ST. FRANCIS XAVIER
UNIVERSITY

Canada Research Chairs
Equity, Diversity and Inclusion Action Plan

Revised: September 2019

About this Action Plan:

The Government of Canada has introduced new requirements within the Canada Research Chairs (CRC) program to support the achievement of a more equitable, diverse, and inclusive Canadian research enterprise in Canada. As such, the CRC program is committed to the federal government's policies on non-discrimination and employment equity. All Canadian universities accepting funding from the federal CRC program are expected to make concerted efforts to take specific steps in support of developing equity and diversity targets with respect to CRCs, as well as provide a supportive and inclusive workplace for all Chairholders.

The purpose of this document is to outline the plans and actions either already completed, currently underway, or that will be undertaken at **St. Francis Xavier University (StFX)** in order to ensure equity, diversity and inclusion with respect to the selection, appointment and institutional support of CRCs. Many of the actions contained within this Plan, however, extend beyond the relatively small community of StFX Canada Research Chairholders and impact the broader academic research environment at StFX.

Process for Developing and Approving this Action Plan

This revised CRC EDI Action Plan was developed by the Associate Vice President, Research and Graduate Studies, in consultation with members of the Research Advisory Committee and with input from the Director of Human Resources and the Human Rights and Equity Advisor. The Research Advisory Committee is comprised of eight elected faculty members representing the four faculties at StFX, as well as faculty deans, a library representative and a representative of the Coady International Institute. The Plan was also reviewed by the StFX President's Council, which includes all StFX executives and senior managers. Representatives from two of the four designated groups provided significant direct input to the development of this Action Plan through their participation in the Environmental Scan discussions and as members of our Research Advisory Committee. Every effort was made to identify and invite representatives from the other two designated groups to participate in these discussions and the development of this Plan. Owing to the fact that StFX has very few faculty researchers who self-identify as members from these two groups, as well as the overburden they face in being asked to participate in almost all consultation exercises, we were unsuccessful in doing so. We feel confident, however, that the perspectives provided by others, including members of the Equity Advisory Committee, which advises the StFX Human Rights and Equity Advisor, have helped to fill this gap. Further, StFX chairholders and other researchers working with, or on issues related to all four of the designated groups, did contribute directly to the development of our CRC EDI Action Plan. The senior official responsible for formal approval of this Plan is the Academic Vice President and Provost.

As part of the process of preparing this CRC Equity, Diversity and Inclusion (EDI) Action Plan, StFX has undertaken an Employment System Review, an Environmental Scan, and a comparative analysis of institutional support provided to Canada Research Chairs since the outset of the CRC Program. The Associate Vice President, Research and Graduate Studies and the StFX Human Rights and Equity Advisor, led these internal reviews following guidelines provided by the Tri-Agency Institutional Program Secretariat. The findings of these three internal reviews have informed the development of this CRC EDI Action Plan and were shared with members of the StFX Research Advisory Committee and the President's Council (Senior Management Team) as part of the process for approving this CRC EDI Action Plan. A brief summary of the approach used to undertake each of the three internal reviews is presented below.

Employment Systems Review

The hiring and nomination process related to Canada Research Chairs at St. Francis Xavier University (StFX) was reviewed from start to finish utilizing an equity, diversity and inclusion (EDI) lens, with particular attention to the following areas: the process for selecting themes for vacant CRC positions at StFX (or assigning CRCs to specific departments); the approach used to generate job advertisements for CRCs and specific language used in postings; the search processes for CRCs; the collection and use of data related to CRC positions (e.g. self-identification data); the diversity of candidate pools for CRC postings; the role of the StFX faculty union and Collective Agreement in the CRC recruitment process; the formation of CRC nominee selection committees; the CRC interview process; how career leaves of candidates are addressed by selection committees; how accommodation provisions are communicated to CRC candidates, as well as how accommodation requests are handled in search processes; how the research outputs of scholars with non-linear career paths, career interruptions and/or research undertaken outside of Western, normalized frameworks are evaluated within CRC selection processes; and the CRC nomination process at StFX, including negotiation with recommended nominees and preparation of CRC nominations with institutional forms of support. The Employment Systems Review involved document analysis (written policies, procedures, guidelines, job advertisements etc.), as well as interviews with former administrators overseeing implementation of the CRC program prior to current administration. Interviews conducted with StFX Research Chairholders for the Environmental Scan also contributed to this analysis.

Environmental Scan

An environmental scan was undertaken to analyze StFX's institutional culture as experienced by a representative group of previous and current Research Chairholders. It provided an understanding of StFX's academic research environment and the challenges faced by under-represented groups with respect to the CRC program in particular, although it also had broader implications for a broader range of research Chairholders and the StFX academic research environment more generally. Given the small number of current and former Canada Research Chairholders at StFX, a qualitative approach was taken in completing the environmental scan. Individual meetings were held with several current and past CRCs, as well as a small group of other recent or current Research Chairholders supported by other funding or organizations. Several Research Chairholder representatives from two of the four under-represented groups participated in these discussions. The meetings involved the Associate Vice President, Research and Graduate Studies (AVPRGS) and the Human Rights and Equity Advisor (HREA) and were conducted in a safe, confidential space. A total of 15 interviews were held over the Summer of 2019. The interviews included open-ended questions allowing Chairholders to share feedback on the CRC Equity, Diversity and Inclusion Action Plan, share whatever perspectives were important for them to note - including positive and/or negative experiences, perceived or real barriers, as well as any other comments relevant to EDI and the academic research environment at StFX. To protect privacy, only overall observations were highlighted in the final report. A copy of the Environmental Scan interview guide is included as an Appendix in this Plan.

Comparative Analysis of Institutional Support for CRCs

The purpose of this review was to study and document the various forms of institutional support historically provided to CRCs at StFX in order to determine if there have been major differences or inequities that can be observed, in particular with the levels of support for different Chairholders and if so, whether these affected members of designated groups. The review was conducted by the Research

Services Group (Director of Research Grants and AVPRGS) by accessing appointment letters and communiques provided to CRC nominees and appointees, as well as CRC nomination applications prepared and submitted by StFX. The CRC Environmental Scan interviews with current and former CRC holders also contributed to this review. The analysis examined a variety of different forms of institutional support for Canada Research Chairholders, including salary and benefits; CRC salary stipends (supplemental salary) and market supplements to salary (meant to help bridge differences with external professionals in specific fields for retention purposes); teaching release (protected time for research); replacement faculty hires (for internal CRC appointments); start-up research funds; annual research grants; student research funding; tuition waivers for graduate students; funding to support visiting research fellows; and preferential/priority access to CFI JELF allocation (small institutional quota).

Our CRC Equity, Diversity and Inclusion Action Plan addresses the representation of the four designated groups (FDGs) identified by the federal government as priorities among StFX CRCs. It outlines our institutional equity, diversity and inclusion objectives and measurement strategies, our approach to managing CRC allocations, a plan for collecting equity and diversity data, and our approach to retention and inclusivity. As required by the Tri-Agency Institutional Programs Secretariat, we will provide an annual report to the Secretariat and post this report on our public accountability and transparency webpage for Canada Research Chairs (see link below). Annual reports will provide details on the progress made in meeting and maintaining the objectives set out in this Plan. Information on past and present CRCs at StFX, as well as our CRC Equity Diversity and Inclusion Action Plan can be found on this page: https://www.stfx.ca/research/about-research/research-chairs/canada-research-chairs

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Introduction:

St. Francis Xavier University has undertaken a number of steps in recent years to strengthen its focus and attention on equity, diversity and inclusion in its academic research environment and the university more generally. These efforts represent a beginning, but we also recognize that we face many challenges related to equity, diversity and inclusion in our academic environment that will require sustained, long-term attention. This StFX CRC EDI Action Plan will help to play an instructive role in advancing equity, diversity and inclusion in the overall university research environment.

In 2017, following an intensive consultation process that involved over 200 University community members, StFX released its new University Strategic Plan (https://www.stfx.ca/sites/default/files/final_2017-2022_strat_plan_2016.pdf). Equity and Inclusion is one of five strategic pillars in the StFX Strategic Plan. In the past 3 years, StFX has held two full-day Equity Summit events, attracting a broad cross-section of the University community in facilitated efforts to identify issues and actions related to equity, diversity and inclusion at StFX. The University has also organized an equity, diversity and inclusion training workshop for all Department Chairs and Program Coordinators, as well as for more than 40 frontline staff and faculty. Resiliency training has been undertaken for under-represented groups on campus.

In May 2019 the StFX University Senate approved a new Strategic Plan for Research and Creative Works that places direct attention on the issue of equity, diversity and inclusion in the hiring and retention of StFX faculty researchers; students involved in research; and in our research relationships with communities.

Strengthening Equity, Diversity and Inclusion within the StFX Academic Research Environment.

A guiding principle underlying the pursuit of our research mission and vision, as well as the goals of this plan is the need to strengthen efforts related to equity, diversity and inclusion within and across the StFX academic research environment. This effort starts with increasing the awareness, sensitivity and cultural competencies of StFX faculty, staff and administration with respect to equity, diversity, and inclusion in the StFX research environment. We will also work to improve the understanding and valuing of scholarship or research that is non-traditional or unconventional, outside mainstream disciplinary norms, or focused on issues of gender, race or minority status.

Over the next five years of this plan, StFX will direct priority attention to expanding the diversity and inclusiveness of its research community by: undertaking data collection and analysis related to equity, diversity and inclusion; reviewing employment system practices; addressing and/or removing internal barriers to equity, diversity, and inclusion in academic research-related hiring, promotion, and career progression at StFX; developing employment policies in support of a more equitable academic research environment at StFX; and strengthening professional development and training to enhance awareness, sensitivity, and cultural competencies related to equity, diversity and inclusion in the StFX academic research environment.

StFX Strategic Plan for Research and Creative Works (2019-2025)

As outlined within specific commitments to Equity and Inclusion in the most recent University Strategic Plan (2017-2022), StFX is committed to ensuring the representation and advancement of, as well as

enhanced support for, individuals self-identifying as one or more of the four designated groups (FDGs) that have traditionally been disadvantaged in employment. These groups are: women, members of racialized populations (visible minorities), Indigenous Peoples, and persons with disabilities. We realize that in order to address the disadvantages and inequities faced by these groups, a broader effort to address equity, diversity and inclusion among the entire University faculty and staff is needed. StFX endorses Universities Canada's Equity, Diversity and Inclusion Principles and is a signatory to the newly established Dimensions Charter created by the Government of Canada to promote a more diverse and inclusive academic research environment in Canada.

