Canada Research Chairs Program
Memorial University’s Equity Diversity and Inclusion Action Plan

1) Background

1.1 Equity, Diversity and Inclusion

The Government of Canada and the Canada Research Chairs Program (CRCP) are committed to excellence in research and research training for the benefit of Canadians. Achieving a more equitable, diverse and inclusive Canadian research enterprise is essential to creating the excellent, innovative and impactful research necessary to seize opportunities and for responding to global challenges. As such, the program is committed to the federal government’s policies on non-discrimination and employment equity.

Participating institutions, including Memorial University, administer funds in partnership with the agencies and the Secretariat. Therefore, all institutions that accept agency funding are expected to make concerted efforts to meet their equity and diversity targets, and provide a supportive and inclusive workplace. This supports the goals of equity, diversity and inclusion within the CRCP and the broader Canadian research enterprise.

1.2 Recruitment and nomination process

All institutions must ensure that their recruitment and nomination processes for chair positions are transparent, open and equitable.

1.3 Canada Research Chairs

Guidelines for Ensuring a Fair and Transparent Recruitment and Nomination Process apply to the nomination of new chairs (including foreign nominees), whether the chair is used for retention purposes or as a recruiting tool, as well as to the advancement of a Tier 2 chairholder to a Tier 1 chair at the same institution. These processes must be consistent with the principles and safeguards embodied in the universities’ existing tenure-track hiring practices (as described in the collective agreement or equivalent). Institutions are required to establish clear criteria that will be used to determine whether a chair will be submitted for renewal to the program and to communicate these criteria to chairholders at the beginning of their terms.

1.4 Monitoring of recruitment processes

The Secretariat monitors the adherence of institutions to the Guidelines for Ensuring a Fair and Transparent Recruitment and Nomination Process and the Equity, Diversity and Inclusion Public Accountability and Transparency Requirements. It reserves the right to ask institutions to provide, at any time within the 24 months following the nomination, documentation attesting that

---

1 All background information presented is sourced from http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx#fnb2
the process used to recruit chairholders was transparent, open and equitable. The institution must be able to provide documentation such as:

• a copy of its open announcement (job advertisement), including a statement regarding its commitment towards equity and the participation of members from designated groups;
• membership details of the hiring committees (indication that the committees or individuals involved in the decision-making process include representatives of the designated groups);
• the names of senior officials responsible for ensuring the recruitment process was aligned with the institution’s equity and diversity targets and the program’s requirements for an open and transparent recruitment process;
• a description of equity, diversity and inclusion training provided to individuals who participated in the process (including training on unconscious bias);
• a description of the role of the equity officer or equivalent official;
• a description of the strategy used to identify and actively recruit members of designated groups;
• a description of safeguards put in place to ensure that individuals who experienced career interruptions were not disadvantaged during the nomination process;
• evaluation criteria and assessment grids;
• copies of relevant internal policies and guidelines (e.g., equity policies, tenure-track hiring practices/policies, collective agreement or equivalent);
• a description of the best practices used to collect data on the participation of individuals from the four designated groups (FDGs; women, Aboriginal Peoples, persons with disabilities and visible minorities), including a copy of the self-identification form; and
• a description of how the chairholder is being or will be mentored and integrated within the institution’s work environment.

1.4 Equity Target-Setting Exercise

Institutions must establish equity targets to encourage and promote the participation of individuals from the FDGs within their allocation of Chairs. An institution’s failure to participate in the target-setting exercise will result in the suspension of payments until the information has been provided to the Secretariat.

All participating institutions must set equity and diversity targets to address the underrepresentation of members of the four designated groups among their chairholders. The program uses these data to monitor the institutions’ progress toward meeting their established targets.

Target-setting method\(^2\)

The program’s targets are set using an availability approach. Availability is determined by estimating the representation of a designated group within the pool of potential nominees. The percentage of the estimated representation becomes the target to be met. The difference between

\(^2\) This methodology is under review by the CRCP, and a revised version will be available in 2018-19.
this target and the percentage of current Chairs who are members of that designated group becomes the equity gap to be addressed.

**Target-Setting Formula**

Target (%) – Current Occupancy (%) = Equity Gap (%)

Active university researchers represent the pool of potential nominees. This is the preferred pool from which to establish targets. However, due to limits in the available statistical data, targets for some of the designated groups are set using approximations of the pools (See Table 2).

