2019

Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan

Prepared on behalf of Memorial University’s Canada Research Chairs Program Equity, Diversity and Inclusion Plan Advisory Committee

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About Memorial University

At Memorial University, we respectfully acknowledge the territory in which we gather as the ancestral homelands of the Beothuk, and the island of Newfoundland as the ancestral homelands of the Mi'kmaq and Beothuk. We would also like to recognize the Inuit of Nunatsiavut and NunatuKavut and the Innu of Nitassinan, and their ancestors, as the original people of Labrador. We strive for respectful relationships with all the peoples of this province as we search for collective healing and true reconciliation and honour this beautiful land together. This land acknowledgement was created collaboratively with the five Indigenous groups in the province.

Established as a memorial to the Newfoundlanders who lost their lives during active service in the First World War and subsequent conflicts, Memorial University serves to honour that great sacrifice by providing education and its benefits to the people of this province. To fully appreciate the growth and success of Memorial University you need to have an understanding of our humble beginnings. In September 1925 Memorial University College (MUC) first opened its doors to 57 students seeking two years of university training in science or the arts – prior to MUC there was no path to post-secondary education on the island. The College added several programs over the years, most significantly Education as it became clear that provincial literacy rates were extremely low and teachers usually lacked any kind of formal training (literature shows that in 1949 only 57 of 2,357 teachers in Newfoundland and Labrador had degrees). In an act to improve the quality and accessibility of post-secondary education, MUC was transformed into Memorial University of Newfoundland and began offering full degree programs in 1949.

In the 1950’s new programs in philosophy, commerce, geology, linguistics, pre-forestry, physical education, sociology and psychology were added to the curriculum. However, it was perhaps the move to our present campus that was the most significant event in the institution's history since its opening in 1925. Memorial now had room to grow and in the 1960’s Memorial introduced doctoral degrees in English and Chemistry and purchased buildings in Harlow, England to serve as an extension campus. A senate review led to the creation of new programs and established a School of Nursing and a School of Medicine. In 1979 Memorial opened Sir Wilfred Grenfell College in Corner Brook and in 1992 the Fisheries and Marine Institute became part of the University.

Today, Memorial is one of the largest universities in Atlantic Canada with five campuses, as well as an institute in Labrador, that offers more than 100 degree programs. From the classics to advanced technology, Memorial offers certificate, diploma, undergraduate, graduate and postgraduate programs both in the classroom and online. As of 2019, there were a reported 1,549 faculty and 2,338 staff, supporting more than 18,000 students from over 100 countries. A global network of more than 90,000 accomplished alumni strengthens Memorial University’s capacity and reputation for leadership in research, teaching and public engagement.

A few quick facts about our student body (data captured in Appendix 1):

- 2018 student demographics include a breakdown of places of origin, with 76.1% of our undergraduate students but only 39% of graduate students originating from Newfoundland
Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan

and Labrador. 65.6% of those students hail from urban areas.

- Our international community is growing, and rapidly. From 2014-2018, the international undergraduate population grew from 7.8 to 12.2%, and the graduate international population grew from 28.9 to 37%. The growth in international graduate students has mirrored the decline in NL graduate students.
- From 2014-2018, a steady 6% of students have identified as Indigenous people.
- 57.3% of students are women, decreasing every year from 59.6% in 2014.

Data shows that of Memorial’s total full-time faculty, women constitute 31.1% of the full professor positions, 44.3% of the associate professor positions and 50.4% of the assistant professor positions. In all, women faculty are 42.1% of Memorial’s academic body. As of March 2019, Memorial University employed approximately 2300 staff members, 55.7% of which identified as women.

Memorial recently deployed an online, six-question employment equity self-identification survey that it encourages employees to complete. The confidential survey is designed to help the university better understand its workforce and develop initiatives to improve inclusiveness and diversity. Over the last three years since the inception of the survey, the response rate went from 51% in 2017 to 67% in 2019. Of those who completed the survey this year; 7.44% identified as a member of a visible minority, 6.88% identified as a member of a sexual minority group, 3.59% identified as a person with a disability and 2.37% identified as Indigenous; each of these groups have increased over the three years of the survey with the exception of visible minorities, which have decreased from 7.60 to 7.44%

As one of the top 20 research universities in Canada, Memorial has more than 30 research centres and receives ~$100 million in external research funding annually. We currently have more than 1,500 graduate fellowships and 854 PhD students due to a strong investment from the university and our funding partners. Our research strengths address globally identified needs and opportunities in areas such as social justice, environment including oceans, Aboriginal peoples and medical genetics just to name a few.

Our many disciplines have gained world-class reputations and our faculty members have been recognized with numerous prestigious awards and honours for their meaningful contributions to society. The SSHRC Impact Awards (including Gold Medal and Insight Award), the Governor General’s Innovation Award (2018 and 2019), the Arctic Inspiration Prize (2014 and 2016), fellowship and membership to the Royal Society of Canada, Trudeau Fellowships, the Order of Canada and the UN’s Climate Solution Award are just a few of the national and international accolades that demonstrate Memorial’s place as a global research university.

The Canada Research Chair Program (CRCP) has provided Memorial an opportunity to strengthen its research culture and reputation by retaining outstanding researchers and recruiting new faculty members with exceptional research records. Memorial has employed 35 Tier 2 and 15 Tier 1 chairs since the inception of the program in 2000.
Memorial is currently home to 21 active Canada Research Chairs:

<table>
<thead>
<tr>
<th>Tier 1 Chairs</th>
<th>Tier 2 Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Faisal Khan</td>
<td>Canada Research Chair in Offshore Safety and Risk Engineering</td>
</tr>
<tr>
<td>Dr. Michael Leitges</td>
<td>Canada Research Chair in Cell Signaling and Translational Medicine</td>
</tr>
<tr>
<td>Dr. Uta Passow</td>
<td>Canada Research Chair in Biological Oceanographic Processes</td>
</tr>
<tr>
<td>Dr. John Schouten</td>
<td>Canada Research Chair in Social Enterprise</td>
</tr>
<tr>
<td>Dr. Sue Ziegler</td>
<td>Canada Research Chair in Boreal Biogeochemistry</td>
</tr>
<tr>
<td>Dr. Amanda Bates</td>
<td>Canada Research Chair in Marine Physiological Ecology</td>
</tr>
<tr>
<td>Dr. Touati Benoukraf</td>
<td>Canada Research Chair in Bioinformatics for Personalized Medicine</td>
</tr>
<tr>
<td>Dr. Alex Bihlo</td>
<td>Canada Research Chair in Numerical Analysis and Scientific Computing</td>
</tr>
<tr>
<td>Dr. Julia Christensen</td>
<td>Canada Research Chair in Northern Governance and Public Policy</td>
</tr>
<tr>
<td>Dr. Daniel Fuller</td>
<td>Canada Research Chair in Population Physical Activity</td>
</tr>
<tr>
<td>Dr. John Jamieson</td>
<td>Canada Research Chair in Marine Geology</td>
</tr>
<tr>
<td>Dr. Craig S. Moore</td>
<td>Canada Research Chair in Neuroscience and Brain Repair</td>
</tr>
<tr>
<td>Dr. Hai Nguyen</td>
<td>Canada Research Chair in Health Policy Evaluation and Health Care Sustainability</td>
</tr>
<tr>
<td>Dr. Michelle Ploughman</td>
<td>Canada Research Chair in Rehabilitation, Neuroplasticity and Brain Recovery</td>
</tr>
<tr>
<td>Dr. Heather Reader</td>
<td>Canada Research Chair in Chemistry of the Ocean and Atmosphere</td>
</tr>
<tr>
<td>Dr. Kathleen Robert</td>
<td>Canada Research Chair in Ocean Mapping</td>
</tr>
<tr>
<td>Dr. Rachel Sipler</td>
<td>Canada Research Chair in Ocean Biogeochemistry</td>
</tr>
<tr>
<td>Dr. Nicholas Welch</td>
<td>Canada Research Chair in Change, Adaptation and Revitalization of Aboriginal Languages</td>
</tr>
<tr>
<td>Dr. Benjamin Zendel</td>
<td>Canada Research Chair in Aging and Auditory Neuroscience</td>
</tr>
<tr>
<td>Dr. Baiyu (Helen) Zhang</td>
<td>Canada Research Chair in Coastal Environmental Engineering</td>
</tr>
</tbody>
</table>
Equity, Diversity and Inclusion at Memorial University

Memorial University is strongly committed to equity, diversity and inclusion. We list “inclusiveness and diversity - embracing and acting on responsibility to guarantee diversity and equity” as one of our core values (https://www.mun.ca/president/home/VMV_posterBW.pdf). Memorial’s dedication to fostering diverse citizenship and motivation to be an instrument of positive change is led by our most senior university officials. We are currently in the process of recruiting a new President and Vice-Chancellor, and in keeping with Memorial’s culture of inclusion, are looking for someone who has “a deep commitment to equity, diversity and inclusion”. Memorial is creating the position of Associate Vice-President (Academic) (Equity, Diversity, Inclusion) who will be a leader and resource for ongoing activities and actions that align with Memorial’s Action Plan, galvanizing the community in its efforts to assist members of the FDGs and underrepresented groups. This new AVPA position will be central to the creation of an institutional EDI and Rights office that will enable education about and implementation of relevant policies. Also, the Faculty of Medicine is creating a new Assistant Dean (Faculty Wellness, Equity, and Professionalism) position.

Newfoundland and Labrador has the largest Indigenous population of all the Atlantic Provinces, and as such, it is critical for Memorial to build strong relationships with the Indigenous communities and to ensure appropriate consultation and engagement while building research partnerships and student programs. In 2018, Memorial appointed an Associate Vice President (Research) (Indigenous Research) (AVPR-IR). The AVPR-IR and the Office of Aboriginal Affairs, guided by the President’s Advisory Committee on Aboriginal Affairs and an external planning consultant, are supporting the creation of the university’s research Indigenization strategy. The release of the Truth and Reconciliation (TRC) report in 2015 and the subsequent adoption of Universities Canada’s Principles on Indigenous Education have compelled Memorial to re-examine our approach to the inclusion of Indigenous Peoples in the academy. Together, this working group is supporting the university’s efforts to make the planning process as collaborative as possible, while recognizing the individual and collective needs of all stakeholders across Memorial’s campuses and Newfoundland and Labrador. Memorial’s Research Indigenization strategy is to be introduced in Fall 2019.

Employment equity is a key responsibility for a wide range of leaders at the university. As the senior university official responsible for employment equity, the President works with a range of groups and positions to verify that equity is maintained. The senior executive of the university review employment equity activities in their respective units, and also play a significant role in major pan-institutional initiatives. In 2016, Memorial’s Vice-Presidents Council - which is the senior administrative committee of the University with responsibility for pan-university operations and affairs, for matters that cross over vice-presidential portfolios, and for making recommendations to the President - established the Employment Equity and Diversity Advisory Committee (EEDAC) to provide advice on matters relating to diversity, equity and inclusion in employment.
The EEDAC comprises:

1. The Director of Human Resources (Committee co-Chair)
2. The Director of Faculty Relations (Committee co-Chair)
3. Ten employees chosen to ensure representation from:
   a. all campuses,
   b. both bargaining unit and non-bargaining unit members
   c. both faculty and staff
   d. diverse groups from the University community, including each of the four designated groups (FDGs) associated with the Federal Contractors Program and including representation from LGBTQ2+ communities
4. The Manager of Organizational Effectiveness
5. The Employment Equity Officer

Equity in employment is guided by our **Equity, Diversity and Inclusion in Employment policy** (Appendix 2) which specifically aligns with the Newfoundland and Labrador Human Rights Act, 2010 and the Federal Contractors Program 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 a diverse, inclusive, and welcoming workplace. It includes specific reference and provision for the CRCP, and commits the university's compliance with the equity, diversity and inclusion elements of the program.

Memorial’s Equity, Diversity and Inclusion in Employment Policy, in combination with the CA, preserves and enhances the inclusiveness of our work environment. The above described process, policy and oversight structure applies to opportunities related to the CRCP as it does to all career and training opportunities at Memorial.

**Memorial’s Action Plan Development, Governance and Responsibility**

Memorial University first launched its Canada Research Chairs Program Equity, Diversity, and Inclusion Action Plan (referred to as the "Action Plan") in December 2017. In alignment with best practices recommended by the CRCP, the Action Plan was developed by the EEDAC CRCP EDI Action Plan Advisory Sub-Committee, which comprises individuals from each of the FDGs, representatives from the LGBTQ2+ community, current CRC chairholders, faculty, and administrators from the office of Strategic Institutional Research Initiatives (SIRI), who are responsible for implementing the CRCP at the institution. The Action Plan was developed with engagement, establishment of oversight, and assignment of responsibilities throughout the institution, up to the most senior positions of Memorial University (Figure 1). The recommendations of the Advisory Sub-Committee, including the Action Plan itself, were subject to review and approval by the EEDAC. Memorial’s Action Plan was developed to have several objectives, indicators, and actions to direct the institution to ensure equitable treatment of CRC chairholders and other academic staff who are members of the FDGs. The Action Plan will enable the institution to achieve this goal by addressing disadvantages experienced by these groups, to
monitor and adjust the implementation of these objectives, and will enable Memorial to meet and exceed the targets and goals of the CRCP by December 2019.

**Figure 1.** Governance structure for Memorial University’s CRCP EDI Action Plan and administrative oversight for the CRCP. The Advisory Committee, includes representatives from the Employment Equity and Diversity Advisory Committee (EEDAC), active CRC chairholders, and representatives from Strategic Institutional Research Initiatives (SIRI). SIRI is the administrative unit responsible for supporting Memorial’s engagement in the CRCP as delegated by the CRC Steering Committee (comprising the Vice-President (Research), the Provost and Vice-President (Academic), the Associate Vice-President (Indigenous Research) and the Associate Vice-President (Academic)). Vice-Presidents Council is the senior administrative committee of the University, chaired by the Provost. It is a decision-making body with responsibility for pan-university operations and affairs, for matters that cross over vice-presidential portfolios, and for making recommendations to the President on matters within their sole authority.

The CRC Steering Committee, which includes senior administrators, reviewed the Action Plan. In alignment with the *Reallocation, Renewal and Reduction of Canada Research Chairs (CRCs) at Memorial University* policy (Appendix 3), the Committee is responsible for ensuring that the objectives of the Action Plan are being met. The Committee also makes recommendations to the VPC which is responsible for all final decisions related to the program at Memorial.

The Memorial community was broadly consulted about the Action Plan. Members of the EEDAC’s Advisory Sub-Committee also had oversight for a focused consultation with Canada Research Chair holders which was conducted by a third party consultant (see *Institutional Assessment*)
**Methods and Results**. The work of the EEDAC and its Sub-Committee contributed to the completion of the employment systems review, the comparative review and the environmental scan. The combined information from the work of the committees and the broader consultations together informed Memorial’s objectives, actions and indicators or Memorial’s action plan.

The Action Plan was revised in December 2018 to capture developments, chief among them being the November 2018 launch of the Employment Equity and Diversity Plan: 2019-2021 (EEDP, Appendix 4). The EEDP enabled Memorial to meet CRCP requirements by incorporating a comprehensive list of actions related to recruitment, and the collection of data on employee experience, providing an updated institutional employment systems review and an environmental scan. Measures of the Action Plan are both informed by, and embedded in the EEDP, as well as in Memorial’s newest Collective Agreement with its Faculty Association (Figure 2).

![Diagram of the relationship between Memorial's CRCP EDI Action Plan, its Employment Equity and Diversity Plan: 2019-2021, and its Collective Agreement with its Faculty Association.]

**Figure 2.** Relationship between Memorial's CRCP EDI Action Plan, its Employment Equity and Diversity Plan: 2019-2021, and its Collective Agreement with its Faculty Association.

The Action Plan is reviewed and revised regularly in alignment with other changes in EDI at Memorial University and beyond, such as in accordance with the requirements of the CRCP, with changes to policies and procedures at Memorial University, and to ensure ongoing consistency with Memorial’s Collective Agreement with its Faculty Association. Thus, Memorial University’s 2019 CRCP EDI Action Plan should be viewed as a living document. We will continue to develop and advance the objectives, indicators and actions of the plan to improve Memorial’s research
environment mitigate disadvantages currently experienced by individuals of the FDGs and the LGBTQ2+ communities. At a minimum, progress in achieving the goals and actions identified in the Action Plan will be reviewed and/or revised, in alignment with program requirements, annually.

Management of Canada Research Chair Allocations at Memorial

The following is an overview of how the CRCP is managed at Memorial, followed by explanation and discussion of the findings of these assessments in the section *Institutional Assessment Methods and Results.*

**Resources and Support Provided for Chairholders**

Memorial’s CRCP policy states that the level and types of support to be provided for a Chair (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.) is developed and approved prior to recruitment for a Canada Research Chair. Proposals to establish Chairs in the academic units are submitted to a university committee whose members are drawn from across all campuses as defined in Memorial’s CRCP policy, and must specifically note commitments that will be made for the chairholder once they are recruited and awarded a Chair. The proposal must indicate resources to be provided upon commencement of the Chair term, and Chair allocations resulting from successful proposals must honour the commitments made in the initial proposal. If it is determined that a change to the commitments is needed to better suit the research program of the Chair, then any such change must be reviewed and approved by the CRC Steering Committee as per *Memorial’s Financial Arrangements for Canada Research Chairs* (*Appendix 5*) in order to ensure Chairs are being treated equitably. Memorial’s CRC Financial Arrangements also provide specific requirements for use of CRC funds, and dictates that a portion of the funding must be reserved to support the research of the Chair directly, particularly as units must provide for full salary of the Chair within 3 years of the start of any Chair. In addition, other specific elements of support for the Chair, including determination of appropriate salary, are defined in the Collective Agreement (Article 32). The Collective Agreement specifies steps of pay that are calculated in accordance with specific past experience including years of experience, highest degree, prior position rank and other relevant experience as articulated in the agreement. In this regard, the Collective Agreement is designed to provide safeguards to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them. An evaluation of this process in terms of equity is below.

**Recruitment Practices for Canada Research Chairs**

Memorial’s policies and its Collective Agreement with its faculty association describes several mechanisms for increasing employment equity during recruitment of faculty members and CRC chairholders. Article 30 of the Collective Agreement (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 Agreement provides for the establishment of a Joint Faculty Association/University Employment
Equity Committee (Joint Equity Committee, or JEC) which assists the University Employment Equity Officer in managing the employment equity program for the University's academic community. The JEC includes representation from the FDGs 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 applicant self-identifies as a target group member (though an equity survey provided to applicants in a format that meets candidate needs; Appendix 6), the JEC 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 JEC 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 Collective Agreement, 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, the expectation is that Memorial will make a positive attempt in good faith to recruit target groups. These measures are evaluated for effectiveness in the actual diversity of hires below.

Memorial’s advertisements for Chair opportunities include language recommended by the CRCP to enable 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. Prospective applicants receive direct support from SIRI towards submitting documentation to the CRCP to verify eligibility, which is of particular importance for supporting Tier 2 Chair applicants. Memorial’s Collective Agreement also directly addresses parental and health related leaves as well as other leaves or absences (e.g. compassionate leave, political leave, etc.), laying the groundwork for possible grievances if this is not met. The degree to which this is used is detailed below.

Finally, to further support an open and equitable recruitment environment, Memorial provides unconscious bias training and development activities for administrators and faculty involved in the recruitment and nomination processes for Chair positions. This training is provided at the initial search committee meeting(s) convened by the administrative head of an academic unit and is conducted by Memorial’s Employment Equity Officer. Memorial incorporates the CRCP’s unconscious bias training video in its training, supplemented with primary literature dealing with unconscious bias, and supported discussion with the Employment Equity Officer. This training has been implemented for all Canada Research Chair opportunities and administrative hires and is being expanded to become a requirement of all academic hiring committee chairs. Broadening this training across Memorial will work toward building a culture and environment that can progressively remove systemic barriers and mitigate biases. Since its implementation, 100% of
committee members on CRC searches complete this training. The effectiveness of the training (whether it results in increased diversity of hires in target groups) is detailed below.

**Institutional Assessment Methods and Results**

In the development of Memorial’s Action Plan, the effectiveness of the policies and procedures that directly or indirectly guide the institution’s management of the CRCP was assessed through a review of the employment systems in place, a comparative scan of the successful proposals of our 21 CRC chairholders, and an environmental scan that centred on a survey of our Chairs:

1) **Employment Systems Review:** to identify the extent to which the institution’s current recruitment practices are equitable; an equity review based on barriers or practices that could be having an adverse effect on the employment of individuals from the FDGs, thereby effecting diversity. The system review identified corrective measures that can be taken to address systematic inequities.

2) **Comparative Review:** a diversity review conducted by gender, designated group, and field of research to assess the level of institutional support provided to all current chairholders. The comparative review was conducted to assist in proposing measures to address systemic inequities.

3) **Environmental Scan:** to gauge the health of the institution’s current workplace environment and the impact that this may be having (either positive or negative) on the institution’s ability to meet its equity, diversity, and inclusion objectives. Measures were then taken to address issues identified by the scan.

1. **Employment Systems Review**

In November 2018, Memorial launched its Employment Equity and Diversity Plan: 2019-2021 (EEDP, Appendix 4), which enabled the institution to address CRCP requirements by providing an updated institutional employment systems review and an environmental scan. These assessments provided Memorial with the information required to develop and implement actions that are necessary to enhance equity, diversity and inclusion for all employees – including CRC chairholders – in our environment. Along with the EEDAC, the Department of Human Resources and the Office of Faculty Relations have taken a lead role in developing the EEDP in consultation with employees, employee groups, unions, community agencies and other related stakeholders.

The EEDP reported the results of the employment systems review that was conducted to inform both the EEDP and the CRCP EDI Action Plan. These two plans are coordinated by design to ensure that the objectives of the Action Plan are embedded in a broader institutional plan that will make those objectives both achievable and sustainable, and to avoid having objectives for a single program at Memorial unanchored in broader institutional objectives. While the EEDP sets forth objectives and actions for all employment groups at Memorial and also looks forward to align with Dimensions: Equity, Diversity and Inclusion Canada (newly named in 2019, and developed
from the Made-in-Canada Athena SWAN Charter), the Action Plan specifically highlights and adopts the objectives and actions most relevant to Memorial’s engagement with the CRCP.

**Table 1.** Chairholders as distributed among academic units at Memorial.

<table>
<thead>
<tr>
<th>Faculty</th>
<th>CIHR</th>
<th>NSERC</th>
<th>SSHRC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Music</td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Faculty of Engineering and Applied Science</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Faculty of Medicine</td>
<td>5</td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>7</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Faculty of Business Administration</td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Faculty Humanities and Social Sciences</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>School of Human Kinetics and Recreation</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>School of Pharmacy</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Marine Institute</td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7</td>
<td>10</td>
<td>4</td>
<td>21</td>
</tr>
</tbody>
</table>

Memorial currently has 21 CRC chairholders across 9 academic units (**Table 1**). Breaking down the distribution of chairholders relative to genders shows that women are underrepresented among both Canadian Institutes of Health Research (CIHR) and Social Sciences and Humanities Research Council (SSHRC) Canada Research Chairs at Memorial, and have higher than target representation among Natural Sciences and Engineering Research Council (NSERC) Canada Research Chairs.

For this Action Plan and as required for annual reporting for the CRCP, Memorial analyses the current targets and gaps using self-identification data of its CRC chairholders. Equity targets and

**Table 2.** CRCP Equity and Diversity Targets and Gaps.

<table>
<thead>
<tr>
<th>Designated Group</th>
<th>Target (percentage)</th>
<th>Target (actual number)</th>
<th>Representation (actual number)</th>
<th>Gap (actual number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>31%</td>
<td>7</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Indigenous peoples</td>
<td>1%</td>
<td>0</td>
<td>Withheld*</td>
<td>Withheld*</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>4%</td>
<td>1</td>
<td>Withheld*</td>
<td>Withheld*</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>15%</td>
<td>3</td>
<td>Withheld*</td>
<td>Withheld*</td>
</tr>
</tbody>
</table>

* Data for representation and gaps are withheld where self-identification numbers are below 5 or where data may be used to deduct self-identification numbers below 5.
gaps (most recently updated in August 2019) are presented in Table 2. Memorial University uses the CRCP “Target-Setting Method” provided by the program to calculate the chairholder diversity targets to review the effectiveness and impact of their strategies for addressing gaps in its administration of the CRCP. Since the implementation of reporting on equity and diversity targets by the CRCP, Memorial has met or exceeded CRCP equity targets for some of the FDGs. Memorial is unable to report further information about visible minorities, Indigenous persons or persons with disabilities to ensure confidentiality of its chairholders. This is in alignment with program requirements that stipulate data are withheld where self-identification numbers are below 5 or where data may be used to deduct self-identification numbers below 5 (see Table 2). As one of its Action Plan Objectives, Memorial anticipates using targeted or cluster hires to advance representation of all of the FDGs among chairholders across disciplines.

Note that while the CRCP target at Memorial for Indigenous peoples is currently 0, Memorial has commenced a targeted search for an Indigenous scholar. The institution is seeking to exceed this target in light of the recommendations of the Truth and Reconciliation Commission’s Calls to Action and Memorials’ own growing commitment to Indigenization.

To enable the institution to meet - and ideally, exceed - current and future equity and diversity targets, Memorial commits to several objectives, including: broader advertisement of Chair opportunities, such as within graduate studies offices; advertising that specifically targets underrepresented groups, including in publications and venues for target groups (such as the Native American and Indigenous Studies Association job board); establishing funding to support opportunity advertisements; and undertaking targeted hiring efforts, including cluster hires for FDGs (with support from the NL Human Rights Commission (Appendix 7). These actions align with recommendations derived from consultations conducted as part of the development of the EEDP, as well as from recommendations derived from the consultation survey conducted with chairholders (and additional high-intensity and high-impact faculty to expand diversity in respondents) for this Action Plan (see Environmental Scan).

As part of the employment systems review conducted for development of the EEDP, in 2018 the university’s workforce was analyzed using the government of Canada’s Federal Contractors Program methodology and tools. National Occupational Classification and Employment Equity Occupational Group (EEOG) data were updated in Memorial’s Banner HR database for university positions. Employees were asked to provide or update their employment equity information by completing an on-line self-identification survey. The self-identification survey was updated in March 2018 to allow employees to select non-binary gender identity options and to self-identify their sexual orientation; 75.9 percent of employees had self-identified at the time of this review.

Memorial used the government of Canada’s Workplace Equity Information Management System (WEIMS) to compare the University’s workforce to applicable labour markets for the FDGs (i.e. 51.8% for women; 4.0% for Indigenous peoples; 8.4% for visible minorities and 4.5% for persons with disabilities). Note that labour market data for people with diverse gender identities and sexual orientations is not available. Table 3 lists Memorial’s gaps in representation by EEOG, with CRC chairholders and other faculty positions captured under EEOG 03: Professionals.
The analyses demonstrate that there are significant gaps signaling systemic barriers for Indigenous peoples, visible minorities and persons with disabilities in Memorial’s research community. Additionally, because EEOG 03 is not limited to chairholders and other faculty, the absence of a gap for women in this category could be ascribed to overrepresentation of women in other administrative roles. Certainly, results from the survey conducted with chairholders and other faculty demonstrated there are cultural and behavioural barriers to women in research positions at Memorial (see *Environmental Scan*). Moreover, while Memorial is meeting CRCP targets for women in Canada Research Chairs, this target is significantly below labour market availability for EEOG 03: Professionals. Overall, these issues raise considerable concerns about whether Memorial will be able to achieve and maintain diversity in Chairs in alignment with program targets, and the advancing targets that are anticipated from the 2019 program addendum, in the absence of additional intentional actions.

**Table 3. Gaps in Representation by Employment Equity Occupational Group**

<table>
<thead>
<tr>
<th>Employment Equity Occupational Groups</th>
<th>Women</th>
<th>Indigenous Peoples</th>
<th>Visible Minorities</th>
<th>Persons with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>01: Senior Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02: Middle and Other Managers</td>
<td></td>
<td></td>
<td></td>
<td>-32</td>
</tr>
<tr>
<td>03: Professionals (including CRCs)</td>
<td></td>
<td>-11</td>
<td>-96</td>
<td>-25</td>
</tr>
<tr>
<td>04: Semi-Professionals and Technicians</td>
<td>-40</td>
<td>-15</td>
<td></td>
<td>-5</td>
</tr>
<tr>
<td>05: Supervisors</td>
<td></td>
<td>-9</td>
<td></td>
<td>-8</td>
</tr>
<tr>
<td>06: Supervisors: Crafts and Trades</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>07: Administrative and Senior Clerical Personnel</td>
<td></td>
<td>-13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>08: Skilled Sales and Service Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>09: Skilled Crafts and Trades Workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10: Clerical Personnel</td>
<td></td>
<td>-16</td>
<td></td>
<td>-13</td>
</tr>
<tr>
<td>11: Intermediate Sales and Service Personnel</td>
<td></td>
<td>-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12: Semi-Skilled Manual Workers</td>
<td></td>
<td>-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13: Other Sales and Service Personnel</td>
<td>-36</td>
<td>-12</td>
<td></td>
<td>-6</td>
</tr>
<tr>
<td>14: Other Manual Workers</td>
<td>-10</td>
<td>-1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 EEOGs 01 and 02 are combined for persons with disabilities.
Accordingly, Memorial has set hiring goals between 2019-2021 to reduce gaps in its EEOGs as part of its ongoing efforts to establish an appropriately representative workforce. These targets were derived from a model that was developed for forecasting retirements for the calendar years 2019 to 2021. As the University has a very low rate of employee departures that are not due to retirements, these potential departures were not included in the model. For EEOG 03: Professionals, hiring goals are 8 positions for Indigenous peoples, 13 positions for visible minorities and 8 positions for persons with disabilities (see Appendix 4). One of the Objectives of the CRCP EDI Action Plan is to support these hiring goals with specific planning initiatives in Memorial’s academic units and campuses. Since the EEOG 03 classification spans staff and faculty, responsibility for these hiring initiatives is shared between Faculty Relations and the Department of Human Resources, and is overseen by EEDAC.

2. Comparative Review

The Office of Strategic Institutional Research Initiatives (SIRI), the office responsible for supporting and submitting Canada Research Chair nominations on behalf of Memorial, conducted the comparative review for Memorial’s CRCP action plan. The review examined the level of institutional support (protected time for research, salary and benefits, CRC funds used for salary vs. research support, additional research funds, administrative support and space), with additional analysis across FDGs and field of research. SIRI conducted this review by confidentially compiling information related to institutional support extracted from existing CRC applications for all current Memorial chairholders. The data were then anonymized for analysis. CRC chairholders were informed of this analysis, and Memorial’s Privacy Officer was consulted regarding appropriate measures in conduct of this comparative review. Only aggregated results are reported in this action plan, and no confidential information is included in results reported.

As previously described in the section Management of Canada Research Chair Allocations at Memorial, the level of support provided for a given Chair is developed in advance of recruitment, and Chair allocations resulting from successful proposals must honour that original commitment. Memorial conducted a comparative review to verify the effectiveness of this policy and of the institutional CRCP procedures, but an analysis of resources afforded to chairholders as presented in Chair nominations provided insufficient information to draw solid, in-depth conclusions about the allocation of resources. While the analysis suggested that initial commitment of resources was largely consistent across the FDGs, actual outcomes are likely variable due to differences across academic units. For example:

- Protected time for research was generally presented as 50% course remissions, but since course loads vary across academic units, the actual outcome was difficult to assess, as actual teaching loads are not available in the dataset.
- All chairholders received some form of administrative support from within their academic units, but as the positions offered to provide this support varied across units, it is possible that the type and effectiveness of that support also varied.
All Chairs received office space aligning with requirements as set out in the terms of Memorial’s Collective Agreement with its faculty association, and all nominations reference commitments for research space; however, detailed descriptions were not provided within this comparative review to enable direct comparisons.

Despite the lack of solid conclusions, this review was still quite illuminating and valuable. It showed that there are gaps in our knowledge and our data about how the CRCP is being managed at Memorial, and it also demonstrated that our current policies and practices are unable to ensure that CRC chairholders are being resourced equitably, even when we know what those resources are. A qualitative survey of our CRC chairholders was conducted in order to improve our understanding of the actual support being offered, and to assess whether or not this support is being applied equitably to members of the FDGs and whether inclusive environments for CRCs in general and FDGs in particular are being provided (The results of this survey are described in the section Environmental Scan on page 17).

Memorial University normally reserves a significant portion of Canada Research Chair awards to directly support the research programs of the Chairs, but academic units may commit portions of the award to offset salary costs for the first 3 years of the award as stipulated in the procedures presented in Appendix 5. The Comparative Review showed that larger portions of awards were used to offset the salaries of women, and that other funds awarded (i.e. start-up funding) were also higher than average for women. While these two trends may be working to cancel out the discrepancy, that there is a discrepancy at all demonstrates inequality in the application of this policy across genders. Furthermore, variation in use of Chair awards to offset salary is not consistent across academic units, with the Faculty of Science and the School of Human Kinetics and Research retaining larger portions of Chair awards to support salary than all other academic units. Memorial has committed to reviewing and revising Memorial’s Financial Arrangements for Canada Research Chairs (Appendix 5) in order to investigate and rectify these discrepancies in support among its chairholders.

Analysis of salary information in Chair applications indicated that mean salaries for women were lower than mean of salaries overall. Detailed data were not available to enable assessment of how compensation levels were calculated for Chairs. As stated above, compensation levels are determined in alignment with the terms of Memorial’s Collective Agreement with its faculty association. While the Agreement provides safeguards designed to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them, known differences in pay equity for women demonstrates that these safeguards are insufficient.

Memorial is committed to reviewing salaries at the institution to address gender-based pay inequities and to assessing the underlying cause of these inequities. A Gender Equity Fund of $1,000,000 has been established, and will be administered by a Joint Gender Equity Salary Adjustment Committee (JGESAC) comprising two academic staff members appointed by its faculty association, two persons appointed by the institution, and a mutually-agreed upon Chair. Adjustments to salaries shall be assigned to academic staff members who self-identify as women,
when those salaries are judged to be inequitable when compared with the salaries of academic staff members who self-identify as men, within their academic unit. The work of the committee will be completed within 3 years, ending in 2022.

3. Environmental Scan

An institutional Environmental Scan was conducted to gauge the health of the institution’s current workplace environment and the impact that this may be having (either positive or negative) on the institution’s ability to meet its equity and diversity targets at Memorial. This type of review is the only way to assess inclusivity and certain forms of equity (such as service workloads and experiences) as well as the workplace cultures that do or do not support diversity. Memorial conducted this Scan as part of the development of its EEDP, which has shared goals with Memorial’s CRCP EDI Action Plan. The Scan collected feedback from town hall sessions at Memorial’s campuses, external community group consultations, and targeted consultations with a variety of groups and organizations to gather input from direct engagement with representatives of the FDGs, as well as a wide variety of stakeholders. A full listing of all groups consulted and the format of consultations is presented in detail in the EEDP (Appendix 4).

This consultation identified 38 actionable items, many of which can affect a number of equity groups with common challenges or barriers, and intersecting identities. From these 38 actions, in addition to those already identified in actions recommended in the Employment Systems Review section, several objectives were developed to strengthen the institution’s ability to meet its equity, diversity and inclusion targets for the CRCP. These include: employee engagement, and specific objectives to address particular challenges Memorial identified with respect to women, Indigenous Peoples, visible minorities and persons with disabilities. Several objectives identified through Memorial’s development of its EEDP were echoed in the Environmental Scan conducted with its CRC chairholders, as presented below.

Memorial University commissioned a third-party consultant (Knightsbridge Robertson Surrette, KBRS) to develop, administer, and analyze an online qualitative survey (building on the survey that was developed by York University in development of its institution’s Equity, Diversity and Inclusion Action Plan and endorsed by the CRCP) with its chairholders (Appendix 8). Because there are only 21 active chairholders at Memorial, Memorial invited other high-performance, high-impact researchers to participate in this survey to expand the diversity of the respondents, though CRC-specific responses were also collected and analyzed separately. Invitations were issued directly from the Office of the Vice-President (Research), and incorporated a snowball or chain sampling method. Chairholders and other researchers invited to participate in the survey were informed that they would not be asked to identify themselves by name, and that the information submitted would be provided back to Memorial by KBRS in aggregated form to protect identities. They were informed that the information from the survey will be used by the University to better its programs, resource allocations, policies, and related practices, and may be published in reports in aggregated form. It was expressly clarified that this information will be used in the ongoing enhancement of Memorial's CRCP EDI Action Plan. Invited participants were informed
that excerpts of qualitative data may also be published, and that though every effort will be made to protect confidentiality, informed readers may be able to identify them in our small university community. Participants were able to skip any question.

The full survey and analyzed results of the survey are provided in Appendix 8. While KBRS provided Memorial with individual comments from participants (randomized in order between questions, and redacted to remove identifying information), in alignment with the requirements outlined in the Canada Research Chairs Institutional Equity, Diversity and Inclusion Action Plans: A Best Practices Guide (August 2019), only aggregate data and summary information are presented in this Action Plan.

The surveyed CRC chairholders highlighted numerous and significant barriers, as well as a variety of recommendations for ways that Memorial could overcome these barriers, and increase recruitment and retention of members of the FDGs and other underrepresented groups in order to meet equity targets. Areas of success were also highlighted. Note that the summaries below are specifically for CRC chairholders, and do not reflect the full diversity of FDGs because of our current make-up of CRC chairs.

Positive experiences:
- All respondents described the interview process as positive, rigorous, fairly standard, and taking more than one day. All respondents had lunch with appropriate representatives and met with the Dean or equivalent, while most met with graduate students and had supper with appropriate representatives.

- Most respondents experienced good support from the institution’s CRCP office (Strategic Institutional Research Initiatives), while some received support from administrators within their respective Faculties.

- Most respondents reported support in various forms: teaching release, start-up and bridge funding, CFI support, lab renovations.

Challenges and barriers:
- Reluctance to self-identify from fear of discrimination or stereotyping, compounded by a lack of confidentiality/anonymity in a community that lacks diversity. This was particularly heightened for those who self-identified as having a disability.

- Challenges in meeting employment equity targets because of a workplace culture described as being sexist, ableist, racist, and supportive of male and heteronormative privilege.

- Variability in fulfillment of employment contracts among academic units, and challenges in receiving and/or modifying lab space.

- Lack of formal mentoring or orientation, few if any integration efforts by academic units.
- Lack of inclusion/recognition of diverse skills or of alternate ways of knowing.
- Insufficient understanding of EDI principles or employment equity in search committees.
- Diversity neither adequately celebrated in general, nor sufficiently emphasized in recruitment efforts in particular.
- Fewer tenure-track positions/more precarious employment for members of FDGs.
- Inconsistent fulfilment and lack of standardization of employment contracts.
- Insufficient information for recruits as to the workplace environment and their ability to flourish as a member of a specific FDG group (institution-wide accessibility information for people with disabilities, information on Indigenous communities).

Additionally, the survey participants were asked to provide recommendations for ways that Memorial could overcome these barriers and create a more inclusive environment to increase recruitment and retention of members of the FDGs and other underrepresented groups in order to meet diversity targets. Examples of suggested solutions to stated challenges include:

- **Change in recruitment practices:**
  - More targeted and meaningful diversity statements in job advertisements that go beyond boilerplate language
  - Broader advertising of targeted hiring for members of FDGs
  - Better training for search committees in EDI principles, employment equity beyond bias training
  - More tenure-track positions and fewer precarious contractual positions for FDGs
  - Better support for travelling interviewees (virtual interviews, travel/childcare assistance, more guidance for those coming from outside North America)

- **Change in culture**
  - Better formal orientation, mentorship, and department integration efforts
  - More CRC-focused orientation and meeting events
  - Clarity, consistency, and standardization in fulfillment of employment contracts
  - Training on what constitutes discriminatory behaviour
  - Recognition of diverse skills and experiences across the University community
  - Improved support of FDGs will lead to improved morale

The findings of the Environmental Systems and Comparative Reviews, the outcomes from the consultation process that led to the development of Memorial’s EEDP, and the results of the survey of our CRC chairholders have demonstrated that challenges and barriers exist for
members of the FDGs and other underrepresented groups within the institution’s implementation and management of the CRCP, as well as for the entire workforce and student body. Some are infrastructural but many are cultural. Memorial has used these findings to inform the development of its CRCP EDI Action Plan.

**Memorial’s CRCP Equity, Diversity and Inclusion Action Plan**

In response to these findings, Memorial has developed a number of EDI objectives for the CRCP EDI Action Plan, each with corresponding actions aimed at satisfying these objectives and with indicators that will allow us to track our progress towards achieving these goals (Table 4). For each objective, we further outline what progress has been made with reference to the indicators since the original launch of Memorial’s Action Plan in 2017.

As required by the CRCP, Memorial’s plan objectives are S.M.A.R.T. (Specific, Measurable, Aligned with the wanted outcome, Realistic, and Timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary. The revised plan further clarifies the roles of university leaders involved in development and oversight of the plan, and more clearly articulates persons responsible for oversight of actions in the plan.

**Table 4. Objectives, actions, indicators and progress for Memorial’s CRCP EDI Action Plan.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Corresponding Actions</th>
<th>Indicators</th>
<th>Progress</th>
</tr>
</thead>
</table>
| 1. Meet or exceed Memorial’s CRCP EDI targets by December 2019, and advance toward new program targets based on the Canadian population as per CRCP 2019 Addendum | a) Identify gaps for FDG relative to current and future targets. Seek to fill gap(s) for FDG facilitated by broad advertisement of Chair opportunities. (Responsible CRC Steering Committee)  
b) Make resources available to academic units so that advertising can be done to diversity organizations and groups and not limited by unit budgets. The additional costs associated with this will be covered by a centralized fund. (Responsible: Provost) | a) Presence/absence of gaps  
b) Centralized fund to support faculty recruitment in place | a) Target met for some of the FDGs. Target met for women.  
b) To be completed by December 2019 |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Corresponding Actions</th>
<th>Indicators</th>
<th>Progress</th>
</tr>
</thead>
</table>
| 2. Enhance representation of FDG in faculties across Memorial | **Office/Faculty Relations**
- c) Undertaking targeted hiring efforts for FDGs (with support from the NL Human Rights Commission) to specifically address recruitment challenges that may arise | c) Targeted searches launched with support from HRC NL, Memorial’s faculty association, Office of the Provost as facilitated by SIRI and Faculty Relations | c) A targeted CRC search is in progress for an Indigenous scholar, and a further targeted search has been approved by the NL HRC for persons with disabilities. Work is ongoing to seek approvals for targeted searches/cluster hires for all FDG to address anticipated incremental Chairs in alignment with the CRCP 2019 Addendum |
| 3. Improve consistency of resources afforded to Chairs across the FDGs and disciplines. | a) Set university hiring goals for each of the 4 designated groups across the 03:Professional EEOG
- b) Support units and campuses in incorporating plans to reduce gaps in representation into unit/campus planning documentation so that the university can achieve its 2019 to 2021 employment equity hiring goals *(Responsible: Human Resources, Faculty Relations, Deans and Directors).* | a) Hiring goals set (8 Indigenous peoples, 13 visible minorities, and 8 persons with disabilities) for 2019-2021 in alignment with gaps and projected available positions.
- b) Plans developed between 2019-2021 | a) Complete
- b) In progress. |
<p>| a) Review/revise Memorial’s CRC Financial Arrangements (approved by Deans’ Council in 2015; Appendix 5) | a) Updated version of document in 2020. | a) In first phase review with CRC Steering Committee |</p>
<table>
<thead>
<tr>
<th>Objective</th>
<th>Corresponding Actions</th>
<th>Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Address gender-based pay inequities.</td>
<td>a) Adjustments to women’s salaries shall be assigned to women academic staff members whose salaries are judged to be inequitable when compared with the salaries of men. <em>(Responsible: Joint Gender Equity Salary Adjustment Committee)</em></td>
<td>a) Adjustments in place within 3 years from 2019.</td>
<td>a) In progress</td>
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<tr>
<td>5. Enhance opportunities for employee engagement in improving the health of the institution’s workplace environment.</td>
<td>a) Collect data on employee experience with employment equity, diversity, and inclusion through the use of an automated exit interview questionnaire and employee pulse surveys. <em>(Responsible: Human Resources/Faculty Relations)</em> b) Identify and remove barriers that could prevent designated group members from advancing in their careers. For example, review promotion, career development and mentoring processes <em>(Promotion and Tenure process)</em>. <em>(Responsible: Human Resources/Faculty Relations)</em></td>
<td>a) Data available for analysis in 2020</td>
<td>a) Pending</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>b) Pending</td>
</tr>
<tr>
<td>6) Improve Memorial’s organizational culture</td>
<td>a) Support and sponsor faculty and staff events and educational sessions devoted to</td>
<td>a) Educational sessions to be conducted between 2019 and 2021</td>
<td>a) In progress</td>
</tr>
<tr>
<td>Objective</td>
<td>Corresponding Actions</td>
<td>Indicators</td>
<td>Progress</td>
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<td></td>
<td>enhancing equity, diversity and inclusion across campus. Support coordination and collaboration across portfolios. These can include training on intercultural awareness, Indigenous cultural awareness, mental health first aid, gender diversity awareness, unconscious bias and others. <em>(Responsible: Provost Office/Deans and Directors)</em></td>
<td>b) Program to be developed and established between 2019 and 2021</td>
<td>b) In progress</td>
</tr>
<tr>
<td></td>
<td>b) Support the development of a multi-campus Elder(s) in residence program. This program will provide guidance, personal consultation and an Indigenous perspective for students, staff and faculty. It will support Indigenous cultural knowledge sharing and community building. <em>(Responsible: Faculty Relations/Human Resources/Aboriginal Affairs)</em></td>
<td></td>
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<tr>
<td>7) Improve policies and procedures</td>
<td>a) Review the avenues available to the employees for reporting employment equity and diversity related issues or complaints. Revise policies, procedures or processes to address gaps identified in the review. Ensure monitoring processes</td>
<td>a) Review completed, revisions in place, establish monitoring procedures and communicate changes between 2019 and 2020.</td>
<td>a) In progress</td>
</tr>
<tr>
<td>Objective</td>
<td>Corresponding Actions</td>
<td>Indicators</td>
<td>Progress</td>
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<tr>
<td>8) Improve hiring and selection practices</td>
<td>are in place. Communicate to employees the avenues available for reporting equity and diversity issues or complaints. <em>(Responsible: Human Resources/Faculty Relations/Office of General Counsel/Office of the Chief Risk Officer)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) In addition to resources already in place for CRCP searches (and to enhance sustainability and impact of practices used for the CRC searches), develop a training module for hiring committees that includes a section on unconscious bias. Provide training to hiring committees. <em>(Responsible: Human Resources/Faculty Relations/Office of the Provost)</em></td>
<td>a) Training modules developed and deployed between 2019 and 2021</td>
<td>a) Workshop developed. Rollout in progress</td>
</tr>
<tr>
<td></td>
<td>b) Review the application process for all academic and administrative positions for any potential barriers to accessibility (including apply online process). <em>(Responsible: Human Resources/Faculty Relations)</em></td>
<td>b) Review complete in 2019-2020</td>
<td>b) Administrative review complete, academic review nearing completion</td>
</tr>
<tr>
<td></td>
<td>c) Investigate ways to better integrate Indigenous ways of knowing in the selection process.</td>
<td>c) Complete in 2021</td>
<td>c) Pending</td>
</tr>
<tr>
<td>Objective</td>
<td>Corresponding Actions</td>
<td>Indicators</td>
<td>Progress</td>
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<tr>
<td>Increase knowledge in this area amongst staff and faculty. <em>(Responsible: Human Resources/Faculty Relations/Aboriginal Affairs)</em></td>
<td></td>
<td>d) Collective Agreement (2019-2020 updated to make this provision (Article 7.21))</td>
<td>d) Complete</td>
</tr>
<tr>
<td>9) Improve workplace accommodations</td>
<td>a) Educate the university community about accommodation issues more broadly, including increasing knowledge about religious and cultural accommodations. <em>(Responsible: Human Resources/Faculty Relations/Office of the Provost)</em></td>
<td>a) Develop resources and training between 2019 and 2021</td>
<td>a) In progress</td>
</tr>
</tbody>
</table>
Collection of Equity and Diversity Data

Many of the Objectives in our Action Plan are centred around gathering information about our workforce, and especially our FDGs and other underrepresented groups. As shown in Appendix 1, Memorial started to take measures to rectify this shortcoming in 2017. 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.

All personal data, including the completed surveys, are handled with confidentiality and in accordance with the Newfoundland and Labrador Access to Information and Protection of Privacy Act, 2015, other privacy legislation to which the University is subject, and University policies. A breach of confidentiality by any person with respect to employment data may be subject to disciplinary sanction or other appropriate action. When information is used to report on and release aggregate statistics on the University’s workforce, individuals are not identified.

As shown in the EEDP, internal statistics support program planning and identify any potential areas of underrepresentation. This report was undertaken for the university as a whole and data can be analyzed for individual Academic Units to enable intervention and course correction in alignment with our policies. 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. Memorial’s equity targets were reviewed for the 2019-2021 Plan to readjust for current demographics and future projections. In addition to the four equity groups, this Plan has expanded designated group membership to include sexual minority groups and those with diverse gender identities. Targets for faculty positions are set in accordance with the terms of the Collective Agreement. When under-representations are detected, Memorial makes a positive attempt in good faith to recruit target groups. Memorial’s Employment Equity and Diversity Plan: 2019-2021 requires annual progress reports to VPC, which provides for regular monitoring regarding equity, diversity and inclusion at Memorial broadly. Annual reports to the CRCP ensure regular monitoring of CRCP targets.

All applicants to academic positions, including Canada Research Chair nominees, are requested to complete an employment equity survey (Appendix 6) 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 Collective Agreement 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 with a link to the CRCP website (see: http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx) to ensure they are fully aware of the expectations in relation to the CRCP. 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.
Creating a Culture of Inclusivity

Memorial University is offering a number of educational initiatives and developing other programs related to the implementation of our employment equity plan:

- **Intercultural Development Inventory** - We have seven qualified administrators of the Intercultural Development Inventory (IDI) and Intercultural Conflict Styles (ICS) assessment tools providing 20-25 workshops a year to students, staff and faculty. These workshops provide participants with a valid measure of an individual's and group's intercultural competence while helping them learn about cultural styles for managing conflict. We are proving the necessary tools for individuals working with diverse cultures to maximize positive and productive interactions.

- **Unconscious Bias in the hiring process** - Research shows that unconscious bias exists in all aspects of hiring and selection. Workshops on this topic are offered to search committees with the following objective:
  1. To define unconscious bias and how it can impact on decision making;
  2. To explore ways to recognize and mitigate bias in the search process.

- **Gender Diversity Session** - Memorial held a gender diversity session on how to create more welcoming and accessible environments for queer and transgendered populations. This was an engaging workshop focused on the themes of sexual and gender diversity terminology and language; exploring myths and misunderstandings, and trans-inclusion and levels of organizational change. The plan is to offer this type of workshop more regularly to employees in supervisory roles.

- **Building Disability Confidence** - The Department of Human Resources in collaboration with EmpowerNL, The Disability Resource Centre, hosted a roundtable session in 2017 on inclusive employment led by Susan Scott-Parker, an international expert on workplace inclusion for persons with disabilities. 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. Since then, the Department of Human Resources has undertaken a full review by Empower NL, and all employees in Human Resources have taken building disability confidence training.

- **Culture of Care** - This is a Student Life initiative, supported by students, faculty and staff from across the university designed to foster joint educational activities that positively impact Memorial by engaging the community in conversations about diversity and equity. The following are some campaigns and initiatives:
  - I'm Not Racist...Am I?
  - I'll Use Your Pronouns
  - Happiness, Mindfulness, and the Pathways to Wellbeing
  - MY Accessible MUN
  - My Pride: Building Inclusion and Community on Campus
  - Time For You

- **Elder-in-residence Pilot Program** – This pilot program is in progress in the School of Social
Work, in partnership with the Aboriginal Resource Office. The outcomes of this program will be instructive to the development and implementation of an institutional, multi-campus Elders-in-residence program (as per Objective 6 of the Action Plan).

- Some upcoming campaigns include: Orange shirt day in recognition of residential school survivors, the blanket exercise event, happiness and wellbeing (second offering) and Humans of Memorial.

Memorial has several mentoring programs, including one for employees offered by the Department of Human Resources (https://www.mun.ca/hr/learning-development/courses/professional/mentoring.php), one for international students in the Internationalization Office (https://www.mun.ca/international/programming/mun-mentors-program.php), and a program provided by the Glenn Roy Blundon Centre for Students with Disabilities (https://www.mun.ca/student/student-success/meet-employers/discovertalent.php). October is National Disability Employment Awareness Month and for the past three years Memorial has signed on to partner with EmpowerNL for Disabilities Mentoring Day to increase our employees’ awareness and understanding of disabilities in the workplace.

Memorial also has adopted a number of policies and procedures that seek to improve the inclusiveness of our work environment. Examples include the:

- Strategic Internationalization Plan 2020 - highlights a range of international and intercultural initiatives that support an increase of diversity capacity on our campuses. The first recommendation put forward through this strategy underlines the need to “develop intercultural competencies in all students, faculty members and personnel”.

- Following Universities Canada’s principles on EDI, Memorial’s School of Graduate studies has appointed a diverse committee that will actively remove barriers to improve supports for graduate student from all backgrