



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

Submitted to the Canada Research Chairs Secretariat, September 2019

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Context

Excellence in research and research training demands engagement from scholars who represent the broad diversity across the Canadian population and in particular at academic institutions. Increased equity, diversity, and inclusion (EDI) within the Canada Research Chairs Program (CRCP) is an essential component of the federal government’s commitment to supporting excellent, innovative, and impactful research. Brock University has created this **Canada Research Chair Equity, Diversity, and Inclusion Action Plan** to demonstrate our shared commitment to achieving greater equity, diversity, and inclusion. This Action Plan is consistent with [CRCP requirements](#) and the [Brock University Institutional Strategic Plan 2018-2025](#).

Following the provisions of the [Employment Equity Act](#), a central consideration within the CRCP is the need to engage in proactive employment practices that are barrier-free, accommodate difference, address under-representation, and correct the conditions of disadvantage in employment experienced by members of particular demographic groups. The federally designated employment equity-seeking groups (FDGs) are women, persons with disabilities, Indigenous peoples, and members of visible minorities. Through the [Collective Agreement Between Brock University and the Brock University Faculty Association](#) (herein referenced as the *BUFA Collective Agreement*), Brock also recognizes lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons as a designated employment equity-seeking group.

Commitment Statement

Brock is committed to EDI-informed practices and policies, both with the research enterprise and broadly throughout the university. As part of this commitment, President and Vice-Chancellor Dr. Gervan Fearon has signed the Dimensions Charter.

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

Targets for Designated Employment Equity-Seeking Groups

Under the CRCP, Brock University collects data (using best practices) about applicants to CRC job postings and about active Chairholders. Designated group occupancy has been determined through self-identification forms that include options for Brocks's five designated groups, and the option "I choose *not* to self-identify."

The tables below reflect the current situation at the time of this report (September 2019) and the targets as determined for a full complement of CRCs to be nominated by October 2020. Targets for the FDGs were established using the required [CRCP target-setting methodology](#).

Table 1: Existing CRC Occupancy and Equity Gaps as of September 2019

As of September 2019, there are 7 active CRCs at Brock University. Self-identification data show an equity gap with respect to members of visible minorities. The gap will be addressed through a nomination to be submitted in October 2019. There will be no equity gaps as of this upcoming nomination.

Designated Group	CRCP Target (%)	Target (#)	Occupancy (#)	Equity Gap (# of Chairs)
Women	30% ¹	2	withheld ⁴	no gap
Indigenous Peoples	1% ²	0	withheld	withheld
Persons with Disabilities	4% ²	0	withheld	withheld
Members of Visible Minorities	15% ²	1	withheld	withheld
LGBTQ Persons	None set ³	0	withheld	withheld

¹ The target for women is calculated 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 The targets for persons with disabilities, Indigenous people, and members of visible minorities are set percentages that are unaffected by the number of CRC holders.

³ The CRCP has not established a target for LGBTQ persons, but Brock has committed to monitoring and reporting on all five designated equity-seeking groups.

⁴ Values below 5 are withheld to protect confidentiality

Table 2: Equity Targets for Full Complement of CRCs by December 2020 Nomination Deadline

Brock has been allocated a total of 13 CRC positions, which includes two new positions announced in Fall 2018. The allotment of 13 CRCs involves 7 continuing CRC holders plus 6 new CRC nominations to be submitted between October 2019 - December 2020. Recruitment processes are currently under way for these six positions. Brock is committed to ensuring full CRC occupancy with no equity gaps by the December 2020 nomination deadline. Our targeted hiring approach will ensure that gaps will not arise.

Designated Group	CRCP Target (%)	CRCP Target (#)
Women	31%	4
Indigenous Peoples	1%	1
Persons with Disabilities	4%	1
Members of Visible Minorities	15%	2
LGBTQ Persons	None set	0

The low CRCP targets for CRC occupancy by Indigenous peoples and persons with disabilities and the absence of targets for LGBTQ persons do not constitute reasons to be lax in our efforts to recruit candidates from all designated employment equity-seeking groups. To that end, a Tier 2 CRC in Indigenous Art Practice is currently being recruited to be filled by a qualified candidate who self-identifies as Indigenous/Aboriginal, and who also has lived experience of Indigenous world views, cultures and values.

In addition to this Tier 2 CRC position, the University also intends to hire one Tier 1 CRC Professor position and three other Tier 2 CRC positions at the rank of Assistant or Associate Professor. The Tier 2 CRC positions will be filled by qualified candidates who self-identify as members of a visible minority, as Indigenous/Aboriginal peoples, or as persons with a disability. A minimum of one CRC position will be filled by a member of a visible minority and at least one will be filled by a person with a disability. Proactive measures are being established to promote retention of candidates and chairs from designated groups, and will be tailored for each competition. For example, a search firm with Indigenous expertise has been hired to support the recruitment of an Indigenous Art Practice CRC, and this firm will collaborate with the hiring committee to create an appropriate onboarding process.

Equity, Diversity, and Inclusion Objectives

Brock University’s equity, diversity, and inclusion (EDI) objectives go beyond the CRCP and speak to overall institutional goals. On November 29, 2018, the new [Brock University Institutional Strategic Plan 2018-2025](#) was approved and subsequently released to the public on December 14, 2018.

As an *integrated* strategic plan, implementation requires action across all units within the University, primarily through the development of unit plans that will be formally adopted through appropriate governance processes. A Strategic Research Plan was completed and publicized in August 2019, and unit plans are under development for the following:

- Faculty plans
- Teaching, learning, and student success plan
- Graduate studies plan
- Library plan
- Enrolment management plan
- Budget plan
- Internationalization plan
- Marketing and promotions plan
- Fundraising and advancement plan
- University information technology plan

- Infrastructure plan
- Human resources plan
- University-community engagement plan

Each unit plan includes priorities, goals, actions, objectives, and metrics or milestones along with assigned responsibilities to ensure goals are met. Background documents have been developed to ensure the elements of the institutional strategic plan address items identified in the environmental scan, serve all members of the Brock community, and align with the fiscal framework. Progress will be tracked annually, and a midterm report will be prepared in 2022.

Equity, Diversity, and Inclusion Objectives are embedded throughout the Institutional Strategic Plan. There is an ongoing project of harmonizing the EDI Action Plan with the unit-level plans from Human Resources and Human Rights and Equity. What follows are objectives most germane to the CRCP. Where indicated, actions and indicators may undergo changes in 2019 -2020 to be aligned with the institutional metrics and milestone and the various unit plans, which have not yet been finalized.

Objective 1: Foreground Equity, Diversity, and Inclusion (EDI) in the Institutional Strategic Plan

Contextual Information

Brock's Institutional Strategic Plan was released on December 14, 2018. Associated unit plans are still in development. The Institutional Strategic Plan includes a commitment to implement recommendations from the final report from the [Human Rights Task Force](#), which was released in May 2017.

Corresponding Actions

1. Embed equity, diversity, and inclusion considerations in strategic planning documents as recommended by the Human Rights Task Force (recommendation 6.1.4).
2. Ensure active participation of institutional leads for equity, diversity, and inclusion as we operationalize the Institutional Strategic Plan

Indicators

1. Values, priorities, goals, action items, and metrics related to equity, diversity, and inclusion in the Institutional Strategic Plan
2. Values, priorities, goals, action items, and metrics related to equity, diversity, and inclusion across unit plans associated with the Institutional Strategic Plan
3. Clear evidence of the participation of institutional leads for equity, diversity, and inclusion in operationalizing the Strategic Plan as members of the Strategic Planning Implementation and Coordination Team.

Progress

1. The development of the Institutional Strategic Plan involved extensive community consultation, including the engagement of Indigenous partners
2. Two of the eight guiding values that shape the Institutional Strategic Plan relate directly to equity, diversity, and inclusion:
 - 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.
3. One of the four strategic priorities is to foster a culture of inclusivity, accessibility, reconciliation, and decolonization. There are associated action items, particularly those with respect to the goal of promoting effective human resource practices and philosophies that improve inclusivity, accessibility, reconciliation, and decolonization. Associated metrics are under development.
4. Review of unit plans by the Strategic Planning Implementation and Coordination Team
5. A Strategic Research Plan (2019-2025) has been completed, and the priorities of equity, diversity, inclusivity, reconciliation and decolonization are clearly articulated.
6. Membership for the Strategic Planning Implementation and Coordination Team includes the Director, Human Rights and Equity and the Vice-Provost, Indigenous Engagement. This team is charged with coordinating the implementation of the Institutional Strategic Plan, including providing feedback on the various unit plans.
7. Brock's first Vice-Provost, Indigenous Engagement, Amos Keys, began in July 2019.
8. The Two Row Council is working with the engagement of all Senate committees to implement recommendations from the Indigenous Education Advisory Committee Report to advance reconciliation and decolonization

Next Steps

1. Identification of milestone associated with all goals and action items in the Institutional Strategic Plan and the associated unit plans.
2. Preparation of the first annual progress report for the Institutional Strategic Plan (to be released to Senate and the Board of Trustees).
3. Continue to track and report annually on progress as the Institutional Strategic Plan is implemented over the next seven years (until 2025) with a mid-term report in 2022.

Objective 2: Provide Training in Unconscious Bias and Best Practices for Equity, Diversity, and Inclusion (EDI)

Contextual Information

Initial recruitment stages had already begun for three CRC positions in September 2018 when new requirements were released from the CRCP Secretariat. Notification in midstream required quick action and flexibility to ensure training was in place prior to selection and recruitment. As a result, some individuals were permitted to participate after completing the CRC's online training module rather than Brock's training program. Brock's training program will be required for all individuals participating in future CRC selection or recruitment processes.

Corresponding Actions

1. Develop training materials related to unconscious bias and best practices for EDI
2. Offer training and support for search committees and the broader Brock University community on the principles of equity, diversity, inclusion, and cultural competency

Indicators

1. Numbers of training sessions offered
2. Number of units offered training
3. Number of people trained

Progress

1. All members of the Faculty Committees received training before participating in ranking of proposals within each Faculty for new CRC positions.
2. All members of the CRC Selection Committee received training before selecting the six CRC positions under recruitment in 2019-2020.
3. All members of the hiring committees for the CRC positions that have been advertised received training before reviewing any applications.
4. All department members received training before participating in discussions and voting on a shortlist of candidates to be considered for nomination to CRC.
5. Time constraints prevented some members of Faculty Committees and some department members from participating in Brock's institutional training. These individuals were permitted to participate in decision processes after affirming that they had completed CRC's online [unconscious bias training module](#). In the future, everyone will be required to participate in Brock's training program before contributing to the selection or recruitment of CRCs.
6. All CRC hiring committees include an equity, diversity, and inclusion champion.

Next Steps

1. Ensure no one participates in any stage of the CRC selection or recruitment process without first completing Brock's training.
2. Extend training to all academic units and other groups (e.g., Research Ethics Boards, award committees, tenure and promotion committees).

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

Contextual Information

Recruitment is currently underway for six new CRCs to be nominated by December 2020. This high recruitment period provides an unprecedented opportunity to enhance diversity within Brock's CRC cohort. Recruitment will lead to six new CRC nominees to join seven continuing CRC holders.

Corresponding Actions

1. The Director, Human Rights and Equity takes an active role in CRC recruitment by reviewing all CRC job postings with respect to best practices for equity, diversity, and inclusion and serving as a resource at all stages of selection and recruitment.
2. Each hiring committee adopts proactive steps to prioritize equity, diversity, and inclusion.
3. Update the Employment Equity Policy and develop additional processes to attract a more diverse workforce, including advertising relevant jobs in more geographically and demographically diverse venues.
4. Establish institutional goals for the recruitment, promotion, and advancement of women, Indigenous peoples, persons with disabilities, members of visible minorities,

and individuals who identify as lesbian, gay, bisexual, transgender, or queer (LGBTQ) in all employee categories at Brock.

Indicators

1. Inclusion of a commitment statement in all CRC job postings
2. CRC job postings distributed through multiple channels, especially those intended to target employment equity-seeking groups
3. Encouragement provided for all applicants and CRC holders to self-identify
4. Census showing targets and current numbers for CRC holders from the five designated employment equity-seeking groups
5. Inclusion of an equity, diversity, and inclusion champion on each CRC hiring committee
6. New Employment Equity Policy reflecting best practices

Progress

1. A revised job posting template is available.
2. All job postings are sent to the Director, Human Rights and Equity prior to posting.
3. Equity targets are being monitored carefully as recruitment proceeds for 6 new CRC nominees.
4. A nomination to be submitted in October 2019 will fulfill Brock's target for a visible minority.
5. Recruitment has begun for a scholar to be nominated as Canada Research Chair in Indigenous Art Practice.

Next Steps

1. Nominate candidates for CRC positions that will meet or exceed the targets for CRCs who are members of the five designated equity-seeking groups (that is, women, Indigenous peoples, persons with disabilities, visible minorities, and LGBTQ persons).
2. Continue to monitor equity targets as CRC holders approach the end of their terms and as new CRCs are recruited.
3. Identify goals for the recruitment, promotion, and advancement of women, Indigenous peoples, persons with disabilities, visible minorities, and LGBTQ persons. To meet the goals of the University, enhanced recruitment efforts will be developed to attract diverse applicants, with a commitment to doing so for all employee categories at the University.

Objective 4: Secure Current Data to Enhance Understandings About the Needs of Designated Employment Equity-Seeking Groups

Contextual Information

The Institutional Strategic Plan has been finalized and includes a commitment from the highest levels to proceed with the workplace climate survey and equity census. Metrics and timelines will be captured in the Human Resources unit plan, which can proceed now that the Institutional Strategic Plan has been finalized.

Corresponding Actions

1. Establish a President's Advisory Committee on Human Rights, Equity, and Decolonization.
2. Communicate the efforts and impacts of the President's Advisory Committee on Human Rights, Equity, and Decolonization across the campus on a regular basis.

3. Implement a workplace climate survey and equity census as recommended in the final report from the Brock University Human Rights Task Force.
4. Analyze data from the census and consult on findings.

Indicators

1. Current data on the diversity and inclusivity of the Brock community.
2. Current data on the needs of equity-seeking groups at Brock.

Progress

1. The President's Advisory Committee on Human Rights, Equity, and Decolonization has been established.
2. Plans are underway for the workplace climate survey and equity census.

Next Steps

1. Develop and implement the workplace climate survey and equity census.
2. Analyze data from the census and consult on findings.
3. Repeat the census on a regular basis (at least every 5 years) to ensure equity data remain current and to reinforce Brock University's commitment to equity, diversity, and inclusion.

Objective 5: Create a Supportive and Inclusive Workplace for Chairholders

Contextual Information

The identified action items are drawn from the Institutional Strategic Plan. The associated Human Rights unit plan is in development. The Human Rights unit plan will provide greater specificity, timelines, and metrics associated with this objective and the action items. In addition, recruitment is underway for an Indigenous Canada Research Chair.

Corresponding Actions

1. Broaden the scope of training programs for new and continuing Chairs and Directors.
2. Foster internationalization across the entire campus so that students and scholars from all parts of the world feel welcomed and supported in achieving their academic and scholarly goals.
3. Recruit and retain a diverse group of outstanding academic and non-academic staff by providing rewarding and fulfilling careers.
4. Develop ongoing training and expand programs for professional development.
5. Continue to provide competitive offers of employment, compensation, and benefits to ensure a quality work life.
6. 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.

Indicators

1. Number of training sessions and programs offered and to whom
2. Workplace climate measures from the workplace climate survey and equity census
3. Range and quality of events, either on campus or in affiliation with Brock University, which celebrate diverse cultures and their histories, and which foster belonging.

Progress

1. A meeting was held with past and present chairholders, the Vice-President, Research, and the President, to discuss broad ranging issues and experiences of chairholders at Brock.
2. A search firm with Indigenous expertise has been hired to identify potential candidates for a CRC in Indigenous Arts Practice and to provide on-boarding support for the selected candidate throughout the first year of the appointment.
3. The Human Rights and Equity office offers standard and customized training in anti-racism and intercultural communication.

Next Steps

1. Develop milestones and timelines for this objective through the Human Resources strategic plan.
2. Implement the Human Resources strategic plan.

Objective 6: Accelerate the Research Programs of Indigenous Scholars

Contextual Information

The Vice-Provost, Indigenous Engagement began July 2019, and will be working on the next steps related to this Objective within the first year of his term.

Corresponding Actions

1. Create a fund and associated support for Indigenous scholars.
2. Develop terms of reference for this new fund, allocate the funding, and identify an appropriate suite of indicators for this objective.

Indicators

1. Value of funds dedicated to Indigenous scholars
2. Subsequent performance competitiveness of Indigenous scholars who access the internal funds and support

Progress

1. Dedicated funding for Indigenous research projects has been earmarked in the Vice-President, Research budget for 2019-2020.

Next Steps

1. The newly appointed Vice Provost, Indigenous Engagement and the Vice President, Research will meet to discuss this new fund, and other resources needed to support Indigenous scholarship.

Brock University as a Workplace

Brock University has demonstrated a long-standing commitment to being a preferred workplace with stated commitments to equity, diversity, and inclusion. These commitments were evident in the previous strategic plan and have become even more central in the newly released Institutional Strategic Plan. The following employment systems review, environmental scan, and comparative review provide context for understanding the broader institutional employment context and the specific supports for CRC holders.

Employment Systems Review

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 2-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.

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 employment equity-seeking groups. In the 2017-2020 *BUFA Collective Agreement*, LGBTQ persons were formally recognized as an employment 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.

As part of the Human Resources unit plan, the University will be 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 CRCs.

The new Employment Equity Policy will also include short- and long-term goals that will be monitored and reported on regularly. Goals will be identified for the recruitment, promotion, and advancement of women, Indigenous peoples, persons with disabilities, visible minorities, and LGBTQ persons. To meet the goals of the University, enhanced recruitment efforts will be developed to attract diverse applicants, with a commitment to doing so for all employee categories at the University.

Geographic Issues

Despite its relative proximity to Toronto, Brock has encountered some challenges in attracting diverse talent from large urban centres. With that said, there is little evidence that such issues have been experienced in faculty hiring. Faculty tend to be more mobile in

employment prospects than the general workforce and tend to move to where they feel they will be supported in their research and scholarly work. As such, any geographic issues can be overcome through be offering supports and resources to offset perceived disadvantages of working away from a large urban centre. To that end, Brock offers 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.