To establish targets for the number of women among chairholders, the program uses data regarding the participation of researchers in the grant competitions of the three federal research funding agencies: the Natural Sciences and Engineering Research Council (NSERC), the Canadian Institutes of Health Research (CIHR), and the Social Sciences and Humanities Research Council (SSHRC) (see Table 1).

**Table 1: Percentage of women applicants in the competitions of the three federal granting agencies (data updated in 2014)**

<table>
<thead>
<tr>
<th>Federal agency data</th>
<th>NSERC</th>
<th>CIHR</th>
<th>SSHRC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women applicants</td>
<td>21%</td>
<td>35%</td>
<td>45%</td>
</tr>
</tbody>
</table>

For the three other designated groups—Aboriginal Peoples, persons with disabilities and members of visible minorities—the program establishes targets using data taken from other sources (See Table 2. Note that this data cannot be broken down by agency).

**Table 2: Availability pool used for each target (data reviewed in 2011)**

<table>
<thead>
<tr>
<th>Available indicator</th>
<th>Designated group</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proportion of university teachers that identify as Aboriginal</td>
<td>Aboriginal Peoples</td>
<td>1%</td>
</tr>
<tr>
<td>The proportion of doctorate holders with a disability</td>
<td>Persons with disabilities</td>
<td>4%</td>
</tr>
<tr>
<td>The proportion of university teachers that can be designated a member of a visible minority group</td>
<td>Members of visible minorities</td>
<td>15%</td>
</tr>
</tbody>
</table>

---


4 Based on self-identification

5 Source: Statistics Canada, CAUT Almanac, Table 2.20 Visible Minority, Aboriginal and Other Background of University Teachers, 2006. Statistics Canada, 2014, Semi-custom tabulation (contact CAUT).

2) Memorial University’s Institutional Equity, Diversity, Inclusion Action Plan

One of Memorial’s core values is “Inclusiveness and Diversity” defined as “embracing and acting on responsibility to guarantee diversity and equity.” The Honorable Kirsty Duncan, Minister of Science, has stated, “Canada cannot afford to leave half of its talent behind. Science needs diversity. And science needs to look like today’s Canada.” At Memorial University, we believe that our Canada Research Chairs, and our broad research enterprise, need to look like today’s Canada.

2.1 Equity, Diversity and Inclusion Objectives and Measurement Strategies

a) Equity, diversity and inclusion objectives, indicators, and actions

Employment equity is a key responsibility for a wide range of leaders at the university. The President is the senior university official responsible for employment equity. Members of the senior executive of the university review employment equity activities in their respective units. Their engagement is supported by the Employment Equity and Diversity Advisory Committee, established under the authority of Vice-Presidents Council (VPC) for the purpose of advising VPC on matters relating to diversity, equity and inclusion in employment. The managers, associate directors, and directors in the Department of Human Resources and Office of Faculty Relations play a critical role in the application of university employment policies. All such individuals participate in employment systems reviews to ensure there is no systemic discrimination in employment policies and practices. Employment systems reviews are conducted with the Employment Equity Officer and the Employment Equity Committee (comprised of representatives from all employee groups and including representation from the FDG). Finally, in consultation with the Employment Equity Committee and the Employment Equity Officer, individual academic departments and divisions normally compile and develop employment equity plans, implement approved employment equity plans, as well as evaluate and renew employment equity plans every five years in alignment with the terms of Memorial’s Collective Agreement with its Faculty Association (the CA). This process and oversight applies to opportunities related to the CRCP as it does to all career and training opportunities at Memorial.

