

EDI PLAN: EMPOWERING EVERY VOICE 2025



**Justice
Institute**
BRITISH COLUMBIA



We respectfully acknowledge JIBC campuses are located on the unceded Traditional Territories of the Qayqayt, Musqueam, and Coast Salish Peoples, the Katzie and Kwantlen First Nations, the Stó:lō Nation, the Sylix/Okanagan Nation, and the Traditional, Treaty Territories of the Songhees, Esquimalt, and WSÁNEC Nations.

CONTENTS

- 4 LETTER FROM THE BOARD OF GOVERNORS**
- 5 INTRODUCTION**
- 6 FOUNDATION**
- 7 SEVEN FOCUS AREAS OF EDI AT JIBC**
- 8 GOVERNANCE AND OVERSIGHT**
 - 8** EDI Steering Committee (EDISC)
 - 9** Action Plan Leads
 - 9** EDI Insights Advisory Group
- 10 MEASUREMENT AND ACCOUNTABILITY**
- 11 NEXT STEPS: EDI ACTION PLAN**
 - 11** Student Experience
 - 12** Curriculum, Pedagogy and Faculty
 - 14** Client/Partner Relationships and Contracts
 - 15** Culture and Leadership
 - 16** Employee Experience
 - 17** Communications and Engagement
 - 18** Built Environment
- 19 CONCLUSION**

LETTER FROM THE BOARD OF GOVERNORS

The collective vision of the Board of Governors and senior leadership at the Justice Institute of British Columbia (JIBC) is to support, promote and celebrate the diversity of our students, faculty, staff and the many communities served by JIBC. We believe that together we can create the conditions in which all members of our organization are empowered to contribute to a diverse, equitable and inclusive learning environment.

Our graduates go on to serve communities across our province and beyond. We believe that in order to appropriately serve those who depend on them, JIBC must provide students with a model for inclusion, collaboration and teamwork that acknowledges and values difference. We strive to create a space in which everyone feels valued, respected and included.




Jim Wishlove
Board of Governors, Chair




Kathryn McNaughton
Board of Governors, EDI Liaison

INTRODUCTION

We are proud to share EDI Plan: Empowering Every Voice 2025 with the JIBC community, reflecting our ongoing commitment to fostering a culture of inclusion, equity, and belonging. At JIBC, creating a welcoming and supportive environment is not just a goal—it has been our mission for decades.

Achieving our vision of safer communities and a more just society is only possible when every individual—regardless of their background, identity, or ability—feels valued and empowered. In a time when social justice is paramount, recent legislative advancements, such as the Accessible British Columbia Act, drive us to actively identify and eliminate barriers to participation. These commitments resonate deeply within JIBC, where we are dedicated to integrating equity, diversity, and inclusion principles across all areas of our operations.

JIBC's 2022-2027 Strategic Plan emphasizes the creation of inclusive spaces for learning, work, and community engagement, and this plan serves as a vital framework for realizing those strategic priorities, providing clear, actionable steps to ensure that all members of our community experience a genuine sense of belonging and purpose. We celebrate the rich diversity of experiences, cultures, and identities among our students, faculty, staff and partners, understanding that this diversity strengthens our institution and enhances our ability to serve effectively.

This plan outlines key focus areas—including Student Success, Curriculum/Pedagogy/Faculty, Client Relationships and Contracts, Culture and Leadership, Employee Experience, Communications and Engagement, and the Built Environment—that will guide our efforts in the years ahead. Through collaboration, reflection, and continuous engagement, we will work together to build a more inclusive future for JIBC.

This journey belongs to all of us, and only through our collective efforts can we build a truly inclusive community.

Sincerely,




Len Goerke
President and CEO




Cindy Dopson
Vice-President, People, Culture & Organizational Planning

FOUNDATIONS OF THE PLAN

The JIBC Equity, Diversity and Inclusion (EDI) Plan: Empowering Every Voice 2025 is designed to guide our efforts in creating a welcoming and inclusive institution. This plan is a strategic first step in a long-term commitment to integrate equity, diversity, and inclusion (EDI) into all aspects of our educational programs, services and operations, aligned with JIBC's vision of safer communities and a more just society.

DEFINITIONS

DIVERSITY: Diversity means representation across a wide range of traits, backgrounds, experiences and identities.