Existing activities that support equity efforts include the following:

- Promoting and encouraging the use of the self-identification form during the employment application process;
- Promoting and encouraging the use of human rights and equity policies and Office resources; and
- Conducting exit interviews to explore the extent to which equity and diversity affect retention efforts.

Environmental Scan

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

Hamilton-Niagara Top 15 Employers Recognition

An important measure of Brock as a preferred workplace can be drawn from the institution's standings in the Canada's Top 100 Employers competition through the *Globe and Mail*. Brock has been selected for two years in a row (2017 and 2018) as one of the top 15 employers in the Hamilton-Niagara Region.

Canada's Top 100 Employers is a national annual competition that seeks to identify high quality employers across the country. Annually, organizations may apply to be considered and must submit significant documentation about the organization's practices and policies.

Overall, the application and the evaluation criteria are centred on the following information:

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

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

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

Employee Engagement Pulse Surveys

In May 2017, Brock University began a program to regularly assess employee engagement through pulse survey methodology. These surveys are a new activity at Brock, so questions and protocols will continue to evolve. Self-disclosure with a designated employment equity-seeking group is an option in this survey; however, during its first two rounds of implementation, too few people elected to self-identify, resulting in sample sizes that are too low to report. Furthermore, with only 8 CRCs, for confidentiality reasons, CRCs cannot be disaggregated from general employee data presented in this section.

Data were obtained twice in 2017, with half of employees surveyed in May 2017 and the other half surveyed in October 2017. Of the 1,500 employees invited to participate, over 900 completed the survey, resulting in a 60% response rate. The next round of data collection is scheduled for fall 2019; findings should be available mid-2020.

The employee engagement pulse surveys include questions related to core aspects of employee engagement, including the following:

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

The results of the survey data collected so far show very positive results, with an average of 82% of staff reporting a positive experience at work. In addition, over 87% of respondents agreed that they were proud to work at Brock University. Overall the results (see Table A below) demonstrate that the University already has a positive organizational culture that supports the retention of key staff, but there is still room for improvement. The pattern of employee engagement results specific to members of the Brock University Faculty Association (BUFA, which is the employment group for all CRC holders as well as other faculty and librarians) closely resemble the overall employee engagement results.

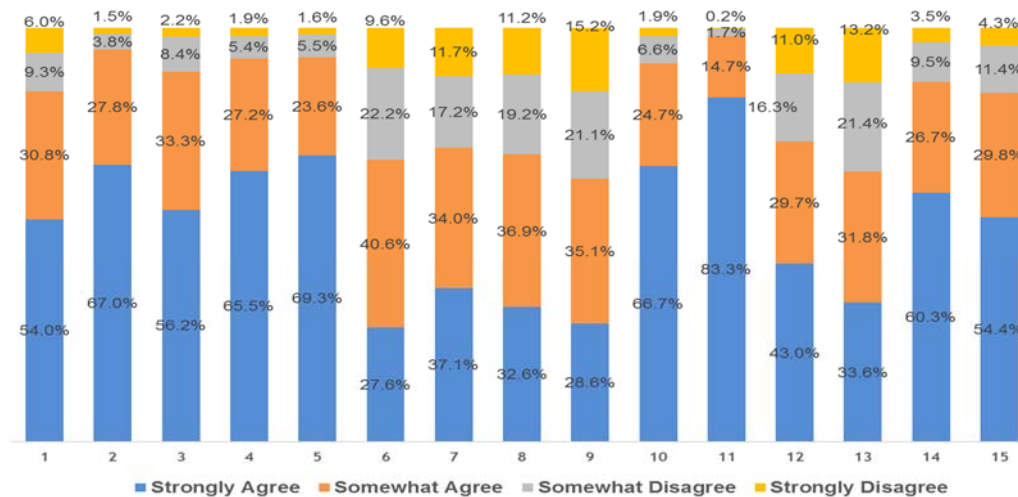
The survey data will be used to develop work plans and initiatives to enhance employee engagement in the future. Information specific to BUFA engagement will be used to develop specific work plans and initiatives for this group, which includes CRC holders. Details will be documented in the Human Resources unit plan.

Employee Engagement Pulse Survey Questions

1. My supervisor takes an interest in, and actively supports my work.
2. I generally like and get along with the people I regularly work with.
3. My coworkers and I find it easy to cooperate in order to get our work done.
4. The team I am a part of is committed to high quality work.
5. I know what is expected of me in my job.
6. I have the resources I need to do my job effectively.
7. Good work is acknowledged and/or recognized by my supervisor.
8. Over the past year, I have had formal opportunities to learn and grow.

