

Jarislowsky Chair Newsletter

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Theme 1: Mr. Stephen Jarislowsky's 100th Anniversary



As one of 50 Jarislowsky Chairs in Canada, I am honoured to mark the centenary of Mr. Stephen A. Jarislowsky, our esteemed founder for this program.

We extend our sincere gratitude to Mr. Jarislowsky for his vision and leadership, and

for the profound legacy of inquiry, dialogue, and public service he continues to inspire.

Theme 2: Recent Publications

1. Fang, T., Gunderson, M., and Hartley, J. 2025. "Revenue, Hiring, and Optimism: Do Top Executive's Immigration Status and Management Perception of Multiculturalism Matter?" *Equality, Diversity and Inclusion: An International Journal*.

Abstract: Using data from a largely representative survey of 801 Atlantic Canadian employers, this paper conducts regression analyses to test associations between two diversity variables and five objective and subjective measures of firm performance: revenue change and employment change in the previous three years, projected revenue change and employment change over the next three years and projected provincial economic growth/decline over the next three years. We find that firms with an immigrant CEO and/or owner are more likely to forecast revenue growth, report recent employment growth, and forecast provincial economic growth. Employers who believe that a multicultural workforce enhances creativity are more likely to report recent employment growth and more likely to forecast provincial economic growth in

the medium-term. This is consistent with most national studies, which tend to show immigrant-owned companies are more likely to create jobs and firm growth.

[https://doi.org/ 10.1108/EDI-06-2024-0241](https://doi.org/10.1108/EDI-06-2024-0241)

2. Fang, T, Hartley J, and Khan, S. 2025. "Making a New Journey: Comparing the Settlement Experiences of Adult and Child Refugees in Newfoundland and Labrador," *Refuge: Canada's Journal on Refugees*.

Abstract: This article applies the ACL framework (Age at migration, Context/contact opportunities, and Life cycle stage) and uses qualitative interview data to compare the integration of Syrian adult and child refugees in St. John's, Canada. Almost all children report having Canadian-born friends, outpacing the adults, facilitated by highly integrated classrooms. Their recreational activities are less structured, while adults focus on language school or settlement agency events. Children are more open to new experiences and are much more optimistic about Canadian weather and food. They more often walk to school by bus, in contrast to adults who favour automobiles for transportation. This can be attributed to the fact that children are zoned to nearby schools as opposed to attending centralized language classes.

<https://doi.org/10.25071/1920-7336.41373>

3. Cooper, D., Fang, T., and Wan, J. "Employee Ownership and Promotive Voice:

The Roles of Psychological Ownership and Perceived Alignment of Interests," *Journal of Organizational Effectiveness: People and Performance*.

Abstract: Employee ownership has been positively related to several measures of organizational performance. Building on agency theory and theories of psychological ownership, we investigate two prominent explanations for how ownership influences pro-organizational employee behavior. Specifically, we test the effects of Employee Stock Ownership Plans and profit sharing on promotive voice, and the mediating roles of psychological ownership and perceived alignment of interests with the firm. We find that psychological ownership partially transmits the effects of both Employee Stock Ownership Plans and profit sharing on promotive voice. Consistent with theory, decision influence strengthens the relationship between ESOP participation and psychological ownership. Perceived alignment of interests plays a smaller mediating role. We discuss the theoretical and practical implications of these findings.

<https://doi.org/10.1108/JOEPP-01-2025-0040>

4. Fang, T., Gunderson M., Hartley, J., King, G., and Ming, H. "Determinants and Firm Performance Effects of Remote Work Arrangements: Evidence from a Representative Survey of Employers in Atlantic Canada," *Asia-Pacific Journal of Human Resource Management*. (Accepted)

Abstract: Remote work arrangements are compelling examples of an organization's ability to utilize digital technology. This study analyzes data from a representative survey of Atlantic Canadian employers to evaluate three phenomena: how remote work evolved during the recent COVID-19 pandemic; the factors influencing these changes; and the impact of these changes on business outcomes. Our findings suggest that urban firms, technologically advanced companies in certain highly skilled industries, and firms offering greater flexibility for remote work were most likely to enhance remote work practices during the pandemic. For the average firm, an increase in the share of remote work correlated with higher organizational productivity, improved employee performance, and greater new product/ service innovation. The primary downside was heightened management complexity. Variations were observed along industry and provincial lines.