EQUITY: Equity is a level playing field where everyone has access to the same opportunities, acknowledging that marginalized groups of people face more obstacles compared to their more privileged counterparts, resulting in different life chances that we often assume are merit-based.

INCLUSION: Inclusion is the active response to diversity and equity awareness. An inclusive environment promotes a culture of safety and belonging where everyone feels comfortable sharing their unique ideas and perspectives because their differences are genuinely respected and appreciated.

Together, diversity, equity, and inclusion drive organizational success. The ideal culture is one in which everyone feels safe, accepted, and valued; everyone has an equal opportunity to grow and succeed.

SEVEN FOCUS AREAS

The plan is divided into seven areas:

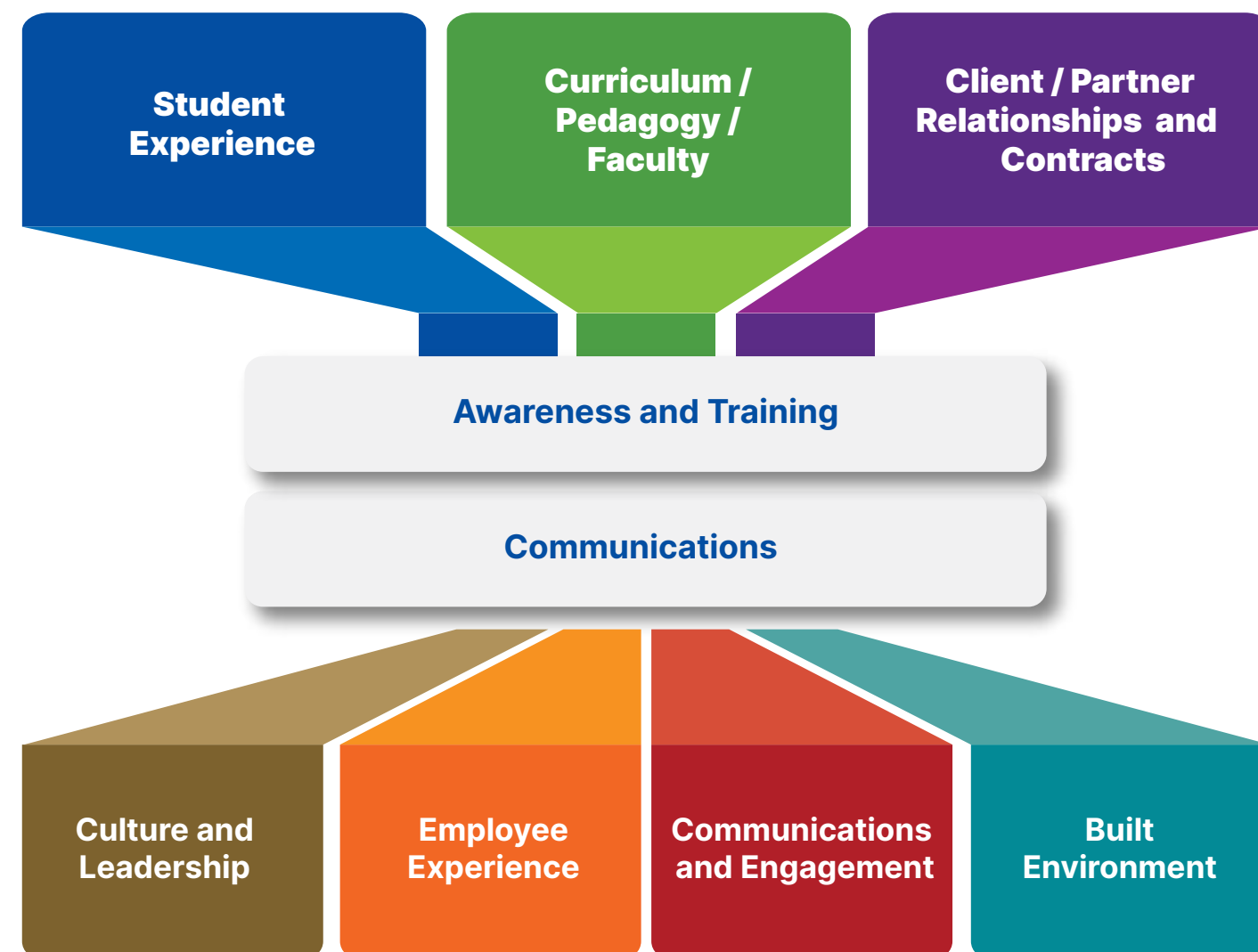
- Student Experience
- Curriculum/Pedagogy/Faculty
- Client/Partner Relationships and Contracts
- Culture and Leadership
- Employee Experience
- Communications and Engagement
- Built Environment

