Canada Research Chairs | Chaires de recherche du Canada

Canada

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1. Efforts to Address Systemic Barriers More Broadly within the Institution ☑

Important Note

(Once you have read the statement below, click the radio button beside it.)

Please note that the information you enter in your report is only saved when clicking on the “Save and Next” button at the bottom of the page. Using the browser navigation buttons or the “Continue Later” button at the bottom of the page **will not save** the information entered on the page. If after clicking "Save and Next" you see a "Page has errors" message in red, near the top of the page, it means that at least one field is missing information. In such an instance, the empty field will have the words "Answer is incomplete" underneath it, in red.

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the $50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their public accountability web pages.

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

Contact information

Please complete the fields below.

Name of Institution:

Memorial University of Newfoundland

Contact Name:

Brent Myron

Position Title:

Director (interim), Strategic Institutional Research Initiatives

Institutional Email:

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Institutional Telephone Number:

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The link for the EDI progress report and EDI Stipend report:

https://ca1se.voxco.com/SE/?st=jeuW6suXm8k3Ct0XM1n9bz3j3Dx9FJ0rMueahDxtGA4%3D

Does your institution have an EDI Action Plan for the CRCP?

Yes

PART A: EDI Action Plan - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):

09/27/2019

Rating given action plan in most recent review process:

Satisfies

Name of vice-president level representative responsible for ensuring the implementation of the plan:

Neil Bose, Vice-President (Research)

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements here). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by underrepresented groups (e.g. women, persons with disabilities, Indigenous peoples and racialized minorities at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one current under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g. course correction, obstacles, lessons learned, etc.) for each objective.

Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

Improve the consistency of resources afforded to Chairs across the four designated groups (FDGs) and disciplines: The intention of this objective was to identify any discrepancies in the resources afforded to Chairs by units by conducting a review of existing procedural documentation and a comparison of current practices across units, and then to modify practices by developing a framework to rectify any inconsistent allocation of resources across the FDGs and disciplines.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

The differences in allocation of CRC funding across units have produced measurable differences of experience and access to resources for Chairs, based upon an examination of Chair nomination forms for all active chairs at Memorial and an analysis of the observed differences across units. Large discrepancies were found across units in the amount of CRCP funding being used to subsidize salaries: while some units used only limited amounts of funding and allowed the Chair to access the majority of funds for their research, other units used up to 80% of a Chair's funding for their salary for the first three years of their terms. It was also noted that the units that used the greatest proportion of funding for salary also housed the highest number of FDG chairs. This created a measurable inequity between FDG and non-FDG Chairs at Memorial as a function of the inequity of salary subsidization.

Corresponding actions undertaken to address the barriers:

• Development and presentation of a report on inequities in unit use of Chair funds for salary to Memorial University's CRC Steering Committee (CRC SC) • Drafting of new guidelines for the use of CRCP funding for subsidization of salary to reduce inequity across units, while still allowing for management of atypical situations: Memorial's 2021 Financial Arrangements Framework and Terms of Reference. o Document limits the amount of funds available for salary subsidization at 40% of a Chair's yearly funds o Requires a written proposal for use of funds for salary by the unit to demonstrate need o Standardizes the practice of using Chair funds for Memorial's Collective Agreement-mandated five step raise for Chairs, ensuring that all units can avail of this option o Establishes clear terms of reference for evaluation of the conditions in which a unit may need to use Chair funding to supplement salary

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Data gathered included the portion of Chair funding used for salary supplementation as determined from the Chair nomination forms. The unit that the Chair resides in was also collected from the nomination form, as was FDG status for Chairs whose nomination forms included their FDG status prior to the changes to FDG reporting within the CRCP. The total salary of a given year was used to divide the amount of Chair funding used for salary supplementation for each individual Chair, and was then grouped by unit and averaged to determine the trend of a unit's use of salary subsidization. Units used anywhere from 0%/year of Chair funding to 80%/year of Chair funding to supplement salary. Additionally, the consistency with which units utilized funding for salary was analyzed, as this practice was intended to address atypical scenarios rather than being a consistent practice. It was found that some faculties consistently never used the practice, others used it for some Chairs and not others, perhaps implying use for atypical instances, and others used it for each Chair, indicating a pattern of behavior not intended for the practice. Next, this was repeated to compare Chairs who identify as members of FDGs with those who do not ("non-FDGs") in order to identify possible instances of differential treatment. It was found that the FDG Chairs typically have more of their funding utilized to subsidize their salaries. FDG Chairs were then cross-referenced with units to see how unit behaviors impacted results, which showed that units which used the most CRCP funding for all Chairs also had the highest concentration of FDGs.