At Memorial, equity in employment is guided by our Equity, Diversity and Inclusion in Employment policy which specifically aligns with the Newfoundland and Labrador Human Rights Act, 2010 and the Federal Contractors Program (FCP) as outlined in the Employment Equity Act (S.C. 1995, c. 44). The policy outlines the University’s commitment to diversity and equity in employment, with the objectives of recognizing, preventing and eliminating disadvantage or discrimination; and creating and maintaining a culture that supports an inclusive and welcoming workplace. As part of Memorial’s Commitment to Employment Equity we gather information on our workforce. In order to maintain an accurate reflection of the populations that we serve in Memorial’s workforce, all employees are asked to participate in an employment equity census. A video message from our Provost, Dr. Noreen Golfman, expresses Memorial’s commitment to diversity and emphasizes the importance of tracking equity measures and indicators. Accurate internal statistics support program planning and identify any potential
areas of underrepresentation. Memorial generates quarterly reports towards monitoring Equity Quality Indicators for Memorial’s workforce. These indicators are measured against equity targets to assess any underrepresentation in the FDG. This report is undertaken for the university as a whole and for individual Academic Units to enable intervention and course correction in alignment with our policies. At present, equity targets align with estimated labour market availability (which consider local, provincial or national applicant pools as appropriate) in consideration of university position turnover, and thus factor in recruitment opportunities. It is important to note that Memorial’s equity targets are currently under review to readjust for current demographics and future projections, and to more broadly capture gender diversity and sexual orientation, towards creating a more welcoming and accessible environment. The revised equity plan and targets are expected to be in place by the end of 2018. Targets for faculty positions only are set in accordance with the terms of the CA. When under-representations are detected, Memorial makes a positive attempt in good faith to recruit target groups. In the event that monitoring reveals a need for course correction, Memorial can rely on existing programs to resolve arising challenges.

b) Meeting the institution’s equity targets and goals by December 2019

Memorial University is committed to maintaining a welcoming and favourable work environment for all individuals; removing workplace barriers that negatively affect individuals or groups; supporting the creation of a diverse workforce; and providing community leadership as a progressive and equitable employer. The terms of Memorial’s CA provides a clear process related to employment equity. The Agreement provides for the establishment of a Joint Association/University Employment Equity Committee (Joint Equity Committee) which assists the University Employment Equity Officer in developing and monitoring an employment equity program for the University's academic community. The committee includes representation from the FDG, and assists Academic Units in the development of hiring goals and other measures to reduce imbalances among target groups.

During faculty recruitment, in the event that at least one application self-identifies as a target group member (as enabled though an equity survey provided to applicants in a format that meets candidate needs; see Appendix 1), the Joint Equity Committee is engaged to review the curricula vitae of candidates and provides advice to the relevant Administrative Head in advance of interviews. In faculty recruitment, it is expected that search committee recommendations give preference, in rank order, to underrepresented target group candidates when the qualifications of target group and non-target group candidates are substantially equal, and meet the criteria for appointment. The Joint Equity Committee is authorized to review procedures, actions, and outcomes related to recruitment and appointment of academic staff members to ensure that due emphasis is given to increasing, as appropriate, the proportion of target groups. Memorial’s equity targets are set in alignment with the terms of the CA which states that under-representation of a target group exists when the proportion of employees from a given target group is less than the proportion of persons from that group in the total pool of persons who: a) have graduated in Canada within the previous three years from the degree program normally required for an appointment at this University in their discipline; or b) are Canadian citizens or permanent residents of Canada. When under-representations are detected, Memorial makes a positive attempt in good faith to recruit target groups. The effectiveness of our processes are
evidenced by our success in meeting CRCP equity targets. We are confident that our processes will ensure the required inclusiveness and comprehensiveness of our CRC candidate searches.

Memorial University uses the CRCP target-setting tool to calculate their equity and diversity targets in order to review the effectiveness and impact of their strategies for addressing gaps in its administration of the Chairs program. **Since the implementation of reporting on equity targets by the CRCP, Memorial has regularly reported that it has met or exceeded CRCP equity targets for women, members of visible minorities, and Aboriginal Peoples.** Considering Chair appointments, as well as nominations in progress and those awaiting results (as of October 2017), we anticipate that Memorial will meet or exceed CRCP targets for women by at least 10%, and meet targets for visible minorities, and Aboriginal people. This is also in part owing to specific efforts made during CRC nominee recruitment in that CRC opportunities are advertised broadly, and Memorial has developed a list advertisement venues that specifically ensure visibility of the opportunities to members of the FDG.