9. My supervisor provides me with regular feedback to help me improve my performance.
10. I understand how my work supports the overall success of Brock University.
11. I regularly apply a variety of skills and knowledge in order to complete my work.
12. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our work.
13. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our environment.
14. I am proud to tell people I work at Brock University.
15. I would recommend Brock University to my friends and family.

Employee Engagement Survey Results (May & October 2017 - Combined)



Comparative Review of the CRCP

As is evident from this contextual information, Brock is generally perceived in positive light. The small number of active CRC holders (currently at 8) makes it impossible to disaggregate data for CRC holders from other employee groups. The limited population makes it even more challenging to assess the relative supports for members of designated employment equity-seeking groups. The following analysis is an attempt to draw together data that can be made available regarding CRC holders.

Since the beginning of the CRCP at Brock University, there have been eight Tier 1 Chairs awarded (including the appointments of three Chairholders and their subsequent renewals) and 23 Tier 2 Chairs awarded (including 13 new appointments and subsequent renewals thus far for 10 of these individuals). CRCs have been awarded across Faculties as shown below:

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)

To determine if there are any potential patterns of different levels of support given to CRCs from the FDGs compared to those who are not from the FDGs, Brock would need to request self-disclosure forms from long-expired CRCs (including those who are no longer with the University). As there are currently only eight CRCs, to conduct a comparative review of support offered to them, would require reporting on data that fall below suppression thresholds of $n = 5$ per cell.

Since neither option is tenable, to be able to report on any potential patterns, an analysis was done for all previous and current CRCs at the level of the Faculty and Tier. The average contributions on the part of the University towards Tier 2 Chairholders is summarized in the table below. Tier 1 Chairholders are not included in this analysis because the small number of individuals and Faculties limits the ability to compare and generalize across disciplines.

“Salary and Benefits” refers to the portion of the faculty member’s salary and employment benefits that are not paid 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 contributions.

University's Average Contribution to Tier 2 CRCs

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

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

Overall, the lowest contributions to CRC salaries and the total contribution package are found in the Faculty of Humanities and the Faculty of Social Sciences; the highest salary package has generally been in the Faculty of Applied Health Sciences, while the highest total contribution package has been offered to CRCs in Mathematics and Science and in Education. The budgetary item linked to greatest variation after Year 1 (when start-up costs may be high, particularly in Mathematics and Sciences and in Applied Health Sciences) is graduate student compensation. Given the differences in research programs and external funding potential, it is difficult to judge the relative equity or inequity captured in this analysis. However, these differences will indeed be considered as the institution proceeds with the selection and nomination of six new CRCs by October 2020. Our newly instituted plan for twice yearly meetings with the CRC holders will provide a better mechanism for communicating needs and sharing support mechanisms across the University.

Recruitment and Nomination Process for CRCs

Commitment to Equity and Diversity

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

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

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

Targeted hiring practices have been approved for the five CRC positions which are currently in the recruitment stage. Targeted hiring will ensure that Brock University has no gaps in our complement of CRCs who are from designated equity-seeking groups. The Associate Vice President, Research monitors the CRC recruitment process and communicates with the departments on an ongoing basis to provide guidance to ensure that requirements are being met. As per Article 19.10 (n) of the collective agreement, the department may declare a failed search as appropriate.

Collection of Equity and Diversity Data

As indicated in Objective 4, Brock has committed to undertake a workplace climate survey and equity census, which will provide important information about our campus community and in particular from individuals who are members of the designated employment equity-seeking groups.

Strategy for Collecting and Protecting Self-Identification Data

Through the self-identification process, candidates for a CRC position are able to identify as members of one or more of the five designated employment equity-seeking groups recognized in the *BUFA Collective Agreement*. A copy of the self-identification form is readily accessible on the Brock University public facing website, found [here](#). The content of this form has now been embedded into the online application. These are mandatory questions that must be answered either by self-identifying or by specifying a preference to not self-identify. Responses to the self-identification questions remain confidential and are viewed only by those who are engaged in the hiring process. As per the *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 employee 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 CRCs. 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 advance its essential functions, namely the pursuit, creation, and dissemination of knowledge through teaching and research, if members of the following designated groups are well represented in the Bargaining Unit. These groups, as identified in Articles 19.09(e)(i) and 19.14(e)(i) of the *BUFA Collective Agreement*, are women, Aboriginal peoples, members of visible minorities, persons with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons.

As part of the hiring process, candidates must have the opportunity to self-identify as per Article 19.10(e)(i) and Article 19.15(e)(i) in the *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). By design, therefore, every candidate is automatically granted opportunity to self-identify. As per the *BUFA Collective Agreement*, the self-identification process is ingrained in the hiring process for all faculty and librarians at Brock University, including those who will be nominated for CRCs. Formalization of the need for each candidate to respond to the self-identification questions furthers the development of a campus-wide discourse that promotes equity, diversity, and inclusion. All staff positions also include comparable options for candidates to self-identify.

Self-Identification Form

As described, during the application process for a faculty position that will lead to a CRC nomination, Brock University has embedded the content of the self-identification form into the online application process. Each candidate is thereby presented with the opportunity and encouragement to self-identify according to the definitions presented on the [Self-Identification Form](#) agreed through collective bargaining. This Self-Identification Form was also used to gather information from current CRC holders.

Providing a Supportive and Inclusive Workplace

Brock University has identified fostering a culture of inclusivity, accessibility, reconciliation, and decolonization as a strategic priority. This commitment foregrounds EDI considerations as one of the four pillars that guide the institution toward achieving our strategic aims and objectives.

Brock strives to be a welcoming and supporting environment for the entire University community to proactively address the needs of employment equity-seeking groups. Human Resources has mandated Workplace Violence training for all new employees, regardless of their position, and the services of an Employee Assistance Plan are available to all employees.

As a postsecondary institution, there are many learning opportunities open to the entire community. As one example, Brock's Human Rights Task Force has 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

In recent years, 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 new, annual Yosif Al-Hasnawi Memorial Lecture Series is supported through funding from the Office of the President and is named after the first-year Medical Sciences student who was shot in Hamilton in December 2017 while trying to protect an older man from two aggressors. As a result of lack of timely, appropriate medical care, Mr. Al-Hasnawi succumbed to his injuries. The lecture series focuses on promoting racial justice in health care.

Retention of Employees from Designated Equity-Seeking Groups

Brock's high-level commitment to fostering a culture of inclusivity, accessibility, reconciliation, and decolonization is key to attracting and retaining employees from the designated employment equity-seeking groups. The commitment to develop and implement a workplace climate survey and equity census will provide critical data to understand the situation and what, if any, issues employees face at Brock (see Objective 4).

The Human Resources unit plan will identify goals and metrics that will be rolled into future versions of this EDI Action Plan. It is important to note, however, that Brock will continue to

face challenges in reporting on issues in ways that do not compromise the confidentiality of employees from designated employment equity-seeking groups due to the small numbers.

Grievance and Dispute Resolution

Contact for CRC Workplace Grievances

CRCs are faculty members at Brock University, therefore the Provost is ultimately responsible for ensuring the proper handling of equity and any resulting disputes and grievances. Any questions, concerns, or disputes related to equity and the CRCP will be managed by the Office of the Provost and Vice-President, Academic, as per the *BUFA Collective Agreement*. In October 2018, Dr. Greg Finn was appointed to this position on an interim basis:

Dr. Greg Finn
Interim Provost & Vice-President, Academic
Email: gfinn@brocku.ca
Phone: 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 University's Respectful Work and Learning Environment Policy (RWLEP) and the Sexual Assault and Harassment Policy (SAHP). Concerns and complaints regarding discrimination or harassment can be initiated through the intake form at the following link https://brocku.ca/webfm_send/8559.

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

Management of CRC Allocations

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.

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 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), or
 - c. To capitalize upon available infrastructure and Canadian Foundation for Innovation (CFI) support.

Renewal of Existing Chairs

Brock University is committed to the scholars that have been recruited to this institution as CRCs and continue to demonstrate productivity, including training 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, which is considered by their Dean and the Vice-President, Research.

After an appropriate start-up period of one to two years, Chairs who may be considered to be under-performing will be 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.

In the event that Brock must fill a position to meet an equity gap, the Selection Committee reserves the right to not nominate an existing CRC for renewal.

Advancement of Existing Chairs

At Brock, no existing Tier 2 CRCs have been nominated for Tier 1 CRCs, 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 *BUFA Collective Agreement* provisions.

Phase-Out of Existing Chairs

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."

Supporting CRCs

All faculty have the support of grant and commercialization specialists through the Office of Research Services, and subject specialists through the Library. Pedagogical support is available to all faculty and graduate students through the Centre for Pedagogical Innovation. In addition, all CRCs have reduced teaching loads in order to focus on research activities.

Chairs are expected to teach a maximum of 1 half-course per term. Such a course load allows time for research while also engaging directly with students who might be recruited as HQP to work with or be supervised by the Chair. Moreover, the University prioritizes incoming CRCs in decisions about the use of the Canada Foundation for Innovation funding envelope associated with the John Evans Leadership Fund in order to ensure access to meaningful research infrastructure support to support the Chairs.

Process for Identifying Scholarly Areas and Initiating Recruitment for CRCs

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

- 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.
- Faculty Deans receive applications for their respective Faculty and form a Faculty Committee to review and rank applications. Faculty Deans forward applications and the Faculty Committee's justification for the rankings to the Vice-President, Research.
- 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).
- The Selection Committee reviews and discusses the applications and selects which positions to fill (depending on the available allocation).
- The Provost advises the Deans of the Selection Committee's decisions.
- Deans whose Faculties were successful in the process work with the appropriate Departments (and Centres or Institutes, if applicable) to develop advertisements to recruit candidates for the selected CRC positions.
- All job postings to recruit candidates for CRC positions are reviewed by the Director, Human Rights and Equity prior to posting.
- Procedures for recruiting CRCs and for observing equity, diversity, and inclusion are described in the *BUFA Collective Agreement* and informed by the CRCP's [Equity, Diversity and Inclusion: A Best Practices Guide for Recruitment, Hiring and Retention](#).
- 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.
- Any proposed departures from elements of 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 in the Chairs program at Brock.

Process for Recruiting Candidates to Open CRC Positions

CRCs are recruited in accordance with the *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 is committed to employment equity and follows a five-step employment equity process for faculty and librarian recruitment. Brock University provides an overview of the [five steps](#) on its public-facing website to ensure clarity and process integrity. The five steps are as follows:

1. 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. A shortlist of candidates is submitted to the appropriate Dean/University Librarian. The shortlist submission includes the following:
 - 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. Within five (5) days of receiving the shortlist from the Department/Library/Centre, the Dean/University Librarian or their designate shall submit the completed documentation to the Joint Committee on Employment Equity (JCEE) (a University-wide committee), including 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. The JCEE reviews the materials submitted by the Dean/University Librarian designate 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. After the search committee has interviewed the short-listed candidates, the written recommendation for appointment shall be 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.

Considerations Related to Career Interruptions

The practice of identifying and considering career interruptions of CRC nominees follows that of the *BUFA Collective Agreement*. Namely, hiring parties must recognize that individuals from the designated groups may have had career interruptions. Article 19.10.i Appointment Procedures states, "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 will ensure 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. Such training will be 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 CRC holders. Maternity and parental leaves, medical leaves, family care obligations, and other such career interruptions may affect CRC holders. There is recognition that differing career patterns may be more common among members of designated employment equity-seeking groups and those who have experienced leaves from the workplace. These differences shall be taken into account in assessing the contributions and productivity of CRC holders.

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

With the launch of the most recent round of CRC recruitment, Brock University has implemented a process to ensure that all faculty and staff 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), so this comprehensive training module has been offered to all faculty and staff from departments that are recruiting for CRCs, not only to individuals who are on search committees.

The training consists of a presentation and interactive component facilitated by the Office of Human Rights & Equity and allows participants to examine their own potential biases.

Participation in training programs is documented and is scheduled so that all members of a department are able to participate.

Approval and Administration of the EDI Action Plan

Policies Related to Recruitment, Governance, and Employment of CRCs

Recruitment, governance, and all employment-related matters for CRCs must be in accordance with the *BUFA Collective Agreement*.

Governance and Approval Process for Brock's EDI Action Plan

Approval Authority

This EDI Action Plan has been approved by the Provost and Vice-President, Academic.

Administrative Lead

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

Process for Developing Brock's EDI Action Plan

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 CRC holder. The development included fulsome discussion on Brock's then-current processes and policies, as well as best practices in ensuring equity in the workplace. Upon completion of the initial draft, the EDI Action Plan was shared with key stakeholders for input, including the Senate Research and Scholarship Policy Committee; Brock University Faculty Association (BUFA); then-current Brock CRCs; and the Faculty Deans. The working group and the broader group of stakeholders consulted include some members of the designated groups. Following this consultation process, the 2017 EDI Action Plan was finalized by the Working Group, and submitted to the Provost and Vice-President, Academic, for approval. The December 2018 version of the EDI Action Plan is revised from the 2017 EDI Action Plan in response to feedback received from the CRCP Secretariat and consultation with the CRC Selection Committee, including the Director, Human Rights and Equity. Broad consultation on this living document will occur in 2019 with stakeholders from across the University.

Review of the EDI Action Plan

The content of this EDI Action Plan will be reviewed and updated either annually, or as needed to respond to the CRCP Secretariat. New versions of the Action Plan are reviewed by the Vice Provost, Indigenous Engagement; the Coordinator of accessibility services; the Director of Human Rights and Equity; current and past CRCs; and staff, researchers and

community members whose research focus or membership in an equity seeking group could offer valuable contributions to the development and implementation of this Action Plan.

The governance strategy associated with the EDI Action Plan will be reviewed by the Provost and Vice-President, Academic every three (3) years and amended as necessary to ensure it remains current and appropriate.