                  | Data Sources |          |        |      |      |
|--|--|--------------------------------|----------------------------------|--------------|----------|--------|------|------|
| Responsibility   | MMO  | Progress                       | Tracking                         | 2017         | 2020     | Enviro | Comp | Empl |
| Director, Human Rights and Equity  | Following publication of CCS2020, focus groups with faculty, staff and students conducted internally.  | <b>In progress</b>             | 2021 EDI progress report to CRCP |              | ✓        | ✓      |      |      |
| CRC Selection Committee  | Development of action initiatives of relevance to Brock's CRC program from the <a href="#">Assessment of the Learning, Living, and Working Environment for Students and Employees at Brock</a> | <b>Forthcoming</b><br>Jan 2021 | 2021 EDI progress report to CRCP | ✓            | Predates | ✓      |      |      |

## Appendix C – Goal 3 Detailed Objectives

### Goal 3: Promote diversity across the complement of Canada Research Chairholders

Data Sources legend:

2017: 2017 consultations

2020: 2020 consultations

Enviro: Environmental Scan

Comp: Comparative Review

Empl: Employment Systems Review

| Objective 3a: Revise self-identification form to allow more diverse responses. |   |  |                                  | Data Sources |      |        |      |      |
|--|---|--|----------------------------------|--------------|------|--------|------|------|
| Responsibility   | MMO   | Progress   | Tracking Process                 | 2017         | 2020 | Enviro | Comp | Empl |
| Office of VPR,<br>Human Resources  | Form is documented as a bargaining priority | To begin in the next round of Collective Agreement bargaining (2023) | 2023 EDI progress report to CRCP |              |      |        |      | ✓    |

| Objective 3b: Support mentorship network-building, ideally linking researchers from the FDGs with senior mentors who share some of those categories. |  |   |                                  | Data Sources |      |        |      |      |
|--|--|---|----------------------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                                  | Tracking Process                 | 2017         | 2020 | Enviro | Comp | Empl |
| Office of VPR,<br>Academic Deans,<br>HRE   | Place item on agenda for the VPR and HRE meetings with CRCs. Coach Deans to encourage units to foster mentorship; ensure that faculty are aware that mentorship can be counted as a part of their administrative workload. | To begin in the next VPR and HRE meetings | 2021 EDI progress report to CRCP | ✓            | ✓    | ✓      |      |      |

| Objective 3c: Ensure CRC positions are posted for a minimum of 60 days. |  |                                |                                  | Data Sources |      |        |      |      |
|---|--|--------------------------------|----------------------------------|--------------|------|--------|------|------|
| Responsibility  | MMO  | Progress                       | Tracking Process                 | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE;<br>Human Resources                                       | Percentage of future postings that adhere to this requirement. | To begin with the next posting | 2021 EDI progress report to CRCP | ✓            | ✓    | ✓      |      | ✓    |

| Objective 3d: Develop human resource procedures and practices to support equity in Chairholder recruitment and hiring. |  |   |  | Data Sources |          |        |      |      |
|--|--|---|--|--------------|----------|--------|------|------|
| Responsibility   | MMO  | Progress  | Tracking   | 2017         | 2020     | Enviro | Comp | Empl |
| Associate Vice-President, Research   | Create a job posting template for CRC searches including an EDI commitment statement.                      | <b>Complete</b>   | Complete   | ✓            | Predates |        |      | ✓    |
| Director, Human Rights and Equity  | Develop and distribute recruitment tips for CRC search committees.   | <b>Complete</b><br>Revised March 2020 to include virtual interviewing | Complete   | ✓            | Predates |        |      | ✓    |
| Director, Human Rights and Equity  | Review all CRC job postings from an EDI perspective.   | <b>Complete to date; Ongoing</b>                                      | Confirmation from CRCP Secretariat for each job posting          | ✓            | Predates |        |      | ✓    |
| Vice President, Human Resources  | Review all CRC job postings to ensure compliance with employment equity and other human resources policies | <b>Complete to date; Ongoing</b>                                      | Report on each hiring process                                    | ✓            | Predates |        |      | ✓    |
| Vice President, Human Resources  | Encourage all applicants to complete the self-identification section of the application.                   | <b>Complete to date; Ongoing</b>                                      | Report on each hiring process<br>100% of applicants in 2018–2020 | ✓            | Predates |        |      | ✓    |
| Chair of relevant hiring committee   | Ensure all processes and procedures follow the CRCP requirements and this Plan.                            | <b>Complete to date; Ongoing</b>                                      | Report on each hiring process                                    | ✓            | Predates |        |      | ✓    |
| Chair of relevant hiring committee   | Ensure a champion is designated for each CRC hiring committee.   | <b>Complete to date; Ongoing</b>                                      | Report on each hiring process                                    | ✓            | Predates |        |      | ✓    |
| Chair of relevant hiring committee   | Distribute job postings through channels well known and used by individuals from the FDGs.                 | <b>Complete to date; Ongoing</b>                                      | Report on each hiring process                                    | ✓            | Predates |        |      | ✓    |