Memorial has had challenges meeting its target (i.e. one Chair) for persons with disabilities. To address this particular deficit, since spring 2017, our internal calls for Chair proposals (which precedes open searches for Chair candidates) specifically note our current target gap and require that proposals present strategies towards enhancing application from each of the FDGs. Towards enhancing our work environment, particular for persons with disabilities, Memorial has a Workplace Accommodation Policy that establishes a framework for the accommodation process. Workplace Accommodation information sessions have been presented to faculty and staff. Human Resources in collaboration with Empower, The Disability Resource Centre (NL) hosted a roundtable session on inclusive employment. This session was offered to Memorial staff and faculty on ways to increase confidence levels when developing workplace resources, accommodations and opportunities for persons with disabilities. Memorial has a strong partnership with the NL Provincial Government’s Opening Doors Program. This program is an employment equity initiative that is designed to advance employment of persons with disabilities in the public sector. Finally, it is planned that many of our CRC candidates will be supported by newly constructed space in Memorial’s Core Science Facility (Gold Seal certified) or in other space that is currently being renovated. This space will accommodate persons with disabilities with accessibility issues being addressed with all new construction and renovations to existing buildings. Finally, as described below, our standard text for Chair opportunity advertisement have been updated to ensure that persons with diverse needs can be accommodated in our recruitment processes. Memorial is confident that it will meet all CRCP Equity Targets by December 2019, and is committed to reporting on our progress annually.

More broadly, and proactively, Memorial also has adopted a number of policies and procedures that seek to preserve and enhance the inclusiveness of our work environment. These include the following:

- **Equity, Diversity and Inclusion in Employment Policy:** outlines the University’s commitment to diversity and equity in employment.
- **Kullik Lighting and Smudging Policy:** recognizes Kullik-lighting and smudging as important Aboriginal cultural practices and, through its Kullik-lighting and Smudging Policy, these practices are incorporated into campus life.
• **Respectful Workplace Policy**: supports a climate of respect in the workplace where individuals or groups of individuals are free from harassment and discrimination

• **Sexual Harassment Policy**: recognizes ethical and legal responsibility to provide a workplace and learning environment that is free of sexual harassment

• **Supporting and Accommodating Breastfeeding**: recognizes the importance of creating a family-friendly environment for students, employees, and the community at large.

• **Work-flex Program**: provides different options to employees who are interested in modifying their existing work arrangements to help them address personal wellness or work-life balance needs, for career development/job enrichment purposes, or for other similar reasons.

• **Workplace Accommodation Policy**: maintains an environment of understanding and respect for the dignity and worth of each person in support of inclusiveness in its workplace programs and practices.

2.2 Management of Canada Research Chair Allocations

Memorial’s policies and its CA include specific provisions to ensure equity and diversity through recruitment. Article 29 of the CA (Employment Equity), which applies to all faculty recruitment at Memorial, including that which engages the CRCP, serves to maintain measures to promote equity as defined in the federal Employment Equity Act (1995). The CA provides the institution’s processes for recruiting Canada Research chairholders (as well the processes for all faculty appointments), and all safeguards that are in place to ensure that these practices are open and transparent. *Memorial’s institutional policy on the Canada Research Chairs Program (CRCP), which is consistent with the CA, requires that all Chair positions are advertised broadly*. Academic units seeking opportunity to fill an available CRC at Memorial may only seek permission to recruit subject to confirmation that the recruitment will include an open search. Further, Memorial’s CRC policy (Reallocation, Renewal and Reduction of Canada Research Chairs (CRCs) at Memorial University) specifically defines:

• how the institution manages its allocation of chairs and who is involved in these decisions;

• the institution’s decision-making process for determining in which faculty, department, research area to allocate its chair positions, and who approves these decisions (i.e. through an open internal competition, adjudication through the policy defined proposal Selection Committee, and final approval by Memorial’s VPC);

• the decision-making process for how the institution chooses to use the corridor of flexibility in managing its allocation of chairs, and who approves these decisions (including engagement of Memorial’s CRC Steering Committee, Advisory Bodies and ultimately through the approval of VPC);

• the decision-making process and criteria for determining whether Tier 2 and Tier 1 chairholders will be submitted for renewal and who is involved in these decisions (which includes assessment of performance against appointment terms set before the start of the Chair, and reviews by the academic unit, Steering Committee, and ultimate decision by VPC);

• the process and criteria for deciding which chairholder(s) will be phased-out in the case where the institution loses a chair due to the re-allocation process, and who is involved in these decisions;

This policy applies to all vacant Chair opportunities, including any potential advancements from Tier 2 to Tier 1 Chairs. Such an advancement is only facilitated through a successful proposal for a given Chair research area (internal process), followed by an open search – advancement is only
possible if the Tier 2 incumbent is successful in an open recruitment for a Chair opportunity that is made available after an internal open competition to set the area of a Chair for recruitment.