Progress and/or Outcomes and Impacts made during the reporting period:

Following the identification of these inequities, two documents were drafted for the purpose of rectifying inequities and standardizing use of Chair funds by units to supplement salary: a CRC Financial Arrangements Framework as an update to Memorial's 2015 CRC Financial Arrangements document, and Terms of Reference for Memorial's 2021 CRC Financial Arrangements. These documents are currently under review by Memorial's CRC Steering Committee.

Challenges encountered during the reporting period:

The primary challenge identified during this period was the lack of data regarding self-identification of Chairs in the FDGs within the institution. If self-identification data prior to the changes in CRCP policy had not been available, it would have been much more difficult to cross reference FDG status with unit behavior, which in turn would not have allowed for the delineation of lesser access to funding by Chairs who self-identify as members of the FDGs as a function of unit behaviors or as an independent instance of discrimination. Lacking that data, taking action to rectify imbalances would have been considerably more challenging.

Next Steps (indicate specific dates/timelines):

Final review and revisions of the Framework and Terms of Reference by CRC SC: June 2021 Review and revisions by Dean's Council: July 2021 Final approval and implementation: August 2021

Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

50000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

All EDI Stipend funds were used for the salary of the position of Equity, Diversity, and Inclusion Officer (Canada Research Chairs Program) in support of Key Objectives 1-4.

EDI Stipend Impact Rating
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount $	Source / Type (cash or in-kind)
1	0	None
2	0	None

Do you have other key objectives to add?

Yes

Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

Improve hiring and selection practices: The goal of objective was to take part in an evaluation of the University's general hiring practices, as well as those used for Canada Research Chairs, and identify possible areas for improvement within the system. Specific attention was paid to current practices in hiring to evaluate and consider Indigenous ways of knowing, different cultural backgrounds, and other such requirements, and to investigate ways to better integrate this into Memorial's selection processes.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

In review of Memorial's policies and procedures it was found that there was little recognition of the diversity of needs that may be required by individuals coming from various cultural backgrounds or who have different requirements for accommodations. Additionally, it was found that there were no effective internal mechanisms with which to evaluate and understand the experiences of Chairs, or to gauge their responses to new initiatives. The only system that allowed for reporting was the complaint system, which only measures negative experiences and, as a Human Resources initiative, is uncoupled from Memorial's CRCP program. As such, gaining an effective view of Chair experiences and equity would require new tools to allow them to share this information in a systematic manner.

Corresponding actions undertaken to address the barriers:

• Development of the Indigenous Hiring Practices Guide, summarizing best practices for hiring Indigenous individuals • Preparation of an annual survey for Canada Research Chairs at Memorial on their overall experience, both generally and pertaining to equity, to identify possible problem areas.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

As these tools are currently in the development and implementation phases, they have yet to collect data. Information was gathered during research into best practices in Indigenous hiring practices in order to develop guides for Indigenous Hiring, as well as during a review of Memorial's equity initiatives and policies to consolidate these findings within relevant documents. Following review and approval of the Indigenous Hiring Practices Guide by the President's Advisory Committee on Indigenous Affairs (lead by the Special Advisor to the President on Indigenous Affairs and composed of Indigenous scholars and staff, a settler specialist in Indigenous relationships, and the Human Resources Equity Officer), the document is now being used as a guiding resource in Memorial's active search for several Indigenous scholars in a "cluster hire" search process. As such, while the recommendations in this document are non-binding, their acceptance and use by the institution is an encouraging indication of their future efficacy.

Progress and/or Outcomes and Impacts made during the reporting period:

Following extensive review by numerous stakeholders, the guide is currently being reviewed by Human Resources and Faculty Relations for approval of the document as an official Memorial resource. In the meantime, it is available as an informal source of information to interested parties, and is being used as part of Memorial's current Indigenous cluster hire process. The survey has received general approval with edits from Memorial's Institutional Survey Committee and has been revised accordingly. It has been submitted to Memorial's Research Advisory Committee - which evaluates research impacting equity-deserving groups - as an additional step to ensure it is effective, ethical, and respectful.