|                |   |                                      |                               |   |          |  |  |  |   |
|----------------|---|--------------------------------------|-------------------------------|---|----------|--|--|--|---|
| Academic Deans | Ensure compliance of recruitment activities with the employment equity policy | <b>Complete to date;<br/>Ongoing</b> | Report on each hiring process | ✓ | Predates |  |  |  | ✓ |
|----------------|---|--------------------------------------|-------------------------------|---|----------|--|--|--|---|

| Objective 3e: Provide training in unconscious bias and best practices for equity, diversity, and inclusion (EDI) for everyone involved in CRC program. |   |                                      |                               | Data Source |          |        |      |      |
|--|---|--------------------------------------|-------------------------------|-------------|----------|--------|------|------|
| Responsibility   | MMO   | Progress                             | Tracking Process              | 2017        | 2020     | Enviro | Comp | Empl |
| 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.<br><br>Number of sessions offered; number of people trained; participants involved in each stage of recruitment, hiring, and nomination | <b>Complete to date;<br/>Ongoing</b> | Report on each hiring process | ✓           | Predates |        |      | ✓    |

| Objective 3f: Meet equity targets for full complement of Chairholders by November 2020. |   |  |                                  | Data Sources |          |        |      |      |
|---|---|--|----------------------------------|--------------|----------|--------|------|------|
| Responsibility  | MMO   | Progress   | Tracking                         | 2017         | 2020     | Enviro | Comp | Empl |
| Vice President, Research  | Availability-based targets set using <a href="#">the target-setting tool</a> and met. | <b>Targets met</b><br>Dec 2019<br><br>8 active Chairholders, including 1 successful nomination submitted in September 2019 (under embargo) | 2020 EDI progress report to CRCP | ✓            | Predates |        |      | ✓    |

|                          |   |  |                                     |   |          |  |  |   |
|--------------------------|---|--|-------------------------------------|---|----------|--|--|---|
| Vice President, Research | Census-based targets from the <a href="#">2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement</a> set and met. | <b>Targets to be met</b><br>Nov 2020<br><br>8 active Chairholders and 5 nominations under review | Annual EDI progress reports to CRCP | ✓ | Predates |  |  | ✓ |
|--------------------------|---|--|-------------------------------------|---|----------|--|--|---|

| Objective 3g: Change CRC recruitment practices to invite internal candidates to apply. |                |                 |                               | Data Source |          |        |      |      |
|--|----------------|-----------------|-------------------------------|-------------|----------|--------|------|------|
| Responsibility   | MMO            | Progress        | Tracking Process              | 2017        | 2020     | Enviro | Comp | Empl |
| Office of the VPR, Human Resources   | Policy changed | <b>Complete</b> | Report on each hiring process | ✓           | Predates |        |      | ✓    |

## Appendix D – Goal 4 Detailed Objectives

### Goal 4: Create a supportive and inclusive workplace for Chairholders

Data Sources legend:

2017: 2017 consultations

2020: 2020 consultations

Enviro: Environmental Scan

Comp: Comparative Review

Empl: Employment Systems Review

| Objective 4a: Develop training that address anti-diversity hiring (in terms of all of the FDGs), each accounting for intersectionality as well |  |                         |                  | Data Sources |      |        |      |      |
|--|--|-------------------------|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE  | The development and offering of the training; the number of people who complete the training | To launch in Sept. 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |

| Objective 4b: Initiate a campus conversation and create an evidence-based institutional statement on the benefits of diversity among researchers. |   |                         |                  | Data Sources |      |        |      |      |
|---|---|-------------------------|------------------|--------------|------|--------|------|------|
| Responsibility  | MMO   | Progress                | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE   | Open presentations on diversity in research; crafting and posting an institutional statement. | To launched in May 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |

| Objective 4c: Inaugurate an annual VPR speakers series on diversity and research |  |  |                  | Data Sources |      |        |      |      |
|--|--|--|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                               | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Office of the VPR  | Craft a series based on feedback from Chairholders in their group meeting with the VPR; Holding the event, increase the number of attendees. | First speaker to present Oct. 31, 2021 | In progress      | ✓            | ✓    | ✓      |      |      |