<https://docs.iza.org/dp18020.pdf>

5. Chen, WH. And Fang, T. "The Wage Effects of Restricting Temporary Foreign Workers: Evidence from Canada's 2014 TFWP Reforms," *Journal of Ethnic and Migration Studies*. (Accepted)

Abstract: This study examines the labour market consequences of restricting access to low-skilled temporary foreign workers (TFWs) in a high-income context. We evaluate the effects of Canada's 2014 reforms to the Temporary Foreign Worker Program (TFWP),

which significantly tightened employer access to low-wage TFWs. Using a difference-in-differences framework and nationally representative Labour Force Survey data (2005–2019), we find a statistically significant wage gain of 3–6 percent for domestic workers in occupations heavily reliant on TFWs. These results are robust to a range of checks, including event study analysis, doubly robust estimation, alternative control groups, and validation using Canadian Census data. Subgroup analyses suggest that the wage gains were broadly shared across demographic groups, with only limited variation by language proficiency. While the reforms helped ease downward wage pressure in low-wage segments of the labour market, the findings also underscore the complexities of regulating temporary migration. Overall, the results contribute to broader debates on the governance of migrant labour by demonstrating that tighter restrictions can lead to measurable wage improvements for domestic workers, while potentially generating trade-offs in the form of labour shortages or policy substitution.

<https://doi.org/10.1080/1369183X.2025.2577780>

Theme 3: New Projects

1. **Principal Investigator**, "Estimating the Labour Market Impacts of the Temporary Foreign Worker Program," *Social Sciences and Humanities Research Council (SSHRC), Insight Grant*, 2025-2028.

The Temporary Foreign Worker Program (TFWP), introduced in 1966 to address short-term labour shortages, has been widely debated due to concerns over employer misuse and the exploitation of migrant workers. In 2014, the Federal Government implemented reforms to limit the use of low-skilled temporary foreign workers and prioritize Canadian workers. These changes included stricter labour market testing, caps on TFW hiring, regional restrictions in high-unemployment areas, higher fees, shorter permits, and stronger enforcement measures. However, existing research on the program remains largely descriptive and lacks causal evidence on its labour market and productivity impacts. The proposed study will evaluate the effects of the 2014 reforms using comprehensive administrative datasets linking employers and workers. It will examine impacts on wages and employment for domestic and temporary foreign workers, as well as business productivity. The project will employ advanced econometric methods, train research personnel, and disseminate findings to academic, policy, and public audiences.

2. Principal Investigator, “Developing an EDI-AR Framework and Initiatives for the K-12 System in Newfoundland and Labrador: A Collaborative Approach” *Newcomer Settlement and Integration Grants, Government of Newfoundland and Labrador, 2025-2026.*

While Newfoundland and Labrador has made strides in promoting inclusivity, research consistently shows that BIPOC groups continue to experience barriers to full participation in society, including in the school system. Moreover, the K-12 schools have an increasingly diverse population due to immigration, and previous research indicated that consideration for children's education is an important factor for immigrant retention (Athur, 2024)¹. This project focuses on analyzing the complex issues of education and culture integration that newcomer youth (K-12) encounter in Newfoundland and Labrador by creating a student-centred, culturally responsive and community-engaged framework. This framework aligns with provincial policies, community needs, and best practices for K-12 education based on a structured, evidence-based approach.

By reviewing existing EDI_AR policies across the country, documenting lived experiences of educators and students and analyzing systemic issues in K-12 education, the project aims to provide evidence that can inform public policy discussions about removing racial, fostering an inclusive environment and equipping educators and students with proper tools to racism and discrimination in NL K-12 education system.

3. Principal Investigator, “Developing a Community-Led Course to Help Newcomers

¹ Ather H. Akbari, “International students in Atlantic Canada: A survey of their lived experience,” 2024.

Navigate the Healthcare System in Newfoundland and Labrador” Mitacs Internship (jointly *funded* by *Mitacs and Centre for New Immigrant Well-Being (CNIW)*. 2025-2026.

This project will study how a special healthcare guidance program helps immigrants in Newfoundland and Labrador gain better access to doctors and medical services. Many newcomers face language barriers, system complexity, and cultural differences when accessing healthcare, which can make it harder for them to remain productive, maintain employment or stay in the province. Our interns will help test this program by talking to participants, conducting surveys, and examining whether better healthcare access improves labour market outcomes (higher job stability, less absenteeism, and higher retention).

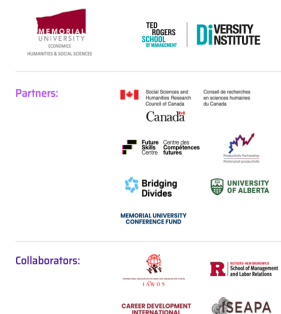
By introducing this new program into NL, the Centre for New Immigrant Well-Being (CNIW) Foundation can expand its successful Ontario program nationwide, identify best practices to help immigrants stay healthy and employed and create a replicable model that could be used across Canada.

Theme 4: Conference Organization and Sponsorship

Conference Organization

An International Conference: AI, Remote Work, and Productivity on May 8-9, 2025, co-organized by the Stephen Jarislowsky

Research Team at Memorial University and the Diversity Institute at Toronto Metropolitan University, was generously sponsored by SSHRC Connection Grant at TMU, Productivity Network as funded by SSHRC Partnership Grant at MacMaster, the Bridge Divides Project as funded by the Canada First Research Excellence Fund (CFREF) at TMU, the SSHRC Partnership Development grant at Memorial, Department of Economics at University of Alberta, Rutgers Center for Global Work and Employment, International Association for Work & Organization Studies, and Rutgers Network of Work- Studies Scholars, all at Rutgers, Stephen Jarislowsky Chair, Faculty of Humanities and Social Sciences, Department of Economics, Memorial University conference fund, all at Memorial, the Journal of Productivity Analysis, and the Career Development International.



This interdisciplinary conference brought together scholars, industry leaders, and policymakers to discuss the impact of AI and remote work on productivity. Key topics included emerging technologies that influence

workplace culture and hiring, strategies for upskilling employees, educational pathways for diverse workers, and utilizing green technologies to build inclusive workplaces. It also highlighted best policies and practices on immigration, equity, diversity, and inclusion.

Notable conference engagement from leading scholars includes:

Ailsa Craig, Acting Associate Vice-President (Academic) and Dean of Graduate Studies, Professor of Sociology, Memorial University of Newfoundland, and **Sarah**

Stoodley, Newfoundland and Labrador's Minister of Immigration, Population Growth and Skills, offered opening remarks.

Rhonda McEwen, President and Vice-chancellor of Victoria University, University of Toronto, **Richard B. Freeman**, Herbert Ascherman Chair in Economics at Harvard University, Research Associate at NBER, and Faculty Co-Director of the Center for Labor and a Just Economy at Harvard Law School, and **Jennifer Hunt**, Professor of Economics, Rutgers University and past Chief Economist of U.S. Department of Labor delivered the keynote speeches.

Researchers from Harvard University, Rutgers University, University of Kentucky, Oxford University, University of Toronto, University of Alberta, University of Waterloo, McMaster University, American University of Sharjah, Statistics Canada, industrial and thinktank leaders from Amazon, PwC, Magnet etc., presented in the conference. More than 120

participants attended the conference in person, while 30 more participated online.

Conference Sponsorship

We provided sponsorship support for a key regional academic event: the Atlantic Canada Economics Association Conference (ACEA 2025) (hosted at MUN, October 17-19).



We also sponsored the 2025 annual Atlantic Chamber of Commerce conference (held in St. Johns' May 23-24).



ACC Annual Conference
Conférence annuelle de l'ACC



Such sponsorships build bridges between the academic community, business community, and policy makers, broadening the reach of our research collaborations and knowledge mobilizations.

Theme 5: Academic Activities

Dr. Tony Fang has been invited to share the work of the Jarislowsky Chair at numerous conferences, raising the Chair's visibility in Canada and abroad. He has contributed to advancing discussions on cultural and economic transformation and has highlighted the Chair's research to academic, policy, and community audiences.

Conference and Workshop Presentations

1. Fang, T., and Wendy Cukier W. "Inclusive Hiring Practices: Pathways to Employment for Immigrants. Panel Discussion" **Ontario Chamber of Commerce and the Diversity Institute KM Webinar**, Toronto Metropolitan University, October 16, 2025.
2. Fang, T. "Determinants of AI Adoption and Its Effects on Organizational Performance", **Atlantic Canada Economics Association (ACEA) Annual Conference**, Memorial University, St. John's, October 17-19, 2025.
3. Liu, C, Fang, T, and Chavoushi, Z.H. "Immigrant Entrepreneurship in Canada: Barriers and Enablers" **2025 Canadian Council of Small Businesses and Entrepreneurship (CCSBE) Conference**, University of Toronto at

Mississauga, October 28-29, 2025.



4. Elmi, M., Madhany, S., and Fang, T. "AI Skills Training for Immigrant-owned SMEs", The 8th Metropolis Identities Summit. Saskatoon, Oct 29-30, 2025.



Theme 6: Community Engagement

Canada Public Policy Summit, Ottawa, 2025

Dr. Fang was invited to attend Canada Public Policy Summit, **Future Forward: Shaping Public Policy in Canada**, on September 23.

This summit focused on the pressing issues on how Canada to strengthen its global competitiveness by leading in artificial intelligence, modernizing immigration policy to address demographic and workforce needs, and implementing open banking to increase

competition and consumer choice. It also emphasized the importance of reinvesting in civic institutions to rebuild social trust, and advancing an “abundance agenda” focused on expanding housing supply, energy capacity, innovation infrastructure, and capital deployment to support long-term prosperity.



At Home in the Atlantic, Halifax, September 25, 2025



Dr. Fang brought undergraduate research assistant attended “At Home in the Atlantic” conference, organized by Atlantic Region Association of Immigrant Serving Agencies (ARISA), a non-profit umbrella organization that has been providing support to the

settlement and integration sector in Atlantic Canada.

This conference brought together service providers, researchers, and community leaders to explore belonging, integration, and staying power in Atlantic Canada.



Policy Panel, Atlantic Canada Economics Association (ACEA), October 17–19, 2025



Joined by **Ms. Rachelle Cochrane** (Director, Policy, Innovation & Economic Research,

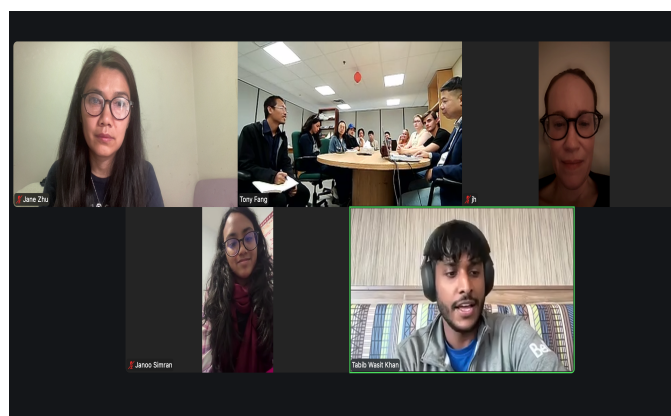
Trades NL), **Dr. Rob Greenwood** (Deputy Minister, Department of Rural Economic Development, Government of Newfoundland and Labrador), and **Ms. Rhonda Tulk-Lane** (CEO, Atlantic Chamber of Commerce), Dr. Fang participated as a panelist to discuss critical questions related to productivity, future skills development, and strategies for talent attraction and retention across the region.



Theme 7: The Research Team

The Jarislowsky Chair research team is a diverse team with members from different countries, disciplines, and education levels.

Seven new students and research fellow joined our team 2025 Fall semester. They are **Xinyue Li**, a PhD student in Economics; **Nan Lei**, an Mitacs Intern graduated from Faculty of Medicine at Memorial University; **Nora Qing**, an Economic graduate student; **Logan Crews** and **Tyrone Blake**, Business Administration undergraduate students; **Evan Domink Schaffer**, a Bachelor of science student and **Simran Janoo**, an Economics undergraduate student



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