The level of support provided for a given Chair is developed and approved at the stage of internal competition for Chair allocations. Academic units, in their proposals specifically note commitments that will be made (e.g. space, protected time for research, portions of the Chair award that will be made available for research, other funding or support, administrative support, mentoring, etc.). If an academic unit is awarded a Chair allocation, such award comes with the stipulation that an ultimate Chair nomination must reflect the commitments made at the stage of the internal Chair proposal as evaluation of internal proposals specifically considers the potential for impact of the proposed Chair on achieving the goals of Memorial’s Research Strategy Framework as well as the Strategic Research Intensity Plan (which are summarized in the Strategic Research Plan that is posted on the CRCP website). In the event that, once a search processes has concluded, it is determined that a change to the commitments is needed to better suit the research program of the Chair, any such change must be reviewed and approved by the CRC Steering Committee as provided for in Memorial’s CRC Financial Arrangements (approved by Deans’ Council in 2015; see Appendix 2). In addition, other specific elements of support for the Chair, including determination of appropriate salary, are defined in the CA (with additional specific reference to research Chairs in Article 3.20). The CA provides safeguards to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them. In addition, our advertisements for Chair opportunities include language recommended by the CRCP to ensure opportunity for candidates to verify eligibility in the event of career gaps due to parental or health related leaves or for the care and nurturing of family members. In addition, the CA also directly addresses parental and health related leaves as well as other leaves or absences (e.g. compassionate leave, political leave, etc.) ensuring equitable treatment for faculty members that experience such career interruptions. Finally, to further support an open and equitable recruitment environment, Memorial provides training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for chair positions (acknowledging that research has shown unconscious bias can have adverse, unintended and negative impacts on the overall success/career of individuals, especially those from the FDGs). This training is provided at the initial search committee meeting(s) convened by the administrative head of an academic unit, and is supported by Memorial’s Equity Officer. Since the launch of the unconscious bias training video released by the CRCP, Memorial incorporates this video in its training, but also supplements this video with supported discussion, primary literature dealing with unconscious bias and opportunity for questions/answers with the Equity Officer.

In the past 3 years, Memorial has been undertaking a significant recruitment effort to refill Canada Research Chairs (CRC) which have come to the end of their second terms, including its Tier 1 Chairs which are not renewing for a third term. During this time we took a number of actions to promote enhanced awareness and support for equity and diversity in our Chairs program including: 1) addressing Memorial’s Deans’ Council to draw attention to the CRCP-promoted equity practices and followed up with memos to Deans and Heads to raise awareness regarding diversity gap(s) in Chairs; 2) implemented changes to Memorial’s equity policy to makes specific reference to CRCP; 3) established an MOU with the Memorial University Faculty
Association to ensure that search committees are provided with information packages that makes them specifically aware of the expectations of the CRCP best practices as it relates to equity in the CRCP; 4) redeveloped information packages for Academic Units to initiate Chair searches to provide detailed information on expectations as they relate to equity in the Chairs program, and new resources to support recruitment (including lists of venues for advertising Chair opportunities to improve application rates from the FDGs); 5) meetings between the Associate Vice-President Academic, staff from the administrative unit responsible for the CRCP, and Memorial’s Joint Equity Committee (which plays a key role in oversight for the University’s commitment to non-discrimination and equity in faculty recruitment) to review the CRCP and to identify further actions to improve diversity in recruitment; 6) redeveloped standard text for inclusion in CRC opportunity advertisements specifically addressing how candidates are encouraged to explain any circumstances that may have affected their productivity as well as providing resources to facilitate application from persons with diverse needs, and 7) Memorial’s Provost and Vice-President Academic published a blog to raise awareness about equity in the CRCP. These actions have enabled Memorial to meet its equity targets for the CRCP, and will strongly benefit efforts for ongoing CRC recruitment.

Memorial continues to strive forward in nurturing an inclusive environment that will attract a broad and diverse pool of potential candidates to participate in prestigious Chair programs. Our efforts toward this success will equally direct our efforts in recruitment and oversight of the CRCP.