| Objective 4d: Develop a survey of faculty members who are members of the FDGs that asks about experiences of barriers to success, including perceptions of tokenism. |  |  |                  | Data Sources |      |        |      |      |
|--|--|--|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                               | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Office of the VPR and Director, HRE  | Complete focus groups; number of responses; depth and detail of responses. | To be completed in early January, 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |

|               |   |                                      |             |   |   |   |  |  |   |
|---------------|---|--------------------------------------|-------------|---|---|---|--|--|---|
| Director, HRE | Develop communications and training based on barriers survey results. | To be completed in late January 2021 | In progress | ✓ | ✓ | ✓ |  |  | ✓ |
|---------------|---|--------------------------------------|-------------|---|---|---|--|--|---|

|  |                                       |                      |                                  |              |      |        |      |      |
|--|---------------------------------------|----------------------|----------------------------------|--------------|------|--------|------|------|
| Objective 4e: Develop a new faculty orientation that includes a discussion of Brock's EDI priorities |                                       |                      |                                  | Data Sources |      |        |      |      |
| <b>Responsibility</b>  | <b>MMO</b>                            | <b>Progress</b>      | <b>Tracking Process</b>          | 2017         | 2020 | Enviro | Comp | Empl |
| Office of the VPR and Director, HRE  | Attendance at the orientation session | To launch July, 2021 | 2021 EDI progress report to CRCP | ✓            | ✓    | ✓      |      | ✓    |

|   |  |   |                                       |              |          |        |      |      |
|---|--|---|---------------------------------------|--------------|----------|--------|------|------|
| Objective 4f: Establish a President's Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED) and publicly communicate the efforts and impacts of the Committee. |  |   |                                       | Data Sources |          |        |      |      |
| <b>Responsibility</b>   | <b>MMO</b>   | <b>Progress</b>   | <b>Tracking Process</b>               | 2017         | 2020     | Enviro | Comp | Empl |
| University President or designate   | Committee established and <a href="#">terms of reference defined</a> .                                     | <b>Complete</b><br>July 2018  | <b>Complete</b>                       | ✓            | Predates | ✓      |      |      |
| University President or designate   | Committee populated.   | <b>Complete</b><br>Oct 2018<br><br><b>Ongoing</b><br>as members terms end           | <b>Complete</b><br><br>Annual reports | ✓            | Predates | ✓      |      |      |
| PACHRED Coordinator   | Communicate Committee activities through a <a href="#">website</a> and Brock News <a href="#">articles</a> | <b>Website established</b><br>Oct 2018<br><br><b>Articles published</b><br>annually | Annual reports                        | ✓            | Predates | ✓      |      |      |



| Objective 4g: Provide ongoing training in EDI and cultural topics for faculty, staff, and students. |  |                                   |                  | Data Sources |      |        |      |      |
|---|--|-----------------------------------|------------------|--------------|------|--------|------|------|
| Responsibility  | MMO  | Progress                          | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| 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.<br><br>Number of new resources developed and delivered. | Ongoing                           | Annual reports   | ✓            | ✓    | ✓      |      |      |
| Director, Human Rights and Equity   | Develop and deliver mandatory two-hour training regarding harassment, discrimination, sexual assault, and accessibility policies.<br><br>Number of attendees.  | New Initiative launched Sept 2020 | Annual reports   | ✓            | ✓    | ✓      |      |      |

| Objective 4h: 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. |   |          |                                      | Data Sources |          |        |      |      |
|---|---|----------|--------------------------------------|--------------|----------|--------|------|------|
| Responsibility  | Metrics   | Progress | Tracking Process                     | 2017         | 2020     | Enviro | Comp | Empl |
| Vice-President, Research  | 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.<br><br>Number of attendees? | Ongoing  | Changes made based on consultations. | ✓            | Predates | ✓      |      | ✓    |

| Objective 4i: Develop a process for confidential one-on-one consultations with individual Chairholders. |  |                              |   | Data Sources |      |        |      |      |
|---|--|------------------------------|---|--------------|------|--------|------|------|
| Responsibility  | MMO  | Progress                     | Tracking Process                              | 2017         | 2020 | Enviro | Comp | Empl |
| Director, Human Rights and Equity   | Conduct confidential annual one-on one meetings with each Chairholder and provide recommendations. | New process to start in 2021 | Annual reports to the CRC Selection Committee | ✓            | ✓    | ✓      |      |      |

## Appendix E – Goal 5 Detailed Objectives

Goal 5: Support the research aspirations of and engagement with racialized scholars, with a focus on supporting Indigenous and Black scholars.