The seven EDI focus areas emerged from a process of consultation, research and analysis, which included:

- Conducting scans across JIBC's departments to assess current strengths and areas for improvement related to EDI.
- Engaging the EDI Insights Advisory Group and other interest-holders to gather input on experiences, challenges, and opportunities for creating a more equitable environment.
- Ensuring that the EDI focus areas align with JIBC's broader strategic plan, particularly our goals for fostering a more inclusive community.
- Reviewing EDI strategies from other institutions to benchmark and adopt proven approaches to EDI.

SEVEN FOCUS AREAS OF EDI AT JIBC

JIBC adopted this approach to navigate the complexities of embedding EDI across a multifaceted organization. This plan was developed through in-depth collaboration, with dedicated Action Plan Leads assigned to each focus area.



GOVERNANCE AND OVERSIGHT

The EDI Strategic Commitment Committee played a pivotal role in shaping the governance framework between 2022 and 2024, defining the seven key focus areas, and appointing Action Plan Leads.

Thanks to their contributions, JIBC's EDI work was firmly established, setting a clear and purposeful approach with measurable goals. Through research and a thorough assessment of the current state, the committee laid the groundwork for meaningful progress. In 2025, they transitioned their work into the current governance structure, which is outlined below.

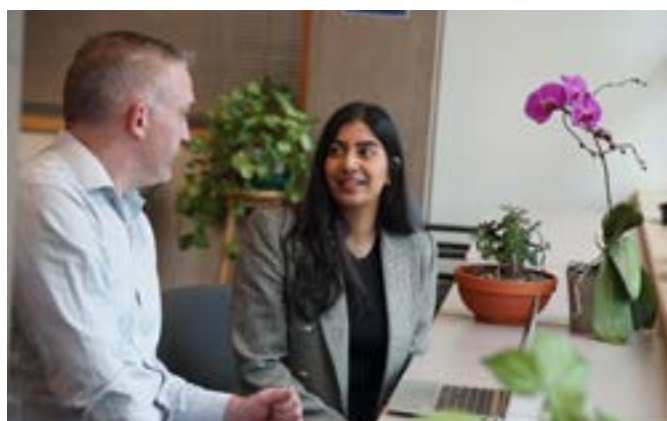
EDI STEERING COMMITTEE (EDISC)

The EDI Steering Committee provides oversight for the development, implementation, and monitoring of the EDI Action Plan. The EDISC is responsible for:

- **Championing** the EDI strategies and ensuring alignment with institutional priorities.
- **Monitoring progress** through regular reporting and measurement of key outcomes.
- **Accountability** and ensuring action is taken to meet the plan's objectives.

EDISC members include:

- Co chairs: Len Goerke, President & CEO, and Cindy Dopson, Vice-President, People, Culture & Organizational Planning
- Action Plan Leads from the seven focus areas
- Four elected members from the EDI Insights Advisory Group



ACTION PLAN LEADS

Each EDI focus area is led by a designated Action Plan Lead, a member of EDISC responsible for developing and implementing the action plans within their focus area. The Action Plan Leads collaborate regularly to ensure alignment across departments and functions.

Action Plan Leads:

- **Student Experience** – Mary DeMarinis, Student Affairs and Registrar
- **Curriculum/Pedagogy/Faculty** – Dave Smulders, Senior Manager, Faculty Development
- **Client/Partner Relationships and Contracts** – Rehana Bacchus, Program Director, Centre for Counseling & Community Safety, and Greg Keenan, Director, Corrections & Court Services Division
- **Culture and Leadership** – Cindy Dopson, Vice-President, People, Culture & Organizational Planning
- **Employee Experience** – Sarah Brito, Director, People & Culture
- **Built Environment** – Julie Brown, Director, Campus Planning and Facilities Operations
- **Communications and Engagement** – April van Ert, Vice-President, Brand, Communications & Engagement

EDI INSIGHTS ADVISORY GROUP

This advisory group provides ongoing input to the Action Plan Leads and EDISC, sharing observations and recommendations for continual improvement. This group's feedback is essential for JIBC to achieve meaningful EDI outcomes.