StFX prohibits discrimination and harassment on all grounds protected under the *Nova Scotia Human Rights Act* including age, race, color, religion, creed, sex, sexual orientation, gender identity, gender expression, physical disability or mental disability, irrational fear of contracting an illness or disease, ethnic, national or Indigenous origin, family status, marital status, source of income, political belief, affiliation or activity. The University has established a formal policy on Discrimination and Harassment in the Workplace, which is currently undergoing review and revision to ensure that it reflects best practice. StFX has recently updated the position description for the Human Rights and Equity Advisor and recruited a new professional for this position in 2017. A newly created Equity Advisory Committee having representation from across the campus community has been created to advise the StFX Human Rights and Equity Advisor on priorities for attention, and an initial action plan to advance equity across StFX University as a whole has been developed by this Committee (the action plan is included as an appendix to this document). The Human Rights and Equity Advisor has also developed an Equity Lens Questionnaire that can be utilized by any group and applied to virtually any proposed activity at the University. This questionnaire poses a short series of questions that helps inspire greater reflection towards identifying inequities, as well as reducing or eliminating barriers to diversity and inclusion.

Following our two Equity Summit events and the recommendations of the newly formed Equity Advisory Committee, StFX recently completed (in March 2019) an initial workforce diversity survey of all faculty and staff (completed by an independent firm, Narrative Research) so that we have an accurate baseline of information with respect to the existing diversity on campus. This survey will be repeated every 2 years so that we can track our progress on improving diversity and inclusion at StFX.

Services provided by the StFX Human Rights and Equity Advisor include: providing information, advice and assistance to all students, faculty and staff regarding discrimination and harassment; facilitating informal complaint resolution; formal complaint investigation; providing education and training for faculty, staff and students on discrimination, harassment, diversity and equality; and promoting a climate on campus that is welcoming of diversity and respectful of differences. As noted earlier, with input from the StFX Equity Advisory Committee, we are currently reviewing and rewriting our Harassment and Discrimination in the Workforce Policy so that it is aligns with the university's commitment to equity, diversity and inclusion as outlined in our Strategic Plan. This revised Policy will be completed by early 2020. The Equity Advisory Committee has also worked collaboratively with the Human Rights and Equity Advisor to develop StFX-specific definitions of equity, diversity and inclusion.

The Human Rights and Equity Advisor also oversees the management of the Diversity Engagement Centre and the Indigenous Student Centre. The Diversity Engagement Centre is home to the African Descent Student Affairs Coordinator and the Gender and Sexual Diversity Coordinator, while the Indigenous Student Centre is staffed by the Indigenous student advisor and StFX's Knowledge Keeper. These centres provide culturally relevant supports and are inclusive spaces on our campus. These spaces are also uniquely positioned to be the first point of contact for faculty and staff to deepen their

understanding of EDI concepts on campus, increasing the effectiveness and inclusivity of teaching and research.

Equity as a Core Value in StFX Research and Outreach Efforts

One of the distinguishing features of StFX is that it combines the pursuit of research excellence with local and regional social relevance achieved through community engagement and partnerships, as well as a commitment to social engagement, social justice, and service to community. These efforts have had global reach and impact. Dating back to the Antigonish Movement, StFX has had a long and continuing tradition of working with communities to facilitate social change, as well as address inequities and marginalization. StFX is home to the Coady International Institute, a world-renowned centre of excellence in community-based development and leadership education. In collaboration with partners in Canada and the Global South, the Coady Institute works to reduce poverty and transform societies by strengthening local economies, building resilient communities, and promoting social accountability and good governance. In 2012, StFX founded the Coady (visiting) Chair in Social Justice with the financial support of the Sisters of St. Martha's in Antigonish. StFX is also home to the National Collaborating Centre for the Determinants of Health (NCCDH), one of six national collaborating centres funded by the Public Health Agency of Canada. The NCCDH focuses on health equity and how differences in local socio-economic conditions can cause inequities in health and public health care services. In October, 2015, through the generous donation of Jeannine Deveau, StFX created the Jeannine Deveau Educational Equity Endowment Scholarship Fund. Since its inception, this fund has provided over 135 scholarships and over 70 bursaries to Indigenous (Mi'kmaq and Wolastoqiyik) and African Nova Scotian students at StFX, enabling them to access a university education. Currently, there are 25 Mi'kmaq and African Nova Scotian Master students and 2 PhD students registered at StFX. The Deveau Fund has also supported the establishment of the John Jerome Paul Chair for Equity in Mathematics Education. This research chair is held by StFX Education Professor Dr. Lisa Lunney Borden, whose work focuses on teaching and math achievement for First Nations and African Nova Scotia students.

Through the Canada Research Chairs (CRC) program, we nominate and employ leading scholars in the social sciences, humanities, natural and physical sciences, and health-related areas. The subject matter focus of StFX Chairs has made substantial research contributions to equity issues. Two of our five current CRCs are focused on equity and inclusion issues. A high percentage of faculty members recruited to StFX through the CRC program, moreover, have remained at the University at the end of their term(s). Only two former StFX CRC's have left the University since the program was initiated, one of which was a very recent departure. The hiring of exceptional researchers as CRCs, therefore, has had lasting impacts on our faculty complement.

1. Background & Context

At StFX, we recognize the importance of establishing hiring and promotion strategies to ensure the representation of designated groups in our general faculty, as well as among our Canada Research Chairs. We also understand that progress on equity, diversity and inclusion requires more than achieving better percentage representation in our Research Chair and faculty complement; it is also about rethinking established institutional norms and culture. This commitment is reflected in the 2017-2022 StFX University Strategic Plan, which includes a series of specific goals and actions (many of which are replicated in this CRC Equity, Diversity and Inclusion Plan).

Equity & Inclusion

We are a welcoming community, reflective of the diversity of the modern world and strengthened by our differences. We respect and support the needs and aspirations of our students, faculty, and staff by being creative, adaptable, and inclusive in our practice and policies. We provide opportunities to members of all communities to participate, engage, and belong.

Goals & Objectives:

Goal 1: Create and sustain a campus climate in which all campus community members feel welcomed, supported, included, and valued by the University and each other.

- Create a shared definition of equity that can be integrated into all aspects of University operations and program delivery.
- Review and revise existing policies and practices to promote respectful, equitable interactions within the University community.
- Create clearly identified and ongoing supports for the integration of equitable pedagogical practice across all disciplines.
- Promote research on equity, inclusion, and diversity, making contributions to scholarship as well as the campus and society.

Goal 2: Create a critical mass of talented students, faculty, and staff that reflects the wider Canadian and global community.

- Develop student recruitment strategies specific to individual communities.
- Review and revise student entrance and assessment criteria to reflect principles of equity and inclusion.
- Review and revise faculty/staff recruitment and assessment processes to reflect principles of equity and inclusion.

Goal 3: Enhance academic support services to give all students the opportunity to achieve their potential.

- Create Centre for Student Success to assist all students to achieve their potential.
- Expand services for International students, including English as an additional language programming.
- Expand services for under-represented students, including African Nova Scotian, Indigenous, and students with low income.

StFX University Strategic Plan, 2017-2022

At StFX University, 44% of previous CRCs have been women. We are proud that our complement of female CRCs (past and present) has been much stronger than the national average and has exceeded program targets. In order to build on this, we recognize the importance of continually monitoring barriers to participation in the CRC program by members of the four designated groups.

As of September 2019, StFX had five active CRCs (one Tier 1 and four Tier 2 CRCs). We currently have no vacant Chairs. As Chairs become vacant or the University is allocated additional Chairs StFX will take proactive steps to recruit additional CRCs from members of the FDGs, as well ensure that no gaps emerge in our current compliance with targets set for the CRC Program.

Designated Group	Target	Target (actual #)	Representation	Gap (actual #)[*]
Women	33%	2	Withheld*	Withheld*
Visible minorities	15%	1	Withheld*	Withheld*
Persons with disabilities	4%	0	0	0
Indigenous Peoples	1%	0	0	0

* - actual numbers below 5 are not included to respect provisions on the *Privacy Act*

In developing this CRC Equity, Diversity and Inclusion Plan, we acknowledge that StFX is located in Mi'kma'ki, on the ancestral and unceded territory of the Mi'kmaq People. In August 2016, StFX initiated a Committee on Indigenization (COI) in response to the Truth and Reconciliation Committee (TRC) Calls to Action. This Committee has recently been renamed the Committee on Reconciliation (COR) and efforts have been guided by a series of meetings with Indigenous Elders and Knowledge Carriers. Through the StFX Committee on Reconciliation, StFX has developed three program circles dedicated to Ceremony and Governance, Academic Programming, and Student Experience. Initial commitments of the COR Academic Circle include: developing a decolonizing strategy for the University that is aligned with the Equity Pillar in the University Strategic Plan; review of university academic policies and processes related to decolonization/reconciliation and making recommendations to the Academic Vice President and Provost regarding meeting Truth and Reconciliation Commission Calls to Action; creating spaces for Indigenous ways to come together with current academic practices; organizing gatherings of faculty members and provide education/training around issues related to decolonizing classrooms; creating culturally sensitive spaces for students; to make recommendations to Joint Committee on Studies and Academic Vice President and Provost regarding new academic initiatives aimed at Reconciliation/decolonization; and to work on campus-wide initiatives that extend beyond the academic circle.

In addition, StFX has established a new position of Indigenous Knowledge Keeper on campus and appointed local Indigenous leadership representation on the University Board of Governors. Two of our most recent Coady Chairs in Social Justice have been Indigenous leaders and scholars. One of our former CRCs, Dr. Jane McMillan, CRC in Indigenous Peoples and Sustainable Communities, has played a leading role in discussions on StFX's physical location and its historical relationships with Mi'kmaq and African Nova Scotia communities. Advancing discussions on decolonization, reconciliation and Indigenization at our University will depend significantly on our ability to recruit and retain Indigenous faculty, and the need to hire, mentor and promote Indigenous scholars and scholarship at StFX. The Senate approved plan for the newly created Brian Mulroney Institute of Government at StFX includes a research pillar on Indigenous Governance and StFX is pursuing efforts with donors to endow a research chair in this area. Because of the CRC program's assessment of the size of the pool of potential

Indigenous CRCs and the small number of CRCs at StFX, the CRC's target does not include any Indigenous Chairs for our institution. However, our priorities, informed by the realities in our province and community, and our institutional goals mean that awarding future CRCs to Indigenous scholars should be a priority within our efforts.