Data Sources legend:

2017: 2017 consultations

2020: 2020 consultations

Enviro: Environmental Scan

Comp: Comparative Review

Empl: Employment Systems Review

| Objective 5a: Create confidential opportunities for CRCs and other Brock faculty from the FDGs to come together and speak about their experiences, including spaces for racialized scholars and people who occupy multiple FDG categories. Invite this group to provide feedback to the VPR and Director, Human Rights and Equity about any topics that are not already being addressed |   |                         |                  | Data Sources |      |        |      |      |
|---|---|-------------------------|------------------|--------------|------|--------|------|------|
| Responsibility  | MMO   | Progress                | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE   | The creation of the confidential opportunities, the number of participants (proportional to overall population) | To launch in Sept. 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |

| Objective 5b. Develop pathways to scholarly opportunity and mentorship, supporting community and connections between Black, Indigenous, and racialized research students and faculty scholars, including Chairholders |  |   |                  | Data Source |      |        |      |      |
|---|--|---|------------------|-------------|------|--------|------|------|
| Responsibility  | MMO  | Progress to Date  | Tracking Process | 2017        | 2020 | Enviro | Comp | Empl |
| Dean of Graduate Studies  | Launch the new Horizon Graduate Scholarship, currently open for its inaugural cohort, aimed at “Any research-based student who self-identifies as Black, Indigenous and People of Colour (BIPOC)...” | <b>Complete</b><br>(First application deadline was November 13) | Complete         | ✓           | ✓    | ✓      |      |      |
| Director, Research Services and Dean of Graduate Studies  | Build resources for Chairholders to expand and mentor HQP within their research team   | To be completed April, 2022                                     |                  |             | ✓    | ✓      |      |      |

| Objective 5c: Develop 1 workshop each (2 total) on anti-Black and anti-Indigenous racism, focusing both on how these discriminations are connected and how they are disparate; develop 1 workshop each (2 total) on an intersectional lens in the experiences of Black and Indigenous people |  |                         |                  | Data Sources |      |        |      |      |
|--|--|-------------------------|------------------|--------------|------|--------|------|------|
| Responsibility   | MMO  | Progress                | Tracking Process | 2017         | 2020 | Enviro | Comp | Empl |
| Director, HRE  | Ensure focus both on how these discriminations are connected and how they are disparate; develop 1 workshop each (2 total) on an intersectional lens in the experiences of Black and Indigenous people | To launch in Sept. 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |
| Director, HRE  | The development and offering of the training; the number of people who complete the training   | To launch in Sept. 2021 | In progress      | ✓            | ✓    | ✓      |      | ✓    |

| Objective 5d. Appoint an Indigenous Chairholder. |  |                                      |                                     | Data Source |          |        |      |      |
|--|--|--------------------------------------|-------------------------------------|-------------|----------|--------|------|------|
| Responsibility                                   | MMO  | Progress to Date                     | Tracking Process                    | 2017        | 2020     | Enviro | Comp | Empl |
| Provost and Vice-President, Academic             | Appoint a Tier 2 CRC in Indigenous Art Practice. | In Progress<br>submitted in Nov 2020 | When nomination is accepted by CRCP | ✓           | Predates | ✓      |      |      |

| Objective 5e. Appoint a Vice-Provost Indigenous Engagement. |   |                       |                  | Data Sources |          |        |      |      |
|---|---|-----------------------|------------------|--------------|----------|--------|------|------|
| Responsibility  | MMO   | Progress to Date      | Tracking Process | 2017         | 2020     | Enviro | Comp | Empl |
| President   | Appoint a Vice-Provost Indigenous Engagement. | Complete<br>July 2019 | Complete         | ✓            | Predates | ✓      |      |      |

| Objective 5f. Develop policy and program supports for Indigenous Chairholder and other Indigenous scholars. |   |                                   |                                  | Data Sources |          |        |      |      |
|---|---|-----------------------------------|----------------------------------|--------------|----------|--------|------|------|
| Responsibility  | MMO   | Progress to Date                  | Tracking Process                 | 2017         | 2020     | Enviro | Comp | Empl |
| Vice-President, Research  | Allocate annual funding to support Indigenous scholars.   | <b>Complete and ongoing</b>       | Annual reports                   | ✓            | Predates | ✓      |      |      |
| Vice-Provost, Indigenous Engagement   | Develop terms of reference and launch new annual funding program for Indigenous scholars.       | <b>In progress</b><br>winter 2021 | Program launch<br>Annual reports | ✓            | Predates | ✓      |      |      |
| Vice-Provost, Indigenous Engagement   | Develop and publicize a list of available programs and services to support Indigenous scholars. | <b>In progress</b><br>winter 2021 | Annual report                    | ✓            | Predates | ✓      |      |      |
| Human Rights and Equity Office  | Develop and deliver new policies and programs that support Indigenous scholars.                 | <b>In progress</b><br>winter 2021 | Annual reports                   | ✓            | Predates | ✓      |      |      |