### 2.3 Collection of Equity and Diversity Data

As part of Memorial University's commitment to employment equity, all applicants to academic positions are requested to complete an employment equity survey (Appendix 1) in reference to a given advertised position. Responses are maintained as confidential information and, while the survey is voluntary, we encourage all applicants to complete it. In addition, applicants are provided with a link to the CA article on employment equity in the online survey form. Further, for CRC applicants, they are advised that there are equity considerations in the appointment of CRC positions, and are provided to the following link to the Secretariat website to ensure they are fully aware of the expectations in relation to the CRCP: [http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx](http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx) Applicants are also provided with direct contact information for Memorial’s Equity Officer for the CRCP to ensure that any questions about the employment equity program can be addressed. In addition, as noted previously, a video message from our Provost, Dr. Noreen Golfman, expresses Memorial’s commitment to diversity and emphasizes the importance of tracking equity measures and indicators. This message provides strong encouragement for individuals to self-identify membership in the FDG as appropriate.

An example of the self-identification form used by Memorial in CRC searches is provided in Appendix 1. As described in detail in Memorial’s guidelines document, [Equity, Diversity and Excellence in the Appointment of Academic Staff Members](#), Memorial’s Joint Equity Committee is involved in searches for academic appointments including CRCs. Further, as provided for through a Memorandum of Understanding with Memorial’s Faculty Association, in addition to normal equity practices as provided through the CA, CRC search committees are also provided
with detailed written information about the CRCP target setting exercise and expectations of the CRCP regarding equity. Overall, Memorial maintains detailed processes and procedures that demonstrate its commitment to equity, including the collection of diversity data, which informs search processes and ensures additional oversight by the Joint Equity Committee in instances where members of the FDG have applied for faculty member positions including CRC.

2.4 Retention and Inclusivity

Memorial University provides a supportive and inclusive workplace for all chairholders (including those from the FDGs) and this is monitored through regular reviews conducted with Chairs to both gauge performance and to identify needs for support as provided by Memorial’s procedures on the administration of the CRCP (see Appendix 2, section 6; CRC Research Performance Expectations and Tracking). More broadly, for all faculty members including CRC, Memorial’s CA provides a fair and equitable working environment that makes clear expectations for all faculty members, enables a stable work environment, and provides for all faculty members to register complaints including any that may relate to equity as well as process for grievances including provision for resolution up to and including arbitration (CA; Article 20). In addition, Memorial’s Respectful Workplace Policy supports a climate of respect in the workplace where individuals or groups of individuals are free from harassment and discrimination, and provides for clear process for any individual that identifies a breach in relation to this policy.

Proactively, Memorial seeks to provide an inclusive and respectful workplace as described in section 2.1. In addition, Memorial continues to seek ways to improve its work environment to ensure that it is inclusive and welcoming. Memorial directly funds faculty members to undertake professional development which assists their progress in their field and assists them in the development of satisfying careers. In addition, other recent activities to enhance our environment have ranged from the development and augmentation in availability of gender inclusive washrooms, enhanced accessibility, and the provision of prayer places. All new faculty members are provided with an orientation program at the start of their appointment to introduce them to the richness of Memorial’s environment. As a recent addition, this orientation will include a Land Acknowledgement. Memorial’s Equity Office includes the CRCP Equity Officer (Tina Hickey e-mail hickeyt@mun.ca; phone (709) 864-2548) who provides support to Chairs in the event of any arising concerns relating to equity and inclusion.

2.5 Action Plan Governance

Memorial University’s Institutional Equity, Diversity, Inclusion Action Plan, was developed by a sub-committee of the Employment Equity and Diversity Advisory Committee (EEDAC). The EEDAC was established under the authority of Memorial’s Vice-Presidents Council (VPC) for the purpose of advising VPC on matters relating to diversity, equity and inclusion in employment. Including representatives from the FDG, chairholders, faculty and administrators responsible for implementing the program at the institution, the plan was developed by the sub-committee and recommended to the EEDAC. EEDAC endorsement and approval of the plan, followed by approval by VPC established the Action Plan for Memorial. The plan will be reviewed and revised from time to time in accordance with the requirements of the CRCP as well
as in alignment with any changes to policies and procedures at Memorial University, and/or to ensure ongoing consistency with Memorial’s CA.