Our CRC researchers have contributed significantly to our institutional research capacity while making substantial and impressive contributions in their respective research fields. We acknowledge that our geographic location and the institutional focus of StFX presents challenges and limitations. In particular, our rural location in a small province, and our strategic focus on remaining a small, primarily undergraduate liberal education university limits the scope of our undergraduate and graduate programs and creates unique faculty recruitment and retention challenges. We are situated in a small, rural community and in a region of the country that benefits from the proximity of three historically African Nova Scotia communities and the Paq'tnkek Mi'kmaw Nation. Efforts will be made to increase connection to these communities including the continued development of community-university research partnerships.

The development of a new workforce diversity survey at StFX will collect baseline data concerning the degree to which StFX is attracting and retaining diverse faculty and staff. An initial baseline of data was collected in 2019 and will be carried out every two years to track progress. Despite an ongoing commitment to remaining a small, primarily undergraduate university, our simultaneous commitment to research excellence has remained strong. StFX performs well on all measures of research with comparable Canadian universities. Our key areas of research excellence require strong, independent and diverse researchers who make their home in Antigonish – a town of only 5000 persons that is a 2-hour drive from both Halifax and Sydney (the nearest urban centres). This institutional context drives a particular interest in utilizing the CRC program to both recruit and retain talented researchers.

As we continue efforts to implement this Plan, we will be building on a number of initiatives related to equity, diversity and inclusion that are already underway. StFX has been in the process of conducting a number of policy and procedure reviews, as well as engagement discussions and training/professional development activities (e.g. university-wide Equity Summit sessions; equity workshops with Department Chairs and Program Coordinators; equity training workshops with university staff) with the university community with respect to equity, diversity and inclusion more generally. These efforts will require adequate time and careful attention to ensure they are carried out in a manner that simultaneously supports an effort to maintain and build on our CRC EDI goals, while also advancing objectives related to institutional equity, diversity and inclusion more broadly.

Employment Systems Review

The recently concluded Employment Systems Review relative to CRCs at StFX resulted in the following observations and challenges that relate to both faculty research and CRC positions:

- Theme selection for vacant CRCs in the future should include a greater focus on how the theme will contribute to EDI in terms of the research conducted by the Chair and inclusion of diverse groups and students in the work of the Chair.
- StFX requires increased attention to ensuring that equity/diversity representation and the need for an equity/diversity advocate, as well as inclusion of the Human Rights and Equity Advisor and/or Human Resources personnel in all CRC recruitment and selection processes. In the future, all CRC Selection committees should be required to include an equity and diversity representative, and all

committee members must undergo mandatory EDI and unconscious bias training (this should also be broadened to hiring processes for all faculty members).

- Future CRC (and broader faculty) postings and hiring processes should explicitly include, value, and assess contributions to equity, diversity and inclusion, community experience, service, and research methodologies.
- Future CRC (and broader faculty) postings should ensure that relevant qualifications include attention to non-traditional scholarship and traditional ways of knowing and similarly value these qualifications in the hiring process.
- StFX should formally recognize institutional contributions related to equity representation for CRC hiring (and in other forms of service). Faculty members, and CRCs in particular, who self-identify as a member of one of the FDGs, experience increased requests to participate in committees and other forms of service. This can result in overburdening and increased administrative responsibilities, and negatively impact their time for research.
- The current (signed in 2016) StFX-AUT Collective Agreement sections concerning equity, diversity and inclusion and hiring practices for faculty do not reflect the best practices or expectations of the Canada Research Chairs program related to equity, diversity and inclusion and this requires attention in the next round of collective bargaining. Standardization of hiring practices for Canada Research Chairs (and faculty members more generally) need to reflect best practices for equity, diversity and inclusion.
- The current (signed in 2016) StFX-AUT Collective Agreement does not contain specific language or attention to hiring practices for Canada Research Chairs (or other types of research Chairs).
- StFX lacks historical data on its staff and faculty complement that self-identify as a member of one of the four designated groups. The development of the new workforce diversity survey, which was carried out in 2019 for the first time, is expected to help address this issue.
- In conjunction with the development of baseline information on diversity within the StFX workforce, StFX should undertake university-wide workforce planning exercise, identify diversity gaps, and set specific goals for increasing the diversity of the overall StFX workforce.

Environmental Scan

The environmental scan recently undertaken to analyze StFX's institutional culture as experienced by a representative group of previous and current Research Chairholders identified several issues requiring attention related to equity, diversity and inclusion in our academic research environment. These included:

- Given the leadership role that CRCs represent within university research environments, StFX should give consideration to allocating all future vacant CRCs towards under-represented groups, with particular attention to attracting Indigenous scholars.
- With respect to future vacant CRC positions, StFX should give consideration to holding an open competition for persons from particular designated groups (e.g. Indigenous scholars), without specifying the department, program or theme.
- StFX should provide greater transparency in future CRC job advertisements about the length of the search and hiring process from start-to finish (i.e. including time for the nomination to be prepared, submitted and approved). Information on the 10-Year rule (from completion of PhD), as well as exceptions to this for Tier II CRC appointees should be clarified in future StFX CRC recruitment advertisements.

- StFX needs to significantly broaden future CRC search processes in an effort to attract more diverse candidates.
- The CRC (and broader faculty) hiring process should be adapted so that StFX is able to demonstrate a welcoming community and environment for diverse candidates that visit the campus for an interview. The University needs to go the extra step to determine the interests of visiting candidates, so that they can see themselves living in our community and working at our University. Currently, this is left to chance or the onus is on a given candidate to explore on their own.
- Orientation and onboarding for new Canada Research Chairs (and faculty members more generally) needs to be strengthened, particularly for those joining from outside the University. A common set of information should be provided by the University to assist with orientation of all new faculty and Research Chair candidates.
- The University and the funding agencies need to better understand that <u>time</u> is the key limiting factor for successful researchers, and both the university and funding agencies could do more to understand interruptions in research productivity due to family commitments etc. The University and the funding agencies need to create environments for research success, while recognizing and accommodating individual circumstances.
- When newly appointed Research Chairs arrive on campus, the University should avoid burning them out by assigning them to too many committees. Faculty members and Research Chairs who are representatives of under-represented groups are asked to serve on excessive numbers of committees and initiatives. The University could look at trying to establish some form of additional support for faculty researchers from under-represented groups who go above and beyond normal or equitable levels of service in efforts to help advance EDI at StFX.
- Internal research initiatives and funding criteria at StFX should be adjusted to include attention to EDI objectives, similar to the approaches used by external funding agencies. For example, asking applicants to explain how their research helps address EDI objectives, or how their research will support diverse and inclusive student research involvement.
- CRC's should be viewed (and explicitly described) by the University as "incremental" to a normal departmental/program faculty complement and not used by the University to replace a regular faculty member who has departed or retired.
- StFX needs to help strengthen the visibility and profile of CRC's and other Research Chairholders through web-pages and on-line researcher profiles. There should be significant events (symposia, lectures) featuring talks by Research Chairholders, which are given significant promotion and planned well in advance to attract attention.
- The University needs to take steps help diversify the student body and by extension, student involvement in research.
- StFX should continue to prioritize updating of accessibility and mobility needs on campus, including access to buildings, offices and meeting spaces in an effort to be responsive to the needs of differently-abled faculty and staff. StFX needs to work on greater accessibility, not only from a physical perspective, but multi-dimensional (visible accessibility of the web etc.).
- StFX should invest in the development of professional skills and knowledge in accommodation in both hiring and employment. This includes Deans and Department Chairs/Program Coordinators supervising CRCs and other faculty researchers, as well as for CRCs and faculty researchers who supervise trainees and students.
- StFX should direct greater attention to mechanisms and fora (e.g. employee celebration and recognition events) for acknowledgment and valuing of strengths brought to the StFX community by the recruitment and hiring of diverse faculty and staff.

- The University should create clearer expectations and guidelines with respect to community-engagement and the ways in which StFX researchers work with communities, so that community representatives or groups are not being exploited. The University could also be clearer about its initiatives that are designed for the community and to be more responsive to communities.
- The University should develop incentives to encourage greater involvement in initiatives such as cultural competency training or determine ways in which certain types of EDI-relevant training will be required as mandatory part of employment.

Comparative Review of Institutional Support for Chairholders

The nature and terms of institutional support to CRCs at StFX has generally been negotiated on a case-by-case basis, with different administrative levels and individuals involved in these discussions over the years. Despite this, the University has provided relatively similar forms of institutional support to each of its Chairholders, in terms of teaching release, supplemental salary, tuition waivers for graduate students, access to CFI JELF allocations, and general administrative support. The exact amount of institutional support with a specific CRC nominee is a point of discussion and negotiation prior to the submission of the nomination to the CRC program. Some minor discrepancies were noted among different individual cases, however, no gross inequities were observed, including with respect to gender.

CRC nominees at StFX are consistently provided with a level of direct cash support (start-up grant) that is higher than the normal amount given to a regular faculty member, owing to the research-intensive nature of these positions. The specific amounts, however, are aligned with the costs normally associated with the discipline (this means that the dollar value may vary from chair to chair depending on the discipline and the expected costs of research). All CRCs at StFX have received, to the best of our knowledge, equitable treatment in terms of salary – since all are placed on the established faculty salary grid in a similar manner (based on past years of experience, or appointment level upon entering the university). Relatively similar supplementary salary stipends have been provided to Chairholders to augment their salary, but the comparative review concluded that this should be reviewed to ensure consistency and equity going forward.

In some cases, (i.e. when a CRC is used to retain an existing employee), the institutional support could include the costs associated with a replacement tenure track position or limited-term appointment. In the past, there were some inconsistencies in the way various forms of institutional support (e.g. administrative support) for Chairs was calculated and reported. With recent adjustments and going forward, this tracking will be more rigorous and consistent, allowing for ready identification and correction of inequities.

The comparative review of institutional support found that all CRCs are (have been) treated the same and equitably with respect to the following elements:

- Protected time for research (teaching release and service relief)
- Administrative support
- Salary supplements
- Research grants from residual amounts remaining from Chair funds
- Tuition waiver for graduate student support (now scholarship and teaching awards), if there is an applicable graduate studies program.

The review found that there is (has been) some variance with respect to the following elements:

- Annual research grants
- Salary scale placement
- Startup funds amounts

However, in these latter issue areas, many of the differences can be explained by the level of experience of the candidates and the nature of the chair appointment (NSERC vs SSHRC).

