



EQUITY, DIVERSITY AND INCLUSION ACTION PLAN 2023 PROGRESS REPORT

 **MOHAWK**
COLLEGE



Dear Colleagues,

When we launched Mohawk College's first college-wide [Equity, Diversity and Inclusion \(EDI\) Action Plan](#) in May 2021, it was the result of a year-long process of research, consultation and collaboration between departments and people at all levels of the organization. Two years after the plan's release, we are making significant progress and can soon begin planning for the next phase.

This report highlights the progress we have made over the past two years. It reviews our performance under each of the five EDI commitments and, where appropriate, includes additional steps that, while not part of the initial plan, are important to the college's broader commitments to EDI.







Thank you to everyone who has helped to move this plan forward. As you will see in the following pages, the plan remains, and will always remain, a work in progress. The work will evolve and change as we move forward. Only through the collective efforts of every employee and the broader college community will we learn from past mistakes, build on our successes, and make this plan's vision a reality.

Regards,

A handwritten signature in black ink, appearing to be 'Ron J. McKerlie'. The signature is stylized and fluid, with a long horizontal line extending to the right.

Ron J. McKerlie
President & CEO, Mohawk College

Commitment

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Outcome key



Significant progress made



Progress made with some delays



COMMITMENT 1:
Attract and retain talent reflective of the community

Goal:

Increase the representation of Women, Indigenous Peoples, Black and Racialized Persons, Persons with Disabilities, and Persons who identify as 2SLGBTQIA+ at all levels of the organization.

TACTICS TO HELP ACHIEVE OUR GOAL	PROGRESS
Conduct an employee demographic survey to identify areas of underrepresentation.	
Identify and remove barriers in the recruitment and selection process.	
Set targets for closing any identified gaps in employee representation.	

HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- Recruitment and selection policies now include EDI principles and guidance for hiring and retaining qualified, diverse employees.
- Bias-free hiring and decision-making tools have been developed and are now used by all hiring managers.
- A database is being built to track and update changes in demographic data across the college.
- Became a [Pride at Work Canada](#) partner in June of 2021, joining a community of employers committed to building workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation.
- Hired Manager, Workplace Equity and Inclusion within Human Resources.
- Hired a Strategic Partner – Indigenous Specialist within Human Resources.
- Launched a 3-year People Strategy that includes Equity, Diversity and Inclusion, and Advancing Truth and Reconciliation as two of the strategy’s main pillars.

NEXT STEPS

- The employee demographic survey is in the works and expected to be completed late fall 2023 or winter 2024.



COMMITMENT 2: Create an inclusive workplace

Goals:

- Ensure the sense of belonging for underrepresented groups is at least equal to the overall sense of belonging for all college employees.
- Ensure working and learning spaces are accessible, inclusive, welcoming and responsive to the needs of underserved individuals.

TACTICS TO HELP ACHIEVE OUR GOAL

PROGRESS

Administer annual employee survey to assess sense of belonging and barriers to inclusion.



Conduct an organizational accessibility audit.



The draft implementation plan has been developed in response to the recommendations of the accessibility audit. The final plan is due to be released fall 2023.



HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- Received [Foundation Stage Designation](#) from the Dimensions Foundation in April 2023 in recognition of the steps the college has taken to address EDI in a strategic and coordinated way. The college joined the Dimensions Charter in 2019. The Dimensions program aims to drive cultural change within postsecondary research by eliminating barriers and inequities faced by women, Indigenous people, persons with disabilities, members of racialized groups and members of the 2SLGBTQI+ communities.
- Completed a comprehensive AODA (Accessibility for Ontarians with Disabilities Act) accessibility audit in 2022.
- Formally endorsed the [Scarborough Charter on Anti-Black Racism and Black Inclusion](#) in December 2022.
- Created the college's first Equity, Diversity and Inclusion scholarship for students from underrepresented groups.
- Adopted retroactive accommodation procedure and started a Neurodivergent Minds Workshop to advance neuro-inclusivity at the college.
- Created an Animals on Campus policy to ensure equitable access to people who are accompanied by service animals.
- Hired a Manager, Black and Racialized Student Success.
- Developed a Black alumni program to encourage Black alumni to serve as mentors and leaders.
- Most programs have adopted individualized HyFlex modality course delivery that is responsive to the needs of students with disabilities as part of an updated Academic Accommodation for Students with Disabilities Policy.
- Hired an EDI Education Trainer and Consultant within the EDI office.