Challenges encountered during the reporting period:

Any changes to formal policies on hiring and recruitment in an institution as large and complex as a university requires sustained effort over time. Advancing policy changes generally only occurs at those times when relevant policies go up for regular periodic review, and then following long periods of assessment and consultation. As these goals were undertaken primarily by an individual on a contract position, addressing these concerns through formal policy change was untenable, and was not attempted. It was therefore adjudged that positive contributions to Memorial's hiring practices and tangible advancement of the objectives of Memorial's CRCP EDI Action Plan could be achieved through the development of a best practices information guide, which could be adopted by interested parties prior to its formal approval as part of Memorial's hiring policies and procedures. This may potentially result in a less impactful document, though initial feedback and uptake suggests that this is not the case.

Next Steps (indicate specific dates/timelines):

Review of Indigenous Hiring Guide by Human Resources and Faculty Relations: June 2021 Revisions to guide and approval as a Memorial Resource: July 2021 Review of draft survey by Research Advisory Committee: June 2021 Resubmission to Institutional Occupational Survey Committee for final approval: June 2021

Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

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If an amount was entered in the previous question, indicate specifically what the funds were spent on.

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EDI Stipend Impact Rating
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount $	Source / Type (cash or in-kind)
1	0	None
2	0	None

Key Objective 3

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

Enhance opportunities for employee engagement in improving the health of the institution's workplace environment: The intention of this objective was to provide or assist in developing opportunities for employees to take part in activities that improve the level of education and awareness of EDI matters and of the health of the University's environment, particularly for equity-deserving groups. Employees would gain access to resources for creating a more welcoming environment and education to aid in developing strategies and tools to affect change in the institution, particularly in consideration of the experiences of equity-deserving groups within our community.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

Within institutions, the processes for making any sort of training mandatory are time-consuming, strenuous, require investment of financial and human resources, and cannot proceed without extensive buy-in from a broad swath of stakeholders; thus, there is a barrier both to proliferating information and in providing consistent education to a wide audience. Until formal adoption of mandatory training is realized these information opportunities must be optional, and such sessions tend to be aimed at a layperson's audience in order to encourage widespread attendance. This tends to hamper exploration of some of the deeper topics of institutional equity unless the sessions are purposefully designed to do so.

Corresponding actions undertaken to address the barriers:

An opportunity was identified to use the EDI Officer role to develop a more robust EDI information session, to avail of training opportunities to improve the quality of documentation prepared in support of the Key Objectives of this report as well as other general EDI matters, and to generally improve the level of EDI awareness and education at Memorial. • Education of the EDI Officer in Indigenous Research Fundamentals and practices for effecting change, as well as establishing opportunities for deeper investigations of topics of equity, diversity, and inclusion. This provided the Officer with specialized training that was then used for further education of employees in the University, particularly focusing on change-makers that could then further educate others. By facilitating this education, the officer would act as an educational resource to the University capable of balancing both introductory material and deeper topics and a resource for the institution in developing training and education sessions. • Development of session on 2SLGBTQ+ Inclusion in the University

Data gathered and Indicator(s) - can be both qualitative and quantitative:

• Development of training/education opportunities • Breadth and depth of education of the EDI Officer • Delivery of accessible and comprehensive sessions, made available to all employees • Attendance to and reception of 2SLGBTQ+ session

Progress and/or Outcomes and Impacts made during the reporting period:

Funding was provided by the Vice-President (Research) in support of training, seminars and conferences for the EDI Officer in support of the Key Objectives in this report, as well as for an invited speaker for the session on 2SLGBTQ+ inclusion. The EDI Officer received training in: • Indigenous Research and OCAP Fundamental – FNIGC • Influence, Negotiation, and Conflict Management – Gardiner Center • Influence and Change Making in EDI – Canadian Institute for Diversity and Inclusion A session on 2SLGBTQ+ inclusion in the workplace, particularly within the context of Memorial's policies and procedures, was offered to Memorial employees on March 31st 2021 (International Day of Transgender Visibility), with the Officer moderating. The presentation was delivered by the co-chair of Trans Support NL, a non-profit organization that provides support for the transgender community as well as resources for education regarding the 2SLGBTQ+ community. The session was attended by more than 100 participants and was well received. A presentation on change making has been designed for distribution to Memorial's Employment Equity and Diversity Advisory Committee (EEDAC), after which it can be used in additional education sessions within the University community. Training of the EDI Officer in negotiation, influence, and EDI principles improved the quality of work done in support of the other EDI initiatives outlined in this report, and likely contributed to the acceptance of these outputs (such as the Indigenous Hiring Practices Guide) within the university community.