Based on these findings, the review concluded that the University should ensure that:

- There is an administrative policy and set of guidelines on the type and dollar range of various types of institutional supports that should be provided to all Chairholders.
- There is an assigned mentor to each Chair nominee who can offer guidance and support in the negotiation of employment terms and the institutional support they require.
- Internal annual research grant funds (beyond start-up funds) should no longer be offered to Tier 2 Research Chairs, given the recent introduction of grants to Tier 2 Chairholders by the CRC Secretariat. (Chairs are permitted and encouraged to apply, on a competitive basis, for other internal funds from appropriate sources).

2. **CRC Equity, Diversity and Inclusion Objectives, Actions and Measurement Strategies at StFX**

The following objectives, actions and measures are set out to ensure an equitable, diverse, and inclusive CRC recruitment, retention, and support system aligned with evolving University policies and agreements. They reflect StFX University's context related to our CRC complement, size, geographic location, and aspirations.

OBJECTIVE 1: Ensure that StFX maintains target CRC representation from the four designated groups.

StFX is committed to meeting and exceeding the institutional representation of CRCs from designated groups as outlined by the Tri-Agency Institutional Program Secretariat relative to the overall complement of CRC positions allocated to the University. As new Chairs are allocated to the University or as Chairs become vacant (following applicable renewals for current Chairholders), StFX will give priority to themes and competitions designed to attracted members of the four designated groups. In particular, the University will prioritize efforts to have at least one future Canada Research Chair held by an Indigenous scholar.

ACTION 1.1: Complete successful CRC recruitment and nominations of 2 CRC candidates who self-identify as women.

WHO: Academic Vice President and Provost; Associate Vice President, Research and Graduate Studies; Faculty Deans.

WHEN: By October 31, 2018

PROGRESS: Complete

ACTION 1.2: Develop an administrative policy and set of guidelines on the type and dollar range of various types of institutional supports that will be provided to all Canada Research Chairholders and assign a mentor to each CRC nominee who can offer guidance and support in the negotiation of employment terms and the institutional support they require.

WHO: Associate Vice President, Research and Graduate Studies

WHEN: By 2020 (before next CRC nomination process)

PROGRESS: Under development

ACTION 1.3: Successfully recruit an Indigenous scholar as a Canada Research Chairholder at StFX by 2026.

WHO: Faculty Deans; Associate Vice President, Research and Graduate Studies

WHEN: before 2027

OBJECTIVE 2: Retention of CRCs who self-identify as members of the FDGs.

ACTION 2.1: Complete an Employment Systems Review to identify the extent to which StFX's current CRC (and broader faculty) recruitment practices are open and transparent; identify barriers or practices that could be having an adverse effect on the recruitment, hiring, and ongoing employment of individuals from the four designated groups; and develop and implement corrective measures to address systematic inequities.

WHO: Associate Vice President, Research and Graduate Studies with assistance from the Director of Human Resources and the Human Rights and Equity Advisor

WHEN: By September, 2019

PROGRESS: Complete

ACTION 2.2: Complete a comparative review - by gender, designated group, and field of research - of the level of institutional support (e.g. protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to current CRC-holders, and identify measures to address any systemic inequities identified.

WHO: Associate Vice-President, Research and Graduate Studies; Director of Research Grants

WHEN: By September, 2019

PROGRESS: Complete

ACTION 2.3: Provide priority consideration and support to institutional research networking efforts and research development initiatives (e.g. development of institutional research centres; Banting post-doctoral applications) involving and/or led by CRCs from under-represented groups.
WHO: Associate Vice-President, Research and Graduate Studies; Director of Research Grants.

WHEN: Beginning in 2019

PROGRESS: Ongoing

ACTION 2.4: Initiate semi-annual individual face-to-face meetings with all Canada Research Chair holders to discuss annual research plans, and strategies for enhanced research support. Provide mentorship for Tier 2 CRC members of the FDGs to address disadvantages junior faculty members may experience.

WHO: Associate Vice-President, Research and Graduate Studies; Director of Research Grants

WHEN: Beginning in 2019

PROGRESS: Ongoing

ACTION 2.5: Launch new Research Chairs Section on StFX Research Website to enhance profile of Research Chairs at StFX and establish semi-annual StFX Research Chairs Colloquium Series to raise the profile of diverse research Chairholders at StFX.

WHO: Associate Vice-President, Research and Graduate Studies

WHEN: Beginning in 2019

PROGRESS: Ongoing

ACTION 2.6: Establish a new process for early internal review of all CRCs in advance of renewal deadlines with a focus on helping renewal applicants prepare strong submissions for renewal.

WHO: Associate Vice-President, Research and Graduate Studies; Academic Vice President and Provost

WHEN: Beginning in 2019

PROGRESS: 1st review process to be carried out in Fall 2019.

OBJECTIVE 3: Ensure existing policies, agreements, and plans that may influence StFX's CRC community, as well as broader faculty recruitment and hiring processes are written and implemented in a manner that is supportive of equity, diversity and inclusion.

Over the past year (2018-19), StFX rigorously revised key policies to reflect the University's commitment to equity and inclusion. In order to address challenges related to sexual violence, StFX engaged an Independent Review Panel (IRP) from the Canadian Centre for Legal Innovation in Sexual Assault Response (CCLISAR). The IRP consulted with members of the university community as well as an expert advisory group, and made recommendations to best ensure that StFX's practices and procedures are responsive to those who report experiences of sexual harm, trauma-informed, and procedurally fair. The StFX Harassment and Discrimination Policy was also rewritten, significantly expediting the formal complaint process and improving fairness for all parties. StFX's Code of Conduct is also being reviewed to ensure best practices are being upheld.

ACTION 3.1: Work with our Faculty Union (StFX AUT) to ensure the Collective Agreement supports the Canada Research Chair requirements for equity, diversity and inclusion, as well as updated provisions for equity, diversity and inclusion in faculty member recruitment and hiring processes more generally.

WHO: Vice-President, Finance and Administration; Academic Vice President and Provost; Associate Vice President, Research and Graduate Studies; Director of Human Resources

WHEN: By September, 2019

PROGRESS: Complete. New Collective Agreement concluded in September, 2019 with substantial new language and provisions to align equity, diversity and inclusion best practices and principles in CRC, as well as regular faculty member search, hiring and tenure/promotion review processes.

ACTION 3.2: Review and update the StFX Strategic Research Plan to ensure it supports and enables our equity, diversity and inclusion goals.

WHO: Associate Vice-President, Research and Graduate Studies

WHEN: By May 31, 2019

PROGRESS: Complete. New StFX Strategic Plan for Research and Creative Works (2019-2025) places priority attention on equity, diversity and inclusion within the entire StFX academic research environment (including diversifying student involvement in research).

ACTION 3.3: Complete an inventory of policies, agreements and plans that may impact the recruitment, retention, and support of CRCs at StFX and establish a process and timeline for reviewing them.

WHO: *Ad hoc* committee comprised of: Vice President, Finance and Administration; Associate Vice-President, Research and& Graduate Studies; Director of Human Resources, Human Rights and Equity Advisor

WHEN: By March 31, 2019

PROGRESS: Identification complete. Conducting a pay equity audit and developing a new Employment Equity Policy and a Workplace/Classroom Accommodation Policy are priorities requiring attention under this initiative. Updating the existing StFX Discrimination and Harassment in the Workplace Policy is also a priority for attention and is currently underway.

ACTION 3.4: Complete the development of a new Senate-approved Policy for Research Chairs at StFX, with inclusion of specific provisions for recruitment of Chairs from the FDGs.

WHO: Academic Vice President and Provost; Associate Vice-President Research, and Graduate Studies

WHEN: By May 31, 2020

PROGRESS: Initial draft policy document developed and discussed by Research Advisory Committee and Academic Committee on Policies and Priorities. StFX AUT requested that this issue be the subject of a Letter of Agreement (completed) and addressed in Collective Bargaining/Collective Agreement language.

OBJECTIVE 4: Expand the range of University supports and professional development for a more diverse, equitable and inclusive working and academic research environment.

ACTION 4.1: Enhance training for all university faculty and staff on unconscious bias and on the importance of equity, diversity and inclusion in the workplace by directing new faculty and staff to online resources during their orientations, by using internal university communication channels to encourage all employees to complete online training modules, and offering in-person facilitated discussions.

WHO: Human Rights and Equity Advisor and Director of Human Rights in collaboration with the Associate Vice-President, Research and Graduate Studies and Director of Research Grants

WHEN: Beginning in Fall, 2018

PROGRESS: Workshops held with all Departmental Chairs and Program Coordinators. Next steps include broader targeted communication to encourage all employees to complete an online module on unconscious bias, and offering in-person facilitated discussions based on the online module.

ACTION 4.2: Develop a process and tool for allowing self-identification of all university faculty and staff to establish improved baseline information on members who self-identify as members of the FDGs at StFX University.

WHO: Human Rights and Equity Advisor; Director of Human Resources

WHEN: Beginning in Winter, 2019

PROGRESS: Initial data collection completed by Narrative Research (formerly known as Corporate Research Associates). Survey to be undertaken every 2 years.

ACTION 4.3: Further develop and continue to offer Cultural Competency Training workshops for all faculty and staff. Cultural competency refers to an ability to interact effectively with people of different cultures, and to manage and promote diversity and inclusion. During the workshops we explore how to: acknowledge and address hostility towards diversity; understand our own cultural positions and how they differ from others; understand the different social and cultural realities we work in; cultivate appropriate attitudes towards cultural difference; generate and interpret a variety of verbal and non-verbal responses; understand structural oppression and commit to social justice; and cultivate the ability to manage diversity tensions and conflicts in a way that promotes inclusion and improved team effectiveness.

WHO: Human Rights and Equity Advisor; Director of Human Resources

WHEN: Beginning in Fall, 2018

PROGRESS: 30-35 participants in each of 2 cultural competency training workshops held to date. New sessions will be held annually. StFX engaged external facilitator Robert Wright to provide cultural competency training in November 2018. Sixty participants attended his cultural competency workshop, and 22 Departmental Chairs and Program Coordinators attended a separate workshop designed to reflect the role chairs and coordinators play in creating an equitable campus. Mr. Wright is returning to Campus to deliver cultural competency training on October 3rd 2019. In addition, staff at the Diversity Engagement Centre and Indigenous Student Centre are offering a lunch and learn series this fall. Topics include: Interrupting micro-aggressions, correct usage of pronouns, treaty education and supporting employee mental health.