The EDI Insights Advisory Group is made up of a mix of faculty, staff and students who bring broad representation, experience, knowledge and insight into the specific needs and circumstances relevant to EDI at JIBC.

THANK YOU TO THE ADVISORY GROUP'S MEMBERS FOR THEIR INPUT AND CONTRIBUTIONS:

Brynn Joyce	Ashna Kumar
Melanie Meyers	Marie-Claire Concannon
Jane Dean	Nazleen Dean
Sam Matychuk	Kavita George
Lisa Middleton	Megan Mercer
Janeen Abdul	Hunter Hastings
Junsong Zhang	Dave Smulders
Ben Coulas	Stephanie Watson
Marcia Pleitez	Victoria Ansell
Tanya Petreman	Ambreen Qazi
Charlotte Oxbury	Harry Randhawa
Lisa Janzen	Lief Garrett
Kristie Fuchs	Amanpreet Kaur
Helen Lee	Jessica Lamb
Rod Torrezan	Khushali Priteshkumar Vyas



MEASUREMENT AND ACCOUNTABILITY



ACCOUNTABILITIES

- **Progress Reporting:** Action Plan Leads will provide updates on the completion of action items and report on EDI progress at regular intervals.

METRICS:

- **Staff and Student Demographics:** Regularly measure the diversity of JIBC’s staff and student body.
- **Perception Metrics:** Use staff and learner surveys to assess feelings of inclusion and belonging.

NEXT STEPS

The “Next Steps” section of the JIBC EDI Plan outlines actionable strategies to advance our commitment to fostering an inclusive and equitable environment. Building on the foundational work and achievements to date, this section provides a roadmap for implementing initiatives across key focus areas. Each step is designed to drive

measurable progress, promote accountability, and ensure that EDI principles are embedded into every aspect of JIBC’s operations. These actions are supported by detailed internal plans that provide guidance and structure to achieve the outlined objectives, ensuring alignment and consistency in our approach.

STUDENT EXPERIENCE

OBJECTIVE: Engage students in discovering equity, diversity, and inclusion issues, revealing any invisible barriers hindering their meaningful educational engagement at JIBC.

ACTION 1	CONDUCT INTEREST-HOLDER ANALYSIS.
1a	Review the data from the last Current Learner Survey to get baseline data on the experience of students.
1b	Seek input from the advisory committee on what information we should gather to understand how students are feeling about their experience on campus.
1c	Discuss with the advisory committee what questions to ask on the Current Learner Survey to understand what students would prioritize in terms of EDI for JIBC.

ACTION 2 CONDUCT POLICY ANALYSIS.	
2a	Develop a unique admissions policy in support of Indigenous students that removes systemic barriers.
2b	Continue the work already started on an accessible learning policy for students with disabilities.
2c	Review the policy on accommodating students with disabilities to consider removing any barriers to accessing post-secondary education.
2d	Input more restorative justice paths for dealing with conflict in all student policies.

ACTION 3 INCREASE EDUCATION AND ENGAGEMENT.	
3a	Consult with the advisory group on how to raise awareness of EDI for students.
3b	Create an online, interactive resource for educating students on what EDI means and the importance of EDI for JIBC.
3c	Host professional development events on Indigenization for staff who work with students, based on this resource: Pulling Together: A Guide for Front-Line Staff, Student Services, and Advisors Open Textbook
3d	Consider revisions to courses on accommodating students with disabilities: Supporting Students with Disabilities in BC Postsecondary – Supporting Students with Diverse Learning Needs
3e	Working with CTLI, host a number of workshops on Universal Design for Learning (UDL). Universal-Design-for-Learning_Strategies-for-Blended-and-Online-Learning.pdf
3f	Consult with staff who work with students on how we can incorporate UDL into our practices.

CURRICULUM, PEDAGOGY AND FACULTY

OBJECTIVE: Embed EDI principles into teaching and learning practices, ensuring that faculty are prepared to teach diverse learners.

ACTION 1 BUILD A FOUNDATION AND NURTURE RELATIONSHIPS TO SUPPORT INCLUSIVE EDI PRACTICE.	
1a	Explore a strategy, in conjunction with other working group members, to work with the EDI Insights Advisory Group.
1b	Work with the Office of Indigenization to inform anti-racism, intersectionality, and accessibility frameworks.
1c	“Naturalize” different ways of being, knowing, learning and teaching.

ACTION 2 CONDUCT AN ENVIRONMENTAL SCAN.	
2a	Identify resources and institutes that demonstrate best practices when integrating EDI in the areas of curriculum and faculty development.
2b	Receive input from EDI Insights Advisory Group on best practices.
2c	Evaluate institutional practices to integrate EDI principles in our work.
2d	Consult the EDI Insights Advisory Group to identify challenges and solutions for increasing inclusivity in programs and courses.

ACTION 3 CONDUCT A POLICY ANALYSIS.	
3a	Review academic policy for alignment with strategic commitments in EDI and Indigenization.
3b	Recommend a curriculum development framework to integrate principles of inclusion and respect for Indigenous ways of knowing.

ACTION 4 CONTINUE THE ONGOING WORK OF THE CENTRE FOR TEACHING, LEARNING & INNOVATION (CTLI) TO SUPPORT THE INTEGRATION OF EDI PRINCIPLES IN INSTRUCTOR TRAINING, PROFESSIONAL DEVELOPMENT AND RESOURCE DEVELOPMENT.	
4a	Develop resources for faculty to ensure opportunities for learning and application in their teaching practice.
4b	Identify professional development opportunities to build awareness of EDI in the context of teaching, learning, and curriculum development.
4c	Include EDI initiatives in CTLI’s divisional plan.
4d	Develop EDI training modules for integration into existing faculty and staff training opportunities.
4e	Increase the number of faculty trained on Universal Design for Learning (UDL) and the number of programs and courses that are designed using UDL.

ACTION 5 CHANGE COURSE MATERIALS, DOCUMENTATION AND ACADEMIC GUIDANCE TO REFLECT EDI PRINCIPLES.	
5a	Develop standard language for use in class syllabi outlining JIBC’s support of EDI principles. This would include: <ul style="list-style-type: none"> • An explanation of the use of personal pronouns. • A statement promoting inclusion and prohibiting discrimination. • A statement positioning JIBC as an inclusive environment.

CLIENT/PARTNER RELATIONSHIPS AND CONTRACTS

OBJECTIVE: Ensure that JIBC’s relationships with clients and partners reflect our commitment to EDI.

ACTION 1	BUILD A FOUNDATION FOR EDI AND INDIGENIZATION WORK.
1a	Provide training for staff working with clients and partners to help them develop the EDI and Indigenization knowledge and skills needed for respectful collaboration.

ACTION 2	CONDUCT AN INTEREST-HOLDER ANALYSIS.
2a	Meet with program areas to understand their contract activity and any steps they may have already taken to improve diversity, accessibility, inclusivity, etc.
2b	Meet with JIBC contract clients to understand their needs around delivery of training that is diverse, accessible, and inclusive.
2c	Develop recommendations based on JIBC and client needs that will support or improve diversity, accessibility, and inclusivity.

ACTION 3	CONDUCT A POLICY ANALYSIS.
3a	Review JIBC policies on client and partner relationships and contracts to identify opportunities to update language for inclusivity, accessibility, and cultural humility.
3b	Review JIBC-initiated standard documents (e.g., quotes or contracts) to identify opportunities to update language for inclusivity, accessibility, and cultural humility.



CULTURE AND LEADERSHIP

OBJECTIVE: Ensure that JIBC’s Executive Leadership and Board of Governors models and promotes EDI values at every level.

ACTION 1	LEADERSHIP WILL PROMOTE EDI VALUES AND BE ACCOUNTABLE FOR THEIR IMPLEMENTATION.
1a	Ensure measurements are established to understand baselines and monitor progress (Executive Leadership team and Board of Governors).
1b	Establish a public EDI plan, publishing and reporting on the plan, the measurements and the metrics.
1c	Establish goals for diverse representation of senior leadership and the Board of Governors (such as gender parity and including members of equity-deserving groups), work to increase demographic representativeness, and report results (Executive Leadership team and Board of Governors).
1d	Communicate and emphasize the value of diversity in creating a stronger organization (Senior Leadership team and Board of Governors).
1e	Model respect for people of all backgrounds and identities (Senior Leadership team and Board of Governors).

ACTION 2	DEVELOP A CULTURE THAT EMBRACES EDI.
2a	Establish and maintain the EDI Insights Advisory Committee.
2b	Develop a culture that enables open conversation about equity, diversity and inclusion, and the identification and removal of individual and systemic biases.
2c	Ensure EDI fundamentals are valued and integrated throughout our leadership development programs and processes.
2d	Ensure EDI fundamentals are valued and integrated throughout our talent management processes (such as recruitment/promotion, performance management, compensation, recognition and engagement).



EMPLOYEE EXPERIENCE	
OBJECTIVE: Foster a workplace environment where all employees feel valued, respected, and supported.	
ACTION 1	ENSURE RECRUITMENT AND HIRING PROCESSES ARE EQUITABLE AND FAIR.
1a	Update recruitment and hiring practices to ensure they are equitable, transparent and inclusive.
1b	Revise job descriptions to use inclusive language that welcomes diverse candidates and ensure qualifications and requirements are essential to the role and do not inadvertently exclude certain groups.
1c	Explore technological tools and resources to reduce biases in language and improve accessibility in process documents, job descriptions, job postings, and other recruitment and hiring materials.
1d	Establish and monitor recruitment metrics that ensure accountability and progress toward equity, diversity, and inclusion within the hiring process.
1e	Develop resources and guidelines to support inclusive recruitment efforts and provide training to hiring managers on equitable and inclusive hiring practices.
1f	Prioritize accessibility in recruitment by establishing a standard approach that ensures all recruitment processes are accessible, with a focus on addressing and mitigating systemic barriers.

ACTION 2	DEVELOP KNOWLEDGE, SKILLS, AND LEADERSHIP IN EDI.
2a	Develop a learning and development program that supports all levels of employees in building their knowledge and skills in EDI, helping them to work and lead in a diverse environment and contribute to EDI goals at JIBC.
2b	Consider EDI development for specific roles, allowing employees to further deepen their expertise based on their positions and responsibilities.
2c	Explore partnerships with EDI agencies that offer ongoing learning and development opportunities and EDI resources for all.
2d	Explore leadership development programs and courses to support leaders in building inclusive environments at all levels.

ACTION 3	PRIORITIZE THE PHYSICAL, MENTAL, AND EMOTIONAL WELL-BEING OF ALL EMPLOYEES BY PROVIDING RESOURCES AND SUPPORT TAILORED TO DIVERSE NEEDS AND EXPERIENCES.
3a	Create an inclusive wellness framework that is responsive to the diverse needs of the workforce, ensuring equitable access to health and well-being resources across all departments.
3b	Enhance health and wellness initiatives, including ensuring that services are available to meet the diverse needs of employees.
3c	Implement awareness campaigns and training to foster an environment where mental health is openly discussed and supported.

* The work in Action 3 is being done in conjunction with that also being conducted for the [JIBC Accessibility Plan](#).

ACTION 4	ENHANCE EMPLOYEES' SENSE OF BELONGING AND ENGAGEMENT, ENSURING THEY FEEL SUPPORTED AND INCLUDED.
4a	Update and create policies, statements and procedures that reflect JIBC commitments to EDI.
4b	Ensure professional and career development opportunities are equitable and accessible for all employees, regardless of background or identity.
4c	Strengthen employee recognition and retention by embedding equity, diversity, and inclusion into recognition initiatives.
4d	Develop ways to build connections and belonging in work groups and across JIBC.

COMMUNICATIONS AND ENGAGEMENT	
OBJECTIVE: Ensure that JIBC's public-facing communications reflect the diversity of its community and are accessible to all.	
ACTION 1	ENSURE ALL DIGITAL PLATFORMS ARE ACCESSIBLE.
1a	Audit jibc.ca to assess accessibility and identify and make required changes.
1b	Ensure jibc.ca is navigable using screen readers and keyboard-only navigation.
1c	Ensure layout structure on jibc.ca uses high contrasts between text and backgrounds.
1d	Establish a regular audit cycle for the website.
1e	Audit social media channels to ensure alternative text for all images, captions for videos, and transcripts for audio content are provided.
1f	Audit website to ensure minimum font sizes are readable on all devices and ensure that text is scalable for users with visual impairments.

ACTION 2 ENSURE EQUITABLE REPRESENTATION IN DIGITAL PLATFORMS, MARKETING MATERIALS AND ACCESSIBLE BRAND STANDARDS.	
2a	Conduct a review of current marketing materials to identify and address any gaps in representation.
2b	Create a diverse repository of stock and on-campus images for ongoing marketing, including imagery that represents a wide range of cultures, identities and experiences.
2c	Review website imagery to identify and address gaps in representation.
2d	Review brand fonts and colour palettes to ensure they are easy to read and accessible. Make changes where required.
2e	Review use of design elements such as iconography to ensure they are inclusive and culturally sensitive.
2f	Connect with the EDI Insights Advisory Group to ask if they would be willing to give feedback on this action plan.

ACTION 3 CONDUCT A POLICY ANALYSIS.	
3a	Create guidelines on plain language for internal and external communications and offer plain language training and resources to JIBC employees.
3b	Develop and follow a style guide that emphasizes the use of inclusive and non-discriminatory language.
3c	Prioritize stories and testimonials from diverse members of the community for jibc.ca and social media channels.
3d	Use a variety of internal communications channels to reach all employees.

BUILT ENVIRONMENT	
OBJECTIVE: Create an inclusive and accessible built environment for all JIBC community members.	
ACTION 1 INTEGRATE EDI PRINCIPLES INTO CAMPUS PLANNING.	
1a	Collaborate with the EDI Insights Advisory Group and JIBC community to identify EDI principles to apply to the built environment.
1b	Consult with architects and planners to understand how EDI principles and best practices are applied in the built environment.
1c	Apply EDI considerations in all campus planning and development projects, from minor renovations to major construction initiatives.
1d	Encourage innovative design solutions that promote social equity, cultural diversity, and JIBC community engagement.

ACTION 2 DEVELOP EDI GUIDELINES FOR THE BUILT ENVIRONMENT.	
2a	Collaborate with the EDI Insights Advisory Group and JIBC community to develop comprehensive EDI guidelines for the design, renovation, maintenance and facility-related services of campus infrastructure.
2b	Incorporate universal design principles, accessibility standards, cultural sensitivity, and inclusivity into the guidelines.

ACTION 3 ENHANCE THE ACCESSIBILITY OF CAMPUS FACILITIES.	
3a	Conduct accessibility assessments of campus infrastructure to identify barriers for persons with disabilities.
3b	Implement solutions to improve accessibility to ensure equal access to campus facilities for persons with disabilities.

ACTION 4 PROMOTE CULTURAL DIVERSITY WITHIN CAMPUS FACILITIES.	
4a	Create designated multicultural spaces on campuses that celebrate the diverse identities and cultures of the JIBC community.
4b	Display artwork, flags, symbols, and other visual elements that reflect the cultural heritage of the JIBC community.

ACTION 5 FOSTER INCLUSIVE COMMUNITY SPACES AT JIBC CAMPUSES.	
5a	Design communal areas that encourage interaction, collaboration, and dialogue among diverse JIBC community members.
5b	Provide comfortable seating, flexible furniture arrangements, and technology-equipped spaces that support diverse learning and working styles.

CONCLUSION

JIBC is committed to ensuring that this EDI Action Plan is a living document that will evolve as we learn from our efforts. By embedding EDI into all aspects of our work, we can build a stronger, more inclusive institution that reflects the values of equity and justice in everything we do.



jibc.ca



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Justice Institute of British Columbia

JIBC's six campuses are located in New Westminster, Maple Ridge, Pitt Meadows, Chilliwack, Kelowna and Victoria on the unceded Traditional Territories of the Qayqayt, Musqueam, and Coast Salish Peoples, the Katzie and Kwantlen First Nations, the Stó:lō Nation, the Sylix/Okanagan Nation, and the Traditional, Treaty Territories of the Songhees, Esquimalt, and WSÁNEC Nations.