COMMITMENT 3: Strengthen inclusive competencies

Goals:

- Require all employees involved in the hiring process to take bias-free hiring and decision-making training.
- Increase the number of staff who participate in intercultural competency and EDI training.

TACTICS TO HELP ACHIEVE OUR GOAL

PROGRESS

Develop and implement bias-free hiring and decision-making training courses, tools and resources.



Develop and implement a series of equity and inclusion courses ranging from basic to advanced.



Create opportunities for employees to increase awareness and understanding of Indigenous histories and realities of the college, and the challenges faced by Indigenous learners, employees, vendors and community members when engaging with the college.



HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- Everyone involved in the hiring process must now use bias-free hiring and recruitment tools when filling positions at the college.
- 169 Indigenous-focused training sessions were delivered between May 2021 and March 2023. Sessions were led by representatives from the Indigenous student services and academic teams at the college.
- An EDI Trainer and Consultant has been hired to develop and lead EDI-focused training that meets the college's commitments around EDI, human rights, and strengthening cultural fluency and competency from an anti-racism and anti-oppression perspective.
- Co-op and placement students now have access to EDI and human rights training offered by the college.
- In 2021, the college developed its Indigenous Content in College Events Policy to provide a framework for including Indigenous community members and content in college events.
- Since May 2021, more than 3,271 employee registrants have participated in the EDI Course 1, 2 and 3, and more than 70 other courses related to equity, diversity, and inclusion. Additional asynchronous courses, videos, and other materials are also available through our Learning Management System (LMS), titled Working at Mohawk.
- More Than a Bystander Training is available to all employees to help develop strategies and skills needed to intervene when someone is being discriminated against, harassed or made to feel uncomfortable.
- The Mohawk College Library has created EDI Spotlight Guides to assist students and employees with accessing information, books, podcasts and other relevant resources. Two recent examples include:
 - [International Women's Day](#)
 - [Asian Heritage Month](#)





**COMMITMENT 4:
Develop and
implement equity
and inclusion
framework**

Goal:

Develop and implement an equity and inclusion framework and equity lens to guide the college in the implementation of EDI goals.

TACTICS TO HELP ACHIEVE OUR GOAL

PROGRESS

Conduct a series of consultations with employees, students and the college community to gather feedback and input.



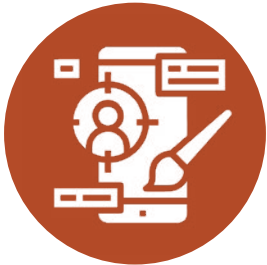
Establish a number of task forces to help identify issues and barriers experienced by underserved and underrepresented groups.



HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- A draft EDI Framework is complete and awaiting validation. The framework was developed with input from more than 160 individuals at 16 consultation sessions held over a number of months. Participants commented that the Framework was necessary to move EDI forward at the college and drive transformational change across the organization.
- EDI task forces are being established this year with a workplan to follow. Expected completion is fall 2023.





COMMITMENT 5a: Expand use of Universal Design for Learning (UDL)

Goal:

Increase the number of faculty trained on Universal Design for Learning (UDL) and the number of programs/courses that are designed using Universal Design for Learning.

TACTICS TO HELP ACHIEVE OUR GOAL

PROGRESS

Train Continuing Education instructors on UDL in course design and delivery.



Continue to build UDL principles into all programs and courses by offering customized professional development sessions for faculty.



HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- UDL training is now available to all employees in a wide variety of formats and is deeply rooted in the college's professional development offerings.
- Mohawk College co-led the UDL for the Inclusion, Diversity, Equity, and Accessibility Virtual Learning Strategy (IDEA VLS) project working with 10 universities and colleges across Ontario to develop a six-module open educational resource for postsecondary educators. The project was completed in 2022.
- A Teaching and Learning Consultant – UDL has been hired for the Centre for Teaching, Learning & Innovation (CTLI) to determine the strategic direction for UDL implementation at the college and provide curriculum and resources for professional development offerings.
- UDL is embedded in the curriculum design and development process through faculty consultations, professional development and as part of the program review process.
- UDL content is shared monthly through the CTLI news bulletins, embedded into the Program Review process, and included in the learning management system via asynchronous UDL tools and resources.