ACTION 4.4: Integrate research-oriented equity, diversity and inclusion professional development into the newly created StFX Teaching and Research Learning Centre led by a new Faculty Professional Development Coordinator and a revised StFX Faculty Development Advisory Board.

WHO: Faculty Professional Development Coordinator; Research Services Group

WHEN: Beginning in Fall, 2019

PROGRESS: Initial planning and discussions underway with Dr. Angie Kolen, newly appointed Faculty Professional Development Coordinator.

ACTION 4.5: Launch joint professional development efforts related to equity, diversity and inclusion in research through the Maple League of Universities. StFX will engage its three partner institutions involved in the Maple League of Universities (Acadia; Bishop's; and Mount Allison) in professional development efforts that lend themselves to shared and collaborative EDI professional development efforts. The Maple League universities will compare the results of their CRC EDI environmental scans sometime in 2019-2020 to tease out broader EDI themes while simultaneously protecting confidentiality. Maple League partners have already begun to collaborate on a series of student and

faculty-oriented EDI initiatives and have indicated their interest in expanding collaboration related to joint action and professional development.

WHO: Executive Director, Maple League of Universities (Dr. Jessica Riddell); Maple League of Universities Teaching and Learning Committee; Maple League of Universities Research Committee

WHEN: Beginning in Fall, 2019

PROGRESS: Initial planning and discussions underway with Dr. Jessica Riddell, Executive Director of Maple League of Universities, the Maple League of Universities Teaching and Learning Committee and Research Committee.

ACTION 4.6: Establish a faculty and student-led Equity Leadership Conference through the Frank McKenna Centre for Leadership in partnership with other Maple League Universities. Invite external speakers from designated groups to deliver lectures and workshops on issues related to equity, diversity and inclusion, which will be jointly offered with, or livestreamed to, Maple League of Universities partners.

WHO: Executive Director, Frank McKenna Centre for Leadership (Dr. Mathias Nilges); Executive Director, Maple League of Universities (Dr. Jessica Riddell); StFX Equity Advisory Committee; Human Rights and Equity Advisor

WHEN: Beginning in 2020

PROGRESS: Initial planning and discussions underway.

ACTION 4.7: Develop a decolonizing strategy for the University that is aligned with the Equity Pillar in the University Strategic Plan, including a review of university academic policies and processes related to decolonization/reconciliation and making recommendations to the Academic Vice President and Provost regarding meeting TRC Calls to Action and organizing gatherings of faculty members and provide education/training around issues related to decolonizing classrooms, creating culturally sensitive spaces for students.

WHO: StFX Committee on Reconciliation

WHEN: Beginning in Fall, 2018; Strategy complete by December 31, 2020.

PROGRESS: Ongoing

OBJECTIVE 5: Regularly monitor, assess and report on diversity and inclusiveness performance metrics within the StFX University Community.

ACTION 5.1: Develop a set of key diversity performance indicators and monitor progress on a regular basis to assess the effectiveness of diversity efforts.

WHO: Vice-President, Finance and Administration; Human Rights and Equity Advisor; Director of Human Resources

WHEN: Early 2020

PROGRESS: Underway

ACTION 5.2: Enhance diversity data collection at StFX and undertake analysis to identify and address diversity gaps in recruitment and retention of faculty, staff and students.

WHO: Human Rights and Equity Advisor; Director of Human Resources; Registrar

WHEN: Initiate in early 2020

PROGRESS: Initial planning underway

ACTION 5.3: Undertake annual reporting related to Equity, Diversity and Inclusion at annual Faculty, Senate and Board of Governors meetings.

WHO: President; Vice Presidents

WHEN: Starting in Fall 2019

PROGRESS: Ongoing

ACTION 5.4: Actively acknowledge individuals and efforts from a variety of backgrounds who meaningfully influence the integration of diversity, equity and inclusion within StFX systems, structures and policies.

WHO: President; Vice Presidents

WHEN: Starting in Fall 2019 at annual staff recognition events, as well as faculty, staff student acknowledgement events on campus**.**

PROGRESS: Ongoing

ACTION 5.5: Develop a plan and take steps help diversify the student body and by extension, student involvement in research.

WHO: Deans of Faculties; Vice Presidents; Registrar

WHEN: Immediate

PROGRESS: Ongoing

Indicators of Progress

In addition to ensuring that StFX maintains compliance with CRC targets for self-identified representation from the four designated groups, the following additional items will be monitored to ensure we are making progress towards our objectives:

- Number / percent of applicants self-identifying from the FDGs groups who apply for CRC positions.

- Success rate of StFX applications for CRCs with nominees who self-identify from the FDGs.

- Retention rate of StFX CRC-holders from the FDGs (to completion of term), as well as retention of these faculty members in years following the completion of their CRC.

- Measures to reduce any identified inequities in institutional support for CRCs from designated groups have been implemented.

- Annual CRC reports from Chairholders who identify as members of the FDGs are positive and remain positive, particularly with respect to Institutional Support.

- Percent of faculty, staff, and administrators who participate in equity, diversity, and inclusion workshops, workplace surveys and employee equity surveys.

- New versions of the StFX-AUT Collective Agreement clarify provisions for hiring of CRCs and newly strengthened provisions for equity, diversity and inclusion in faculty hiring processes more generally.

- Percent of faculty and staff who feel that improvements to campus culture related to equity, diversity and inclusion are progressing in a positive direction (information gathered through the new employee equity survey).

3. Management of Canada Research Chair Allocations at StFX

StFX University recognizes that unconscious bias can have adverse, unintended and negative impacts on the recruitment and hiring of, as well as the overall success and career progression of individuals, especially those from the four designated groups. As a result, all individuals involved in any aspect of the CRC allocation and nomination process will be required to complete training in unconscious bias before becoming involved in the process. This training will be enhanced as outlined in our action steps associated with this Plan.

The current StFX-AUT Collective Agreement has a specific article outlining the teaching load requirements of CRC positions, but does not contain distinct language on the recruitment and hiring of nominees for CRC positions. Thus, CRC positions at StFX are currently filled according to the general principles outlined in the StFX-AUT Collective Agreement. StFX has developed additional procedures overseen by the Research Advisory Committee for the determination of research themes to be filled by vacant or newly allocated CRCs (in order to generate faculty input to the process), as well as ensure that guidelines or requirements established by the Federal Government are followed. Revisions to the current collective agreement will ensure that StFX is managing recruitment and selection of Canada Research Chairs in accordance with the goals of the Canada Research Chair Program and the goals of this CRC Equity, Diversity and Inclusion Action Plan. Annual reporting of our employment equity progress will be provided to the University's President and Executive team, as well as provided to the University community to support enhanced transparency and communication.

The research area (theme) for new or vacant CRCs will continue to align with the University's approved Strategic Plan for Research and Creative Works (2019-2025). Recommendations on vacant or new CRC research themes is made to the AVP by the AVPRGS following input from the Research Advisory Committee. The process to reach recommendation on CRC themes at StFX is outlined in Appendix 2.

Once the research area of a new or vacant CRC position has been determined, the Associate AVPRGS is responsible for drafting chair descriptions. The description must be reviewed by the University's Human Resources Department prior to being brought forward to Deans and the AVP for approval. Alongside external candidates, members of faculty from any department are eligible to apply to be nominated to become a Canada Research Chair by the University.

Based on the list of departments and inter-disciplinary programs identified as potentially affected by the CRC research area, the AVP (in consultation with relevant Deans and the AVPRGS) will form a CRC Selection Committee. All members of the Selection Committee are required to complete training on unconscious bias. This committee may also review the chair description once it has been approved by Deans and the AVP. The CRC Selection Committee also reviews applications and interviews potential candidates. They provide a recommendation on which candidate should move forward to the external CRC review process. The AVP, with the approval of the President, may choose to use the corridor of flexibility in managing its allocation of chairs to align with institutional priorities and/or to encourage progress towards equity targets.

4. Recruitment and Nomination Process for CRCs at StFX University

In alignment with the current StFX Employment Equity Policy as outlined in the current Collective Agreement, StFX University has a commitment to ensure that recruitment and nomination processes for all Canada Research Chair positions are transparent, open and equitable. StFX also recognizes that particular measures are required to promote equity, diversity and inclusion in the employment of those identified in the list of designated groups (women, Indigenous peoples, persons with disabilities, and visible minorities). These efforts could include unique accommodations in terms of physical location on campus, allocation of laboratory or other types of space, organization of teaching schedules, etc. StFX University also applies the principles of transparency, openness and equity to decisions regarding the renewal of existing Chairholders. For example, clear criteria will be used to determine whether an existing Chair will be submitted for renewal to the program and these criteria will be communicated to all Chairholders at the beginning of their terms.

At StFX University, the AVPRGS is the senior official responsible for developing and overseeing implementation of this action plan in partnership with other university officials. The AVP is the senior official responsible for certifying that all CRC recruitment and nomination processes are transparent, open and equitable.

StFX requires the use of an equity statement (outlined in the following section) in all recruitment advertisements for faculty positions and CRC nominees indicating that the University welcomes applications from traditionally disadvantaged groups, including women. StFX is in the process of developing a formal policy on Research Chairs and Professorships, which is expected to be approved by the Senate of the University and will address broader issues related to all forms of Research Chairs (including the selection and appointment of endowed or sponsored Chairs), as well as equity, inclusion and diversity commitments.

Nature of CRC Competitions:

StFX University normally holds open, externally and internally advertised competitions for all vacant or newly allocated Canada Research Chair positions.

CRC Advertisements:

- All advertisements for CRCs issued by StFX University will specify that the position is for a CRC, as well as outline the expectations and requirements of the CRC program associated with the Chair level (Tier 1 vs Tier 2).

- All advertisements for CRCs at StFX University shall contain a statement that encourages and welcomes applications *from visible minority group members, women, Indigenous persons, persons with disabilities and members of disadvantaged groups.* An accommodation statement will also be included.

- StFX University shall, if necessary, target a specific CRC recruitment campaign towards applications exclusively from candidates who would meet institutional equity and diversity objectives set out for the CRC program. Such a provision would normally only be used if StFX is not in compliance (or fall out of compliance) with its targets of CRCs self-identifying from designated groups.

- StFX shall outline all selection criteria in advance of the launch of any CRC recruitment nomination process and these criteria will be communicated to potential applicants in the job advertisement. If a CRC is being specifically targeted towards candidates that will meet institutional equity and diversity objectives, this will be explicitly outlined in the job advertisement.

- All CRC advertisements from StFX University will be reviewed by the StFX Human Rights and Equity Advisor or other diversity experts before it is posted. All CRC-related postings will be maintained publicly for a minimum of 30 days. All StFX CRC recruitment nomination advertisements will be widely advertised in an effort to reach a wide diversity of potential candidates.

- All StFX advertisements related to CRCs will use inclusive, unbiased, ungendered language.

- StFX will endeavor to require, as part of CRC job criteria, a track record related to aspects of diversity and inclusion. Applicants will be asked, wherever feasible, to identify their strengths and experiences in increasing diversity in their previous institutional environment, in student research training, and in curriculum.

- Work-related assessment criteria in all StFX CRC advertisements will, wherever applicable to the theme or discipline of the Chair, allow for the inclusion of comparable experience from non-academic fields (e.g., government or community-based research). Similarly, the ability for candidates to submit codified forms of research output from oral or community-based forums may be invited and valued in addition to traditional forms of publication and scholarly output.

CRC Selection Committees and Selection Processes

- The competition, selection and appointment of an individual to a CRC shall be conducted in accordance with normal University policies and the provisions of the relevant Collective Agreement. The procedure for the recruitment and appointment of new faculty members is defined and governed by the Collective Agreement and Human Resources policies and processes of StFX University.

- In the case of a CRC theme that is specifically targeted to a particular department, the provisions of the Collective Agreement and departmental procedure for hiring a new faculty member shall apply for recruiting and selecting the Chair. These selection processes are normally led by the Chair of a Department.

- For all CRC themes that are not targeted towards a specific department, the inter-disciplinary recruitment process shall be followed and the AVP will consult with the AVPRGS, relevant Deans, Department Chairs or Program Coordinators to establish a Selection Committee with relevant departmental and inter-disciplinary representation on the Selection Committee.

- For all CRC selection processes, members of Selection Committees shall be required to have representation from designated groups (including gender balance wherever possible). Given that StFX is a small university, with a small faculty complement, this may also be achieved by having Selection Committee members who, although not members of designated groups themselves, represent the interest of designated groups. It is understood that data on the representation of designated groups among faculty might not always be complete, given that this is a voluntary self-

identification process, which may yield varying response rates.

- All CRC Selection Committee members at StFX will be sensitized to issues of equity and *unconscious biases* through training or other awareness-building activities (including use of training modules developed by the federal Tri-Agencies and the CRC Program Secretariat). The Selection Committee members will be made aware of any representation gap among the institution's chairholders and of the institution's strategy to address any under-representation as per the CRC target-setting exercise; and the StFX Human Rights and Equity Advisor will be consulted and engaged to ensure that appropriate attention to equity and bias is included throughout the process.

- All StFX CRC recruitment and selection processes will endeavour to identify a diverse pool of potential applicants, including representatives of designated groups as per the and the StFX CRC Equity, Diversity and Inclusion Plan. The StFX Human Resources Division, the Human Rights and Equity Advisor, the Equity Advisory Committee, and StFX faculty members who themselves are representatives of the FDGs will be engaged to identify strategies for recruitment of under-represented groups in all CRC competitions.

- CRC Selection Committees will use encompassing, clear, flexible criteria for assessing excellence that recognize and reward the scholarship of teaching, professional service, outreach, mentoring and research training, and account for non-traditional areas of research and/or research outputs.

CRC Interview Processes

- All CRC Selection Committees at StFX shall undertake a process of pre-planning for interviews to ensure an unbiased, consistent and transparent selection process. This will include the development of standardized questions that address the selection criteria in a consistent manner. The development of an evaluation rubric will also be required for each competitive process. The AVP and/or AVPRGS, as well as the Human Rights and Equity Advisor shall be responsible for ensuring that clear equity expectations are established with all CRC Selection Committee members before interviews begin. This will include a requirement that interview Selection Committee members ask the same questions of each candidate and not tailor questions to individual candidate.

- StFX University will ensure that all aspects of the CRC recruitment and interview process are accessible. When candidates are invited to the interview, StFX University will respect and adhere to any reasonable accommodation needs.

- StFX processes for CRC candidates will account for differences in communication and presentation styles by permitting and supporting the use of a variety of evaluation formats (e.g., a lecture or evaluation of scholarly works could complement an interview).

- StFX will be explicit in all communication with potential CRC candidates that career breaks for family or medical needs or community responsibilities will not negatively impact the hiring decision.

Decisions Regarding Selection of CRC Nominees

- StFX Selection Committees for CRCs will be instructed to be mindful that the best-qualified candidates may not have the most years of experience, greatest number of publications, or largest

number of academic accomplishments. For example, an applicant who took time away from work or studies for family-related matters may not have as many publications, but the substance and quality of that applicant's work may render them best qualified.

- All CRC Selection Committees will be asked to provide a written report to the appropriate Dean and AVP on the process that led to the selection of the successful candidate for a given CRC nomination, and the rationale when a member of a targeted group is unsuccessful.

- As per the provisions of the StFX Collective Agreement, the appropriate Dean and the Academic Vice-President and Provost shall consult on the terms of each CRC Selection process and decide which candidate, if any, is to be offered the nomination. If the Dean and/or AVP does not intend to nominate the person recommended by the Selection Committee, the Selection Committee will be informed, in writing, of the intended decision and the reasons for the intended decision and will be given five (5) days for further input before the final decision is made.

- As per the StFX Employment Equity Policy Provisions, the CRC Nomination/Selection Committees shall give consideration to strategic hiring when two candidates are approximately equal, meaning there are two equally qualified candidates and one is from an under-represented group.

- CRC Selection Committees shall avoid undervaluing scholarship or research that is non-traditional or unconventional; outside the mainstream of the discipline; or focused on issues of gender, race or minority status. Selection Committees may acquire the help of experts to assess fields with which they are unfamiliar.

- The need for accommodation will not be used as a negative in the assessment of any CRC candidate under consideration in a StFX CRC nomination selection process.

- CRC Selection Committees shall avoid averaging productive periods across non-productive periods, such as those required for parental, family or medical leave.

- CRC Selection Committees shall endeavor to be aware of limitations the field of study may have on publishing in top-tier, mainstream platforms and attracting research funding. If the market for the research conducted is smaller, the candidate's "numbers" may not be comparable to those for more traditional areas of research.

5. Tier 2 Chair Eligibility

StFX University will ensure that the language relating to eligibility for Tier 2 Canada Research Chairs in all advertisements is neither misleading nor exclusionary.

Advertisements seeking nominees for CRCs at StFX shall:

- Encourage applications from **all** eligible candidates, and not imply that Tier 2 Chairs are exclusive to candidates who are, at the time of nomination, no more than 10 years from having earned their highest degree. Where breaks in any candidate's research career exist due to maternity or parental leave, extended sick leave, clinical training, family care, etc., the Tier 2 justification process will be used to review a candidate's eligibility.

- Postings will acknowledge the option available to potential applicants who are more than 10 years from having earned their highest degree and/or where applicable exceptional circumstances are present, to have their eligibility reviewed through the Tier 2 justification process.

- StFX will separate the specific eligibility criteria required **by the university** from that required **by the Canada Research Chairs Program** (as outlined on the Canada Research Chairs website).

StFX will include language suggested by the CRC Program Secretariat in postings for Tier 2 CRCs, such as:

- Tier 2 Chairs are intended for exceptional emerging scholars (i.e., candidates must have been an active researcher in their field for fewer than 10 years at the time of nomination).

- Applicants who are more than 10 years from having earned their highest degree (and where career breaks exist, such as maternity, parental or extended sick leave, clinical training, etc.) may have their eligibility for a Tier 2 chair assessed through the program's Tier 2 justification process. Please contact the research grants office for more information.

6. Appropriate Consideration of Career Interruptions

StFX acknowledges that certain situations, such as career interruptions and personal circumstances, may legitimately affect a candidate's record of research achievement. In addition, individuals from the four designated groups are more likely to experience career interruptions. To ensure that individuals with career interruptions are not unfairly disadvantaged in any CRC recruitment, nomination, selection or renewal process, StFX will employ the following safeguards:

- Acknowledging within CRC-related job postings the potential impact that legitimate career interruptions can have on a candidate's record of research achievement are understood and will be taken into consideration if outlined and documented;

- Encouraging potential candidates to explain within their application to a Chairholder position the impact that career interruptions have had on their record;

- Allowing potential candidates to submit a full career or extended CV to a Chairholder position in cases where they have had career interruptions;

- Sensitizing and instructing selection committees to carefully consider the impact of career interruptions on a potential candidate's record; and

- Limiting the potential negative impact of unconscious bias and common cognitive shortcuts and errors within the recruitment, nomination and decision-making processes for a Chairholder position.

7. Accountability for Equity and Diversity in CRC Recruitment, Nomination and Selection Processes

The AVP shall retain the right to deny approval of candidates for any CRC positions where equity considerations or other provisions of this plan have been neglected.

8. Collection and Protection of Self-Reported Equity and Diversity Data

Through the self-identification process, candidates for a CRC position are able to identify as one of the four designated groups recognized by the federal government. StFX has developed a CRC Self-Identification Form that is accessible on the StFX website for Canada Research Chairs. These forms, once completed, remain confidential, and are viewed only by those who are engaged in the CRC hiring process.   The form is modelled on that used by TIPS.   All potential CRC applicants are invited to complete this form with their application to become a CRC nominee at StFX University. A slightly modified form will be used for successful CRC nominees, for the purpose of tracking FDG data for chairholders specifically.

The form allows individuals to withhold their name and contact information, while providing for the collection of other information about them. In this way, privacy will be maintained, while the FDG data can be obtained anonymously if the individual so desires. Individuals are provided with different options for submitting their form (mail, campus mail, drop off, email file attachment, fax, etc). Administrative support staff in the StFX Human Resources Division shall serve as the point of contact for collection of this information / collection of the forms.

The cover note / instruction sheet provides information about why the information is being requested and how it will be used. The request will be accompanied by a letter (signed by the Academic Vice President and Provost) strongly encouraging participation and completion. A copy of the form is provided in Appendix 4 of this document.

9.   Retention & Inclusion

Since the inception of the CRC program, StFX University has had an exceptional track record of retaining Chairs once they are appointed and begin their positions at the University. Only two former CRC holders have left the University since the inception of the CRC program (one being a very recent departure). The University also instituted efforts to help CRCs transition to a normal faculty position at the end of the end of their terms, in an effort to retain them as faculty members. Our record of excellence in CRC retention and support remains a priority. Given the goals and initiatives outlined above, the University will take steps to support recruitment and retention of members of the four equity groups, and create a more inclusive environment, for both CRCs and faculty more generally.

Actions related to the University's new Strategic Plan are intended to foster and support a climate of mutual respect in the workplace and learning environment so that members of the University community are free from harassment and discrimination. Other key policies include our Employment Equity Policy, our Policy on Discrimination and Harassment in the Workplace and our Policy on Violence and Bullying in the Workplace.

10. Raising Awareness

StFX will continue to raise awareness of its commitment to and the benefits of equity, diversity and inclusion within the CRC program and the broader research enterprise through the following mechanisms:

- Presentations by the AVPRGS and AVP at Faculty meetings, meetings of the Senate, meetings of the StFX Board of Governors, the President's Council, and departmental meetings, as well as during consultations to renew the University Strategic Research Plan or during faculty planning processes.

- Posting of this Plan on the University Website.

- Holding further discussions on equity, diversity and inclusion at the StFX Research Advisory Committee, the Academic Planning and Priorities Committee, and Senate.

11. Addressing Equity Concerns at StFX

The Academic Vice-President and Provost is the university's officer responsible for receiving formal complaints concerning equity with respect to the CRC program. If complaints are received from a current faculty member within the StFX AUT and related to anything specific to the Collective Agreement, then such a complaint is filed in the usual process for any grievance, and dealt with through the appropriate channels and processes. If the complaint is unrelated to the Collective Agreement, individual members may submit a complaint in writing to the Provost's office, with copy to the AUT. Any such submissions must be signed or must have a name attached to the complaint. The Academic Vice President and Provost will provide a written response within 30 calendar days, with copy to the AUT in those cases where it was copied on the original complaint. In preparing responses related to equity concerns, the Academic Vice President and Provost consults with the StFX Department of Human Resources, the StFX Human Rights and Equity Advisor, the Vice President, Finance and Administration, and (if necessary) the President.

Any complaints of harassment or discrimination within StFX are investigated by the StFX Human Rights and Equity Advisor. Equity related complaints submitted to the University by an external party (e.g., an applicant or interviewee) will undergo the same process as above, however, responses will not involve the AUT (faculty association). Equity, diversity and inclusion concerns can also be submitted directly to the StFX Human Rights and Equity Advisor, who is responsible for monitoring and addressing these concerns, as well as preparing reports on equity issues to senior management.

Appendix 1. Current Provisions on Employment Equity Contained in the COLLECTIVE AGREEMENT BETWEEN **THE BOARD OF GOVERNORS OF ST. FRANCIS XAVIER UNIVERSITY** AND **THE ST. FRANCIS XAVIER ASSOCIATION OF UNIVERSITY TEACHERS (July 31, 2016 – July 31, 2019)***

* - This appendix is expected to be replaced with new language following recent re-negotiation of the Collective Agreement in October, 2019.

ARTICLE 1.8 EMPLOYMENT EQUITY POLICY

1.0 Principles

1.1 The University and the Association recognize that particular measures are required to promote equity in the employment of those identified in the list of designated groups (1.2). The University upholds the principle of equity in employment and maintains an inclusive, supportive, hospitable and welcoming employment environment for all individuals. In order to implement such measures that achieve the goal of Employment Equity there shall be an Equity Committee established with an equal number of members from both the Association and the University (3.0).

1.2 The designated groups to which this policy refers shall initially be women, visible minorities, Indigenous peoples, and persons with disabilities. The list of designated groups shall be reviewed at least yearly by the Equity Committee.

2.0 Objectives

2.1 Non-Discrimination. The University agrees to identify and alter discriminatory policies and practices found in the recruitment, selection, transfer, promotion, performance appraisal, training, career development, compensation, benefits, termination and working conditions of employment in all levels and categories of employment.

2.2 Qualifications. The primary criterion for appointment to positions at the University is academic, professional, administrative or technical excellence as applicable. No candidate shall be recommended for appointment who does not meet the criteria for the appointment in question. The best available candidate should be hired, regardless of membership in a designated group (subject to clauses 2.3, 2.4 and 2.5 below).

2.3 Where the qualifications of two candidates for appointment are demonstrably equal and one of these candidates is a member of a group that is under-represented in continuing appointment positions then, all else being equal, the candidate of the under-represented group should be offered the position.

2.4 Recruitment and Advertising. The University undertakes to use search procedures that include an active search for qualified members of under-represented groups. Such procedures include advertising positions through a selection of professional associations, equity group associations, and publications targeted toward under-represented groups.

2.5 Appointment. It is important to ensure that the criteria for appointment do not undervalue work that is done by members of designated groups. In the evaluation of candidates for appointment, confirmation, renewal, tenure and promotion, the criteria adopted must not systematically discriminate

against members of designated groups and shall be reviewed by Deans, Directors and, as appropriate, Chairs. Selection committees are required to take special care not to eliminate at early stages, due to differences in career patterns or progress, potentially strong candidates who are members of designated groups.

2.6 Data Collection. Recognizing that data collection is an integral component of monitoring and assessing employment equity, the University will build and maintain an on-going database to identify membership, career progress and retention in the designated groups. This information shall be made available to the Committee. The development of the database will be based on a process of voluntary self-identification by means of a form approved by the Committee. Such form to be distributed to current members and new hires.

3.0 Equity Committee

There shall be a joint Association/University Employment Equity Committee which will develop and monitor employment equity for the University's academic community.

a) The Association shall appoint two (2) members to the committee and the University shall appoint 2 members to the committee.

b) The Committee shall consider whether there are any equity barriers in the collective agreement and whether there are steps that might be taken to improve the recruitment and retention of employees from the designated groups. The Committee shall meet at least twice per year to provide advice to both parties on an on-going basis.

c) The Committee shall consider the addition/removal of groups from the list of designated groups affected by this policy based on evidence collected (2.6) and make necessary recommendations to both parties.

Appendix 2: Process Used by the Research Advisory Committee (RAC) for Identifying Themes of New Canada Research Chairs at St. Francis Xavier University

Background:

The StFX Research Advisory Committee (RAC) is mandated in its Terms of Reference to provide advice (to the Academic Vice President and Provost) on the dispersing of research chairs, including Canada Research Chairs (CRCs). The following approach will be used to solicit ideas for CRCs from faculty and provide advice to the Academic Vice President and Provost (AVP) based on StFX research strengths and requirements, as well as alignment with the StFX Strategic Research Plan and CRC program criteria.

The process for identifying themes for vacant or new Canada Research Chairs will explicitly take into account StFX commitments to equity, diversity and inclusion in this action plan; and the desire to advance representation of CRCs who self-identify as persons from the FDGs **beyond** the requirements set by the federal government for all universities.

This would mean, for example, giving explicit consideration to the possibilities for recruiting CRC nominees from the FDGs as part of the internal StFX CRC proposal solicitation and review process, and favouring proposals for themes that will enhance opportunities for StFX to recruit CRCs from the FDGs (and by extension, providing lower ranking or priority to proposed themes that would not likely result in diverse candidates or successful nominees from the FDGs).

Steps:

- The Research Advisory Committee will meet to review the evolving requirements of the CRC program regarding the process to select themes and nominees for CRCs. The RAC will also give consideration to any additional criteria that should be emphasized in soliciting input on new CRC themes from faculty, including diversity and equity considerations. The possible theme may be constrained by virtue of whether the vacant/new Chair is associated with a particular granting council or if it is a "special chair" and can be held in any discipline or funding council area.

- The AVPRGS will send a request to all faculty members soliciting input on possible themes for new CRCs with sufficient time for preparation of ideas in advance of deadlines for seeking nominees and preparing an application to the CRC program. The request will specify requirements of the CRC program, as well as any particular requirements set by the RAC.

- Once received, all ideas for themes of new CRCs will be reviewed and ranked by the individual members of the RAC with the rankings returned to the Associate Vice President, Research and Graduate Studies (who will not participate in the review and ranking process).

- The AVPRGS will summarize the results of rankings submitted by the RAC members and call a meeting of the RAC to review the results before forwarding final advice to the AVP. It is possible that more than one theme may be forwarded to the AVP by the RAC as advice for a single CRC.

- The AVPRGS Studies will request the AVP to make the final decision on the selected theme and initiate the process to advertise internally and externally for suitable nominees in the identified theme.

Ranking approach to be used:

- Each RAC member will rank each theme submitted in order of priority importance taking into account the requirements of the CRC program, alignment with the StFX Strategic Plan for Research and Creative Works, alignment with the objectives of the StFX CRC Equity, Diversity and Inclusion Plan, StFX research needs/strengths, and the quality of the submissions received in responding to these criteria.

- The AVPRGS will compile the results of the ratings submitted, so that each theme submitted receives an overall score, as well as a summary of the overall rankings (individual rankings associated with each theme).

- All members of the RAC shall be entitled to submit rankings, with the exception of the AVPRGS and the AVP. These include the 8 elected faculty member representatives, as well as the appointed and *ex officio* members of the RAC.

Appendix 3: Renewal and Phase Out of Terminated Canada Research Chairs (CRCs)

Renewals of Canada Research Chairs

The federal CRC program sets limitations on the number of renewals of Tier 1 and Tier 2 CRCs. Each Chair type may be renewed once. Tier 1 CRCs can be renewed once for a second 7-year term (i.e. a total of 14 years). Tier 2 CRCs can be renewed once for a second 5-year term (i.e. a total of 10 years). In both cases, the performance of an incumbent CRC will be reviewed by StFX prior to approval of a resubmission application by the University.

STFX Policy on CRC Renewals

It has been the university's position and principle that a current Canada Research Chairholder who is eligible for renewal should be provided 'right of first refusal' to renew; that is, the default starting position has been that a current Chairholder is offered an opportunity to express and confirm interest in renewal as the end-date of their current position approaches.

If a Chairholder is interested and eligible for renewal, then an internal review process will be used to determine if a renewal nomination is merited. The University's CRC Equity Diversity and Inclusion (EDI) Plan makes a commitment to review all CRC Chairs approaching renewal This review will be undertaken with a view to helping current Chairholders prepare and submit a successful (re)application to the CRC Program. It is also important to determine any potential weaknesses that could be associated with a CRC renewal submission application well in advance of the application date so that these can be addressed wherever possible.

It is also the university's position and principle that every effort should be made to ensure that there is no lapse in filling or renewing chairs, to avoid having chairs vacant due to a lack of planning. Thus, adherence to a timeframe that allows renewal submissions or new nominations to take place in a timely manner is required (notwithstanding that there may be other reasons not to fill or renew a Chair).

CRC Renewal Process:

1. The AVPRGS will contact a Canada Research Chairholder at least 16 months (or earlier) in advance of the date when the Chair expires, requesting a confirmation (yes or no) that the Chairholder is interested in a renewal submission.
    a. if yes, an internal process, outlined below, proceeds;
    b. if no, a separate process to determine how to reallocate the Chair is required.
2. The AVPRGS will invite the Chairholder to provide documentation to support a case for renewal. The Chairholder is provided a minimum of 30 days to provide this information (see below).
3. The AVPRGS, after consultation with the AVP, will strike a small *ad hoc* Committee to review the material submitted. The Committee shall be comprised of, at a minimum: one Dean (ideally the Dean associated with the Chairholder's discipline), one or more StFX CRCs (present or former Chairholders); one full professor (ideally closely associated with the Chairholder's discipline, but who is not a direct collaborator), and one member of the StFX Research Advisory Committee. Others may be appointed at the discretion of the AVPRGS. The Director, Research Grants will serve as a resource to the committee. The main task of the committee is to assess if the Chairholder has made sufficient progress against original objectives, and if the Chairholder is likely through renewal to maintain sufficient research quality and national and international recognition. Criteria assessed

include factors such as (i) quality and impact of research outcomes (e.g., publications), (ii) dissemination of research outcomes at professional meetings, (iii) training and mentoring of highly qualified personnel (HQP), impact on colleagues associated with the CRC's research lab, etc. Evidence of research leadership within StFX and the Chair's attention to EDI in research work, as well as efforts and plans for EDI in HQP training will also be reviewed.

4. The committee will have 10 working days to review and make one of the following recommendations to the AVPRGS:
   a. proceed with a renewal;
   b. proceed with a renewal subject to certain conditions or completion of activities; or
   c. advise the Chairholder that the renewal is not recommended.
5. The Committee may choose to meet with the Chairholder, to further discuss and explore any aspect of the Chairholder's submission, prior to making its recommendation.
6. If the AVPRGS, having received the recommendation, decides that the Chairholder can proceed with a renewal application, the usual process for a submission proceeds.
7. If the AVPRGS, having received the recommendation, decides that the Chairholder should not proceed with a renewal application, the Chairholder shall be so informed. If a Chairholder wishes to appeal the decision to the AVP and Provost, such appeal shall be made, in writing, within 10 working days of receiving the decision of the AVPRGS. The AVP's decision shall be final.

Documentation Required for Internal Assessment for a CRC Renewal Decision:

1. A document (no prescribed limit) that describes achievements in relation to the goals originally set in the CRC nomination (and, if relevant, as modified over the period of tenure of the CRC) is required. This document should be more than a CV, with specific reference to key objectives and key outcomes described. The qualities of a Tier 1 and a Tier 2 CRC that must be demonstrated at the time of a renewal nomination are found here: http://www.chairs-chaires.gc.ca/programprogramme/renew-renouvellement-eng.aspx.
2. A document (2-3 pages) that describes planned objectives for the next term as a Chairholder. Without referencing specific budgetary needs, this document may also include information about resources the Chairholder anticipates will be required to fulfill planned objectives.
3. Current CV (in any format).

A copy of the original CRC submission is made available to the *ad hoc* review committee.

Reduction to the University's CRC Quota

Every two years, the CRC Secretariat undertakes a review of Tri-Council funding (i.e., CIHR, NSERC, and SSHRC) to all eligible institutions as a basis for adjusting their respective number of Canada Research Chairs. The number of Chairs allocated to each institution may increase, remain the same, or be reduced, depending on its relative performance in Tri-Council funding.

In the case of a reduction to the university's CRC quota, the AVP, through consultation with the AVPRGS and the Research Advisory Committee (RAC), will determine which Chair(s) to be phased out. This decision will normally be made by the Academic Vice President and Provost and communicated to the affected chairholder within one month of a reallocation decision. Equity, diversity and inclusion considerations shall be factored into this decision, therefore, representatives of the FDGs may be retained over other chairholders in order to ensure StFX is able to use the CRC program to retain diverse

faculty and meet StFX FDG targets in the CRC community.

The CRC Secretariat implements a phase-out funding mechanism using a sliding scale of decreasing support. Central funding from the University will be provided to the host academic unit to cover the reduction of the CRC award until the end of the academic contract in the year in which the phase-out has occurred. Following the one-year phase-out period, all salary and benefit costs associated of the former CRC will be the responsibility of the academic unit at the regular faculty rate for that rank and experience level on the grid.

Any CRC holders affected by a reduction in quota shall retain the title of Canada Research Chair until the end of their originally scheduled terms as CRCs.

Appendix 4: Self-identification Form for CRC Applicants and Nominees

The Tri-agency Institutional Programs Secretariat (TIPS) manages the following programs: Canada Research Chairs Program, Canada Excellence Research Chairs Program, Canada 150 Research Chairs Program, Canada First Research Excellence Program and the Research Support Fund. As part of our university's participation in one or more of these programs, we are required to collect data on applicants and nominees.

Purpose of data collection
There are two purposes of this data collection. First, we only collect this information in order to administer and monitor our participation in these programs. The information and data provided is used to generate aggregated data on the program, and to report, on an annual basis, that aggregated data.

Second, the data is provided to TIPS, who will use the information for decision-making about program policies and procedures, as well as in program evaluations. The information provided by applicants and awardees in the self-identification form will be used to determine if there are any systemic barriers that may be impacting individuals from the four designated groups (women, members of visible minorities, Indigenous People and persons with disabilities, as defined within the federal Employment Equity Act) within TIPS' programs. For the Canada Research Chairs program, it is used to assess and report on institutions' progression towards meeting their equity and diversity targets. **Your name will never be provided to TIPS or to any of the individual program representatives.**

All personal information provided herein is used and disclosed in accordance with the Government of Canada's Privacy Act, and Access to Information Act. These Acts protect personal information against unauthorized collection, use, retention and disclosure, and give Canadian citizens, permanent residents and any individual or corporation present in Canada the right to access their personal information that is held by the Government of Canada.

Consequences for refusing to provide personal information
There are **no** consequences for refusing to submit the information requested herein. However, refusal to provide information identified as mandatory in reporting forms as applicable (e.g. chairholder annual reports) may result in funding being put on hold until the full report is received by the Secretariat.

Submission Instructions
Please complete the attached form and submit to the StFX Human Resources Office:
By email: (subject line – CRC self-identification form) – send to hr@stfx.ca
By fax: 902-
By campus mail: Human Resources Office
By regular mail: Human Resources Office, StFX University, 4th Floor, MacKinnon Hall, PO Box 5000, Antigonish, Nova Scotia, B2G-2W5

If you have any questions or concerns, please contact:
Research Services Group: rsg@stfx.ca

ST. FRANCIS XAVIER
UNIVERSITY

Self-identification Form for CRC Applicants and Nominees

SECTION A – Contact Information (this section is <u>optional</u>)
Surname or family name:
Given name and initials:
Chosen name (if different from above):
Preferred language of correspondence: ☐English ☐French
Telephone: Email address:

SECTION B – Self-identification form (this section is <u>mandatory</u>)
1. What is the year of your birth? ☐ prefer not to answer at this time.

2. Please check the box(es) that best describes you:
☐Woman ☐Man
☐Gender fluid, non-binary, and/or Two-Spirit ☐ prefer not to answer at this time

3. Do you identify as an Indigenous person, that is, First Nations (North American Indian), Métis, or Inuit? *Note: First Nations include Status and Non-Status Indians.*
☐Yes ☐No ☐ prefer not to answer at this time.

If yes, select the options that you identify with:
☐First Nations ☐Inuit ☐Métis ☐ prefer not to answer at this time.

4. Do you identify as a member of a visible minority? Note: Visible minority includes persons who are non-Caucasian in race or non-white in colour and who do not report being Indigenous. *This includes Black, Chinese, Filipino, Japanese, Korean, South Asian or East Indian, Southeast Asian, non-white West African, North African or Arab, non-white Latin American, person of mixed origin (with one parent in one of the visible minority groups in this list), or other visible minority group.*
☐Yes. Please specify (optional):
☐No ☐ prefer not to answer at this time.

5. Do you identify as a person with a disability? Note: A person with disabilities is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
   • considers themselves to be disadvantaged in employment by reason of that impairment, or
   • believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and
   • includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
☐Yes. Please specify (optional):
☐No ☐ prefer not to answer at this time

Appendix 5: StFX University <u>Equity Summit 2018</u> – Action Plan

Appendix 5

Short-Term Equity Priorities at StFX
(to be reaffirmed or revised)

1. Generate evidence-based equity data to inform StFX policies and practices

2. Develop a strategy, incorporating evidence-based equity data, to respond to diverse learning needs at StFX, e.g., curriculum innovation, teaching supports, etc.

3. Establish a professional development program designed to educate the StFX community on core equity themes, e.g., cultural sensitivity, privilege and oppression, implicit bias, gender-based violence, disclosure training, visual literacy, etc.

4. Raise the profile and visibility of equity initiatives at StFX

5. Building on the work of the Joint Advisory Circle, support the ongoing work with the Mi'knaw community and strengthen supports for people of African descent at StFX

Appendix 6: Environmental Scan – Interview Guide for Current and Past CRCs and Research Chairs at StFX

Introduction/Context:

- Federal CRC Program requirements and process related to EDI – target setting exercise; program requirements and timelines.

- Ongoing development of a StFX Plan to address EDI in the research environment.

- StFX steps to date.

Discussion:

- Respect for privacy and confidentiality, non-attribution
- Reactions to the CRC CDI Plan and proposed actions
- Weaknesses in the CRC Equity, Diversity and Inclusion Action Plan
- Other ideas or issues requiring attention in the CRC Equity, Diversity and Inclusion Action Plan
- EDI in the broader StFX Research Community (CRC's represent about 2% of the StFX faculty makeup) - EDI issues affecting broader groups of faculty researchers, research more generally at StFX, student researchers
- Possible leadership roles for CRCs with respect to EDI
- CRC views/experiences on StFX recruitment, hiring process and its effect on EDI
- CRC views on factors affecting retention among designated groups
- Professional development or support EDI at StFX
- Institutional support for research chairs at StFX – EDI considerations
- Views on diversifying student involvement in research at StFX
- Issues needing policy attention
- Lived experiences, barriers and challenges with respect to EDI at StFX
- Interest, willingness to be involved going forward