| Objective 5g. Develop methods of recognizing alternative credentializing for Indigenous scholars. |  |                                   |                             | Data Sources |          |        |      |      |
|---|--|-----------------------------------|-----------------------------|--------------|----------|--------|------|------|
| Responsibility  | MMO  | Progress to Date                  | Tracking Process            | 2017         | 2020     | Enviro | Comp | Empl |
| 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 four designated groups, develop a plan of action, and submit to Senate. | <b>In progress</b><br>winter 2021 | Changes to Faculty Handbook | ✓            | Predates | ✓      |      |      |

## Appendix F – Sample email for consultations

Dear [insert name]

I have been charged with the task of seeking your input regarding the current Equity Diversity and Inclusion Action Plan (EDI) at Brock: <https://brocku.ca/research-at-brock/research-chairs/crc-equity/#action-plan>

I would like to elicit any comments you may have regarding the current plan such as perceived points of excellence, deficiencies, and areas for improvement. I would like to focus on the questions noted below.

In regards to the current EDI document and from your perspective as a past CRC:  
Do you think this document adequately addresses equity, human rights, and inclusiveness at Brock?

Are there any glaring EDI errors or gaps that you can identify in the current document?  
Does it clearly and completely address the EDI values that Brock espouses?  
How does the document impact you? Your work? Your colleagues?

If we have time I would also like your comments on the implementation of the EDI via faculty plans:

- Does your faculty have a plan that addresses Brock's Strategic Plan and EDI principles?
- Did you have input into the development of this plan?
- Who takes responsibility for assessing the efficacy of the plan?
- How has it been promoted to you?

I would like to schedule 30 minutes of your time to address these questions. Can you provide me with 2-3 times and dates that are good for you and I will arrange a phone call.

Regards and thank-you,

## Appendix G – Self-Identification Form



**BROCK UNIVERSITY**

### **SELF-IDENTIFICATION FORM**

Candidate Name:

Date of Application (dd/mm/yy):

Brock University is actively committed to diversity and the principles of Employment Equity and invites applications from all qualified candidates. Women, Aboriginal peoples, members of visible minorities, people with disabilities and lesbian, gay, bisexual, transgender, and queer (LGBTQ) are especially encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application. All candidates are asked to complete and include the Self-Identification form **with** their application.

PLEASE INDICATE BY CLICKING IN THE APPLICABLE BOX, ANY OF THE FOLLOWING DESIGNATED GROUP(S) THAT YOU WISH TO BE SELF-IDENTIFIED WITH.

- I choose **not** to self-identify
- WOMEN
- ABORIGINAL PEOPLES - Aboriginal peoples are those who identify themselves as Indian (Status or Non-Status), Inuit, or Metis.
- MEMBERS of VISIBLE MINORITIES - Members of visible minority groups are people, other than aboriginal people, who are, because of their race or colour, in a visible minority in Canada and who identify themselves as non-Caucasian in race or non-white in colour. Please note this is not based on nationality, citizenship, religion, or ethnicity. You may identify yourself with a visible minority group whether or not you are born in Canada or are a Canadian citizen. Groups such as Polish, Italian, Greek, etc., would not be considered visible minorities.
- PERSONS WITH DISABILITIES - For the purpose of this form, persons with disabilities are those individuals whose prospects of securing, receiving, training, and advancing in suitable employment may be substantially reduced as a result of a physical or mental impairment. This definition has been provided by the Employment Equity Branch of Employment and Immigration Canada.

If by the above definition, you have any physical, sensory, learning, emotional or developmental disability that you feel an employer might discriminate against because of its impairment and you wish to self-identify, please mark the appropriate bracket. Persons with temporary disabilities such as those caused by an injury or illness that will heal, will not be considered as "persons with disabilities" for the purpose of this form.

- LESBIAN, GAY, BISEXUAL, TRANSGENDER, AND QUEER (LGBTQ) PERSONS

Please submit this completed form with your CV, Statement of Interest, and contact information of three references.