2.6 Ongoing Public Accountability and Transparency

Memorial’s Equity, Diversity and Inclusion Action Plan acknowledges that to be eligible for the CRCP, all participating institutions with five or more chair allocations must clearly publish on their websites, commencing on October 27, 2017, information related to the management of their chair allocations. It is understood that if an institution fails to meet these requirements by the deadlines stipulated, the program will withhold peer review and payments for nominations submitted to the fall 2017 intake cycle, and to future cycles as necessary, until the requirements are fulfilled. It is further acknowledged that institutions must also continue to meet these requirements throughout the fiscal year, and must review and update their public accountability webpages by October 31 of each year to remain eligible for the program.
Employment Equity Survey

Memorial University of Newfoundland (MUN) and its Faculty Association (MUNFA) are committed to employment equity. As per Article 29 of the MUN-MUNFA collective agreement, you are invited to answer the questions below. Clause 29.28 of the collective agreement can only be applied where applicants are willing to self-identify and release the information to the hiring unit. If this information is not released, target group applicants should understand that the provisions of clause 29.28 cannot be applied. If you are not a member of a target group, you are still encouraged to complete the questions in order for the equity program to be effectively administered. The completion of the questions and release of this information is strictly voluntary. The information supplied will be kept confidential and used solely for the purpose of employment equity. Thank you for your co-operation.

Questions may be directed to the Employment Equity Officer: Phone: (709) 864-2548 Fax: (709) 864-2700 E-mail: equity@mun.ca

Please provide your full name

Gender

- Male
- Female
- Other

Visible Minority: Members of visible minorities are persons, other than Aboriginal peoples, who identify themselves as being non-Caucasian in race or non-white in colour, regardless of birthplace.

Example Visible minorities

- Chinese
- South Asian (e.g., East Indian, Pakistani, Punjabi, Sri Lankan)
- Black (e.g., African, Haitian, Jamaican, Somali)
- Arab/West Asian (e.g., Armenian, Egyptian, Iranian, Lebanese, Moroccan)
- Filipino
- South East Asian (e.g., Cambodian, Indonesian, Laotian, Vietnamese)
- Latin American
- Japanese
- Korean

**Do you identify as a member of a visible minority group?**

☐ Yes  ☐ No

---

**Aboriginal People:** An Aboriginal person is a North American Indian or a member of a First Nation, a Métis, or Inuit. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non registered Indians.

**Are you an Aboriginal person?**

☐ Yes  ☐ No

---

**PERSONS WITH A DISABILITY:** Persons with disabilities have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

a. consider themselves to be disadvantaged in employment by reason of that impairment, or

b. believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and

c. includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

**Are you a person with a disability?**

☐ Yes  ☐ No

---

**Are you a Canadian citizen or permanent resident of Canada?**

☐ Yes  ☐ No
Do you give permission for this information to be released to the hiring unit?

☐ Yes  ☐ No

Submit
MEMORANDUM

13 February 2015

TO: Deans’ Council
FROM: Noreen Golfman, Provost and Vice President (Academic) Pro Tempore

SUBJECT: CRC Financial Arrangements

Attached is final version of the document that describes the Financial Arrangements for Canada Research Chairs as discussed at the January 12, 2015 meeting of Deans’ Council. Please note that these arrangements are effective immediately for all new calls for proposals from units to host a CRC.

For Chair searches that are underway and for which there have not been interviews with prospective candidates, these arrangements can be used for those searches should you wish to do so. In those cases, you would have already identified the availability of a base-funded position in support of the appointment of which a significant portion of the funding (75%) was identified as direct support for the Chair research program. The attached Financial Arrangements provide for some flexibility on how the combined base salary and CRC funding is spent in the unit so if you wish to implement the new model for the ongoing searches, you must submit a financial plan for the Chair to the CRC Steering Committee in accordance with Section 7 of the attached document by Friday, March 13, 2015.

mh
Attachment
Financial Arrangements for Canada Research Chairs

Approved: February 10, 2015

1. **Strategic Institutional Direction:** A Canada Research Chair (CRC) represents a federally funded instrument to assist the university in achieving the goals established within its strategic research plan, to be implemented by a school, faculty or campus (i.e., referred to from now on as “academic units” in this document) on behalf of the entire university. It is an institutional commitment to an area of research, not exclusively to the CRC Chairholder. In using CRC Chairs to increase the research intensity of MUN, the primary benefits of more Principal Investigators and more graduate students will generate the most immediate impact on Memorial’s research performance. CRC Chairs are expected to serve as a catalyst in their academic units for increased research productivity that enhances the research environment within the host academic unit(s) and increases research opportunities for colleagues within the Chairholder’s academic unit(s).

2. **Salaries of Chairholders of Expiring CRC Chairs:** The mandate of large number of existing CRC Chairholders will be expiring over the next three years. The university commits, through the Office of the Provost, to working closely with the academic units currently hosting such CRC Chairs to cover the salaries of these Chairholders as they transition into the professoriate of their respective academic unit.

3. **Distribution of CRCs Within the University:** The distribution of CRCs at Memorial University largely reflects the current relative Tri-Agency grants performance of individual academic units. There are numerous metrics by which the resource performance of an institution can be assessed. Given the role of relative Tri-Agency grants performance in assigning chairs to institutions, the potential for a CRC to serve as a catalyst to increase this performance within their academic unit will be considered as a factor, in addition to the goals of the strategic research plan, in allocation of CRC opportunities.

4. **Long-term Planning of Hires:** Academic units must reflect their CRC hiring aspirations in their faculty member position requests. Though the institution cannot guarantee that such aspirations will be fulfilled, the planning for the possibility of acquiring a CRC (or any other chair for that matter) is key to facilitating the operational details of hiring CRC candidates.

5. **Central Bank of CRC Positions:** Due to uncertainty with respect to immediate availability of based-funded faculty positions to associate with a new CRC allocations to an academic unit, the Provost’s Office commits to having a modest bank of positions (approximately 4), available annually, to ensure that temporary salary lines are available, when needed, for academic units where for chairs that are being terminated as per (6). This should allow the university to balance the risk of unallocated salary commitments against the leveraged opportunities to enhance institutional research intensity.

6. **CRC Research Performance Expectations and Tracking:** The research performance expectations of CRC Chairholders (in addition to their teaching and learning, and community engagement expectations associated with their normal tenure or tenure-track appointment)
must be included in any proposal to the CRC Steering Committee by an academic unit seeking a CRC Chair opportunity and must be made explicitly known, in writing, in the letter of offer to a prospective Chairholder. Such expectations must include elements such as: leadership of a strategic institutional research area within the academic unit(s); facilitation of research and partnership with colleagues in this strategic research area; transformative impact of research capacity within the academic unit(s), including leading grantsmanship initiatives as part of a team of colleagues; and other elements as may be appropriate to the academic unit(s) hosting the CRC. The performance of the Chairholder will be assessed by the CRC Steering Committee, in consultation with the relevant Dean(s), against these criteria after year 2 of the initial term of the CRC appointment and thereafter on a yearly basis as well as any modifications in their role. If the CRC Steering Committee determines that there is a failure to meet objectives the individual may be removed from the Chair and the chair reallocated. The underlying academic appointment is decoupled from the Chair appointment and is not affected by the termination of the Chair appointment. Base funding of the chair salary and benefits must be in place for the tenure or tenure-track appointment to enable academic unit’s to be objective in their assessment of the Chairholder’s performance.

7. **CRC Funding Available to Academic Unit(s) Hosting the CRC:** 95% of the annual CRC funding for can be used within the academic unit(s) for a combination of recruitment costs and relocation expenses, salary and benefits, stipends and other research costs (e.g., start-up funding, graduate student support, technical and administrative staff support, research grants and funding support for research initiatives in the focus area of the CRC, incremental administrative costs to the CRC academic unit(s)). Expenditures of the CRC funding must be consistent with the “Use of Award Funds” requirements of the CRC Program. The allocation of funding to Chairholder salary, benefits and stipend and to support research initiatives associated with the CRC will be balanced to maximize research intensity of the institution and be consistent with the assumed risk advocated in (5). An academic unit, as part of its proposal to the CRC Steering Committee to receive a CRC allocation or renew a CRC allocation, must, at the time of applying for an opportunity to recruit a CRC, clearly describe the funding allocation that will be employed over the term of the CRC appointment and demonstrate how this allocation maximizes the potential to increase research productivity as a result of allocating the CRC opportunity to the unit. Any variance in the funding allocation during the term of the CRC must be proposed by the relevant Dean and approved by the CRC Steering Committee. In all cases, an academic unit hosting a CRC is required to have a base-funded position and associated funding, at a salary and rank commensurate with the actual/anticipated salary of the Chairholder, available within the first three years of the initial term of the CRC appointment. The funding model described in the application to the CRC Steering Committee for the initial allocation or for a renewal of an appointment must take into account the funding associated with the base-funded position associated with the CRC.

8. **CRC Funding to be Retained by the Vice-President (Research) to support the Central CRC Support Services:** 5% of the annual CRC funding will be retained by the Vice-President (Research) to offset the costs of the central CRC support services.