Challenges encountered during the reporting period:

Event design and scheduling was quite challenging during the COVID-19 pandemic. The disruptions from transitioning back and forth from home work to on campus work due to the changing direction from provincial health authorities made scheduling and planning difficult, and resulted in the presentation on Influence and Change Making not being shared within the planned March 2021 timeline. Availability of resources for event planning and of guest speakers may have been greater before the pandemic when there was less uncertainty around travel, safety, and availability.

Next Steps (indicate specific dates/timelines):

Presentation of Influence and Change Making material to EEDAC (and other audiences): July 2021 Proliferation of Material for presentation: July 2021

Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

50000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

All EDI Stipend funds were used for the salary of the position of Equity, Diversity, and Inclusion Officer (Canada Research Chairs Program) in support of Key Objectives 1-4.

EDI Stipend Impact Rating
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount $	Source / Type (cash or in-kind)
1	5765	VPR / Cash
2	0	None

Key Objective 4

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 4:

Improvement of policies and procedures: reviewing and updating policies and procedures relevant to the CRCP at Memorial by examining them through an EDI lens, considering how equity may not be appropriately addressed throughout them, and then weaving in equity practices recommended by the CRCP and outlined in Memorial resources and policy. This review would reduce the strain that current policies and procedures have on Chairs, especially those who identify with equity-deserving groups, better enshrine equity as an institutional principle, improve working conditions for Chairs (particularly those who identify with equity-deserving groups), and make mechanisms for identifying and correcting inequities clearer for Chairs and for the institution.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

In the absence of a careful consideration of EDI principles, institutional policies and procedures run the risk of overlooking equity-deserving groups, or of painting all groups and individuals with the same brush without consideration of their unique needs. This is more likely to result in policies and procedures that espouse EDI, but that lack effective mechanisms for addressing inequities and measuring change. It was found that most Memorial procedures lacked specific attention to equity-deserving groups and that, when they did, it was usually in a specific section designated for EDI principles rather than a broader understanding of EDI's far reaching nature being integrated into the document.

Corresponding actions undertaken to address the barriers:

• Review of Memorial's CRCP Procedures (the 'Handbook') • Review of Memorial's Financial Arrangements (see Key Objective 1) • Review of Memorial's hiring practices and development of the Indigenous hiring guide (see Key Objective 2) • Hiring of a human resources consulting firm to conduct an equity review of Memorial's CRCP program.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

• Lack of integration of EDI Principles in CRCP Handbook • Inequities in Financial Arrangements (see Key Objective 1) • Development, use, and formal adoption of Indigenous Hiring guide (see Key Objective 2) • Complaints made of inequity in the CRCP program at Memorial, resulting in the external equity review

Progress and/or Outcomes and Impacts made during the reporting period:

Memorial's CRCP Handbook has been revised to weave principles of EDI throughout the document and include specific Memorial EDI initiatives and reporting mechanisms to better facilitate awareness of EDI. A human resources consulting firm with experience in assisting Canadian universities with the EDI aspects of their respective CRCP programs has been hired to evaluate the equity of Memorial's CRCP program, including interviews with Chairs and staff. This report is being led by the Vice-President (Research) on behalf of the President of the university.

Challenges encountered during the reporting period:

Challenges included the short timeline allocated to the objectives as a result of the funding limitations. While document revisions can be conducted in this short timeline, the steps required to move these projects through various institutional checkpoints will extend their duration well beyond the conclusion of the EDI stipend.

Next Steps (indicate specific dates/timelines):

Final review and submission of changes for CRCP Handbook: June 2021 Submission of external report to the VPR: June 2021

Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

50000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

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EDI Stipend Impact Rating
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount $	Source / Type (cash or in-kind)
1	0	None
2	0	None

Key Objective 5

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 5:

Objective 1: Identifying gaps for FDGs relative to current and future targets and making moves to fill those gaps by undertaking targeted hiring efforts to address shortcomings. Objective 2: Undertaking targeted searches to address shortcomings in the level of representation of the FDGs at Memorial, in accordance with hiring targets based upon observed gaps.

Systemic barriers -
Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

While self-identification data collected by the CRCP from Memorial's Chairholders shows that Memorial is currently meeting its equity targets, Memorial has identified the need to increase representation by members of the FDGs in order to meet the more stringent targets that will be rolled out in the years to come, as well as to buffer against unexpected departures of CRC scholars or other unanticipated events that would reduce our diversity of representation and/or hamper our ability to address shortcomings in the future. There are limited opportunities for redeployment of Chairs to address deficiencies, so it is critical that Memorial act decisively with upcoming hiring opportunities in order to prevent negative outcomes. In contrast to the representation that exists within Memorial's CRCP program, each of the FDGs are underrepresented in various employment classifications within Memorial's general population. Specifically, shortcomings in the faculty member population were identified based upon federal Employment Equity Occupational Group data, and so hiring efforts have begun to rectify this deficiency. Following the establishment of hiring targets based upon this data, plans were made to undertake a targeted cluster hire process to start to redress the balance, starting with our representation of Indigenous peoples. Provincial human rights policies and legislation combine with university & faculty union policies and procedures to hamper attempts to address shortcomings with targeted hires. While these initiatives are seen in a generally favourable light, considerable consultation with many groups is nonetheless required to gain approval to proceed. This is a barrier to progress and further highlights the need to act proactively to address shortcomings or instances where Memorial is merely meeting (versus exceeding) its equity targets.

Corresponding actions undertaken to address the barriers:

Memorial's plan was to undertake targeted searches for multiple CRC scholars, with a stated requirement of addressing particular FDGs where our representation was only satisfactory. Following lengthy consultations and negotiations with provincial and institutional bodies, approval was gained to undertake a targeted search for an Indigenous scholar, as well as a cluster hire search for three CRC positions. The purpose of the targeted cluster hire was to afford a degree to anonymity to the applicants, as one stated outcome of the search was that at least one person with disabilities was to be hired. To limit the potential exposure of a prospective candidate's personal information, a cluster hire was proposed and planned. Additionally, plans to carry out a cluster hire of Indigenous scholars among the general faculty population was proposed and approved, and this search is ongoing. Following the results of the recent redistribution of CRC Chairs by the CRCP, Memorial is no longer able to carry out a cluster hire due to the revocation of several Chairs. Fortunately, Memorial does not have a current shortfall in any of the FDGs, so this proposal will be revisited in the near future once sufficient vacant chairs are available. In the meantime, Memorial is proceeding with a targeted search for an Indigenous scholar, and a proposal was recently received and approved by the CRC Steering Committee. Work is now underway to prepare for the commencement of the search process for this position, which will begin once the current general Indigenous cluster hire is concluded due to the overlapping membership of each of the respective search committees.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

CRCP Equity Targets reports are informing the decision-making progress for current and future planning for hiring within Memorial's CRCP program. Federal EEOC data was used in concert with Memorial's internal metrics to determine the degree of underrepresentation by FDGs in each group.

Progress and/or Outcomes and Impacts made during the reporting period:

Despite the setback of not being able to proceed with a targeted cluster hire, Memorial is still in compliance with its obligations based upon current Equity Targets and is proceeding with a targeted search for an Indigenous scholar. The general Indigenous cluster hire process is proceeding as expected, with many prospective candidates identified.

Challenges encountered during the reporting period:

Reduction to Memorial's CRC allocation hampered our ability to improve our FDG representation and to address shortcomings in other areas, such as among persons with disabilities, as the plan was to do a cluster hire targeted search to include at least one person with disabilities in order to prevent identification of this individual. Reduction in allocation of Chairs to Memorial made this search impossible for the time being. Due to limited representation of Indigenous scholars and experience with Indigenous scholarship at Memorial, as well as limited widespread knowledge of best practices for interviewing, assessing, and hiring Indigenous scholars, there are few qualified individuals to oversee the targeted search for an Indigenous Chairholder. As such, it will be delayed until the conclusion of the Indigenous cluster hire search process.

Next Steps (indicate specific dates/timelines):

CRC Search planned to commence in Fall-Winter 2021, following the anticipated conclusion of the general Indigenous cluster hire process in Summer-Fall 2021. Plans to proceed with a cluster hire for Chairholders are temporarily on hold but will be revisited once Memorial once again has several vacant Chairs in hand and is in a position to fill multiple positions at once. Based upon renewal cycles for our existing Chairs, there will be opportunities in the near future to follow through on this plan. Additionally, it is our hope that plans to increase our success in Tri-Council funding programs may lead to the reallocation of new Chairs to Memorial in the future, which will place us in an even stronger position to address any shortcomings. Future Chair searches will be conducted with consideration of our current level of representation in the FDGs, and actions will be taken as appropriate to ensure we remain in compliance and ahead of our base requirements.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 6

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters):

A significant challenge was presented by the effort required to cope with the COVID-19 pandemic, as considerable financial and human resources have been diverted towards handling the fallout from Memorial's transition to a near-fully remote campus, then to an online teaching institution, and now to resumption of some form of in-person instruction and business operations. Considering that Memorial's CRCP EDI Action Plan requires coordination across numerous administrative and academic units, this significant redirection of work cycles has made advancement of goals slower and more challenging than desired or anticipated. The comparatively short timeline of the stipend used to hire the EDI Officer against the timeline for achievement of institutional goals dictated that the efforts of this position would be primarily focused on objectives that could be tangibly advanced and/or achieved within this short window of opportunity. This necessarily limited the impact of this position in effecting progress in other CRCP EDI Action Plan objectives, and resulted in more focus on the development of information documents that lack the adherence and longevity of institutional policy but that could provide meaningful progress and impact in a short time frame. While the achievements of the position and institution during this time should not be minimized, a longer term commitment could have resulted in more effective long-term planning and cooperation, rather than a burst of progress in identified areas spearheaded by the Officer. Using the EDI Stipend to fund the EDI Officer position nonetheless afforded advantages that greatly benefitted the institution, by enabling a designated individual to push forward a number of strategic and carefully selected initiatives that, because of their inter-departmental nature, were previously difficult to initiate and advance. In this sense, the use of a position specifically designated to this work gave a significant opportunity for progress and focus on institutional objectives where this may have previously been of a less urgent priority to individual units. The focused, short-term nature of this position afforded the EDI Officer the opportunity and the impetus to bring together equity workers from across campus in order to methodically advance these initiatives in a timely fashion. The Vice-President (Research) office has made its own investments to supplement and enhance the effectiveness of the EDI Stipend, In in order to continue to advance the objectives of the CRCP EDI Action Plan. Funding was provided to extend the EDI Officer position by an additional six months; to pay for seminars, workshops, and to bring in an 2SLGBTQ+ speaker; and to contract the services of a human resources consulting firm to investigate our CRCP program in light of complains of inequity among some Chairholders, as well as to review our progress in advancing the objectives of the CRCP EDI Action Plan. In the coming months, as the COVID-19 pandemic starts to diminish in intensity and in impact, the newly created Vice-Provost (Equity, Diversity, and Inclusion) position will commence, and there will be a renewed focus on advancing these and other initiatives across campus. The Vice-Provost will lead the newly-formed Rights, Equity, and Inclusion (REI) office in support of these projects. For the first time, we will have a senior administrative body with a mandated focus on improving Memorial's EDI culture, and we look forward to engaging with them on continuing the implementation of the objectives of the CRCP EDI Action Plan.

Reporting on EDI Stipend objectives not accounted for in Part A

Instructions:

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.

Objectives associated with your institution's EDI Stipend application

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 1

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

N/A

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

N/A

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

N/A

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	0
Institutional commitment (if applicable):	0
Total funds spent:	

Indicate in the table below any leveraged cash or in-kind contributions provided by your institution:

	Amount $	Source / Type (cash or in-kind)
1	0	N/A
2	0	N/A

Table C2. EDI Stipend Impact Rating
Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

Don't know

Provide a high level summary of how the stipend was used:

N/A

Do you have other objectives to add?

No

Additional Objectives (if applicable)

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 2

EDI Stipend Objective 3

EDI Stipend Objective 4

EDI Stipend Objective 5

EDI Stipend Objective 6

Part D: Engagement with individuals from underrepresented groups

Outline how the institution has engaged with underrepresented groups: e.g. racialized minorities, Indigenous peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

Memorial has undertaken a variety of initiatives to assess barriers and gaps in our support of underrepresented groups, and strategies to better engage with underrepresented groups within the organization. While each of the initiatives highlighted in the following two sections have been developed in consultation with underrepresented groups, the following are examples that have demonstrated or have enabled particularly broad and/or thorough engagement. The Vice-President (Research) established the Research Advisory Committee (RAC) on Equity, Diversity and Inclusion, which is responsible for providing strategic advice and recommendations on all matters relating to EDI in research activities, research initiatives, research policy, and funding opportunities. The RAC works to identify barriers to research, and eliminate obstacles and inequities facing faculty, staff, and students at Memorial in order to advance the principles of equity, diversity and inclusion. Memorial worked in partnership with various representatives of the Indigenous Peoples of Newfoundland and Labrador, both within and outside of the University, to develop the Strategic Framework for Indigenization 2021-2026. Extensive consultations, in-depth discussions, and significant resultant feedback from many stakeholders contributed to the draft. The President's Advisory Committee on Indigenous Affairs (PACIA) provided guidance and leadership every step of the way. The Framework presents a set of actions grounded in these extensive consultations, and highlights the various ways that Memorial must decolonize and indigenize its programs, campuses, staff, faculty, and students in order to advance reconciliation. Similarly, the Indigenous Hiring Practices Guide (as addressed in Key Objective 2) was developed following discussions with Indigenous employees prior to and during drafting, and was reviewed by PACIA prior to any circulation of the document. Though still not officially adopted by the institution as part of its hiring documentation, it is because this document was prepared with the consideration of this feedback that it nonetheless is currently being used by the committee in the current Indigenous cluster hire process. The administrator and moderator for the 2SLGBTQ+ session on inclusivity in Memorial's workplace are both members of the 2SLGBTQ+ community who developed an institution-wide session intended to educate the University's faculty, staff and students. This session was specifically developed to help fill a gap in available education resources that are targeted at people who possess more than an introductory level of familiarity with the topic, and/or who themselves are members or closely allied with members of this community. The Vice-Provost (Equity, Diversity, and Inclusion) is a new senior leadership position at Memorial, established to provide strategic direction and build strong relationships with senior administrative, academic and student leaders across the University, and with the broader community; work collaboratively to advance institutional equity, diversity, and inclusion goals, and; foster diverse, inclusive and equitable learning and working environments, as well as a culture of respect, free from harassment, discrimination and violence. As part of this new position, the Rights, Equity and Inclusion (REI) office will be established and will enable education about and implementation of relevant policies and guidelines. The Vice-Provost will work closely with the Special Advisor on Indigenous Affairs, Indigenous Student Resource Centre, Internationalization Office, Department of Human Resources, Office of Faculty Relations, Office of the Chief Risk Officer, Office of Sexual Harassment, and other units as necessary. To advance the principles of EDI detailed in Memorial's CRCP EDI Action Plan, the REI office will foster and develop specific, measurable and sustainable modes of institutional and individual action to counter systemic barriers, obstacles, biases, and inequities in tandem with other offices at the University. The Associate Vice-President (Indigenous Research) is a senior leadership position at Memorial. Following a successful first term where key initiatives were advanced (such as the Research Impacting Indigenous Groups policy), approval has been secured to continue to support this position. A search is ongoing for a member of an equity deserving group to be hired into this position, which has been designed to facilitate the understanding and advancement of Indigenous research at Memorial, and to better integrate Indigenous research practices into Memorial's research culture. In 2020, Memorial's Board of Regents approved the Research Impacting Indigenous Groups policy, which became effective as of September 1, 2020. This policy ensures that researchers at Memorial carry out and continue to carry out appropriate engagement with Indigenous collectives in Indigenous research, starting at the research design stage and continuing through the entire research process. A key tenet of this policy is that Indigenous research requires clear and sustained consent from the relevant Indigenous peoples and collectives for the entirety of the project in order to be permitted to proceed (https://www.mun.ca/research/Indigenous/Intro_Indigenous_Research_Memorial.pdf). In support of the Policy, Memorial has established the Indigenous Research Advisory Group, which fields questions, provides guidance and expertise, and makes recommendations to Memorial researchers engaging in Indigenous research. As explained in Key Objective 5, Memorial's School of Arctic and Subarctic Studies is currently conducting a targeted search for an Indigenous scholar for a Canada Research Chair. The competition is open to individuals who identify as Indigenous, as per approval granted by the provincial Human Rights Commission. The School's proposal for this Chair was developed in consideration of the needs of the Indigenous community in Labrador. Specific research goals and objectives for the Chair will be developed by the successful candidate with key partners, rightsholders, and stakeholders in Labrador in order to ensure that the research meets the needs and priorities of Labrador and the North. More generally, Memorial has made significant progress towards eliminating all gaps for equity-deserving groups in its Canada Research Chair positions, however, in areas where gaps exist, human rights exemptions have been sought and approved to conduct targeted searches for Canada Research Chair positions.

PART E: Efforts to Address Systemic Barriers More Broadly within the Institution

Briefly outline other EDI initiatives underway at the institution (that are broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where possible. Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (limit: 4080 characters)

An internal audit of the awards received by Memorial faculty for 2013-2019 was undertaken by Memorial's Awards and Honours manager, showing that there is inequity based on both gender and race that impacts the candidates who are applying and are nominated for awards, and for those who receive awards from external agencies. The audit is currently being peer-reviewed prior to publication. Employment Equity and Diversity Advisory Committee (EEDAC), which was established by Memorial University's Vice-Presidents Council (VPC) to provide advice on matters relating to diversity, equity and inclusion in employment, continues to play an active role in Memorial's efforts to integrate EDI principles into its daily operations. The Committee recommends appropriate strategies and shares best practices for removing employment barriers at the institution. EEDAC guided the development of the Employment Equity and Diversity Plan: 2019-2021 (EEDP) (http://www.mun.ca/hr/services/Equity/EquityandDiversityPlanReport.pdf) and provided advice in the development of Memorial's CRCP EDI Action Plan. EEDAC reviews annual status reports with respect to the progress of the EEDP and provides appropriate advice to VPC. (https://www.mun.ca/hr/services/Equity/EEDAC.php) The Canada Research Continuity Emergency Fund (CRCEF) program included several EDI requirements, stipulating that recipients must "implement an open and transparent process for internal allocation of funds", and that the evaluation criteria of applications be barrier-free for individuals from equity deserving groups and consider supporting those who have been negatively impacted by the pandemic. Memorial formed an EDI working group as part of its Research Pandemic Preparedness Sub-Committee to ensure that these principles were being upheld during a particular difficult time, particularly for many members of underrepresented groups. (https://www.mun.ca/covid19/researchers/committees.php) Memorial has partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to develop a hub for anti-racism educational resources for employees. CCDI has hosted two webinars per month focused on equity, diversity, and inclusion since April 2020, and, to date, more than 600 Memorial employees have participated, making Memorial the most active participant in the program in 2020. (https://gazette.mun.ca/campus-and-community/significant-uptake/) (https://www.mun.ca/hr/services/Equity/ccdi.php) As part of the process to decolonize institutional policies and procedures, it was recognized that administrative employees needed to have a better understanding of Indigenous cultures in the province. Employees in Financial Administrative Services and Human Resources participated in Indigenous Cultural Diversity Training from First Light, a local non-profit organization that "offers educational experiences about the Indigenous groups in our province…" (https://firstlightnl.ca/about/education/) Unconscious bias training is mandatory for all selection committee chairs in recruitment and selection of non-academic employees, all individuals involved in the search process for a Canada Research Chair, all university research awards selection committee members, and the Awards Advisory Committee that is responsible for identifying and nominating faculty and staff for prestigious awards. Memorial's Department of Human Resources offers a variety of diversity training resources and opportunities to employees. (https://www.mun.ca/hr/services/Equity/Div_training.php) The Department of Human Resources collaborated with Inclusion NL to develop best practices for interviewing in a virtual environment, and hosted a session on building accessibility confidence to recognize Disability Employment Month. Memorial has joined the National Strategy for Supporting Women in Trades program, and has taken the CHAMPIONS4CHANGE pledge (https://switcanada.caf-fca.org). Information sessions have been held for Memorial's Workplace Accommodation policy (religious/cultural accommodations.

Before submitting your report, please ensure that your responses are complete. You will not be able to edit the information after it is submitted.

I have reviewed my responses and I am ready to submit my report.

A reminder that institutions are required to post a copy of this report (as submitted) on their public accountability and transparency web pages within 7 working days of the deadline for submitting the report to TIPS.

This information will be sent to the Tri-agency Institutional Programs Secretariat when you click 'Submit.'

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