COMMITMENT 5b:
Advance employees' knowledge and skills creating accessible spaces and documents

Goal:

Increase the number of employees incorporating accessibility principles, guidelines and tools in their day-to-day work.

TACTICS TO HELP ACHIEVE OUR GOAL

PROGRESS

Conduct an organization-wide Accessibility for Ontarians with Disabilities Act Audit to review and assess compliance of all five accessibility standards.



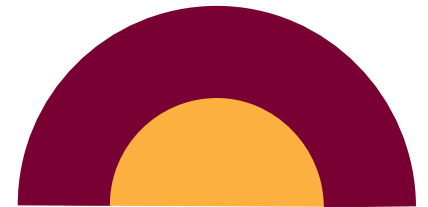
HOW WE GOT HERE AND OTHER NOTABLE SUCCESSES

- Completed an AODA audit in fall 2022. The audit results will form the basis of the Multi-Year Accessibility Plan for 2023 to 2025.
- Accessibility training, tools and resources are now widely available to employees through the college's Marketing department and Professional Development calendar.
- More than 1,670 employee registrants have participated in AODA training since it was implemented in 2022.
- Employees within the Students, International and Alumni Division will have access to a series of training modules focused on accessibility. The modules cover subjects such as recording and accessible documents and should be available starting winter 2024.
- Employees now have access to document accessibility training with courses offered on the following subjects:
 - Creating Accessible Word Documents
 - Creating Accessible PowerPoint Presentations
 - Creating Accessible Word Documents Using Styles
- A pilot project is making Document Accessibility Tools more widely available to employees who frequently use software such as Word and Adobe.



Governance update

When the EDI Action Plan was created in May 2021, the college established a governance structure to oversee the plan's implementation. The following summarizes the activities and progress made by these groups.



EDI steering committee

The steering committee continues to meet monthly to review the college's progress in relation to the EDI Action Plan, and to receive updates from the Divisional and Communication sub-committees, Employee Task Forces and AODA steering committee. The information and updates they receive helps to establish priorities and inform future decisions on EDI-related work.

Division sub-committees

The Divisional sub-committees for Academic, Corporate Services and Students, International & Alumni were established in 2021 and continue to focus on implementing activities specific to their areas. The sub-committees have been instrumental in establishing priorities at the divisional level and collaborating with other areas of the college in delivering the outcomes of the college-wide action plan.

Employee Task Forces

As reported under Commitment 4, the Employee Task Forces were established this year and are expected to complete their workplans by the fall of 2023.

Communication sub-committee

The Communication sub-committee meets on an as-required basis. The sub-committee's role is to support the work of the EDI steering committee and advise on communications matters related to EDI. This sub-committee also supports the rollout of the Days of Significance, which are highlighted at the college through special events or activities.

Accessibility for Ontarians with Disabilities (AODA) steering committee

The AODA steering committee guides the college's decisions and action related to all things accessibility, including the implementation of the AODA audit in 2022.

Next steps

EDI is an important aspiration within our strategic plan. Regular review and assessment are essential to ensure our plan meets its objectives and remains attuned to any changes taking place at our college or in the community. We are ready for the next phase of our EDI Action Plan – EDI Action Plan 2.0. This progress report provides a review and assessment of our progress to date. It also shows us where work is still to be done and where we need to focus our efforts as we plan our next steps.

Later this year, the college will be conducting a survey. This survey will help us to better understand where the gaps exist. Once we have received the survey results, we can begin planning for the next phase. The following timeline outlines the steps the college will be taking over the next year as we review the progress we made and make any adjustments that may be required.



Our EDI Action Plan is a work-in-progress and requires the participation and support of every employee and the broader college community to make it a success. Visit mohawkcollege.ca/EDI to learn more about our plan and what you can do to support it.



mohawkcollege.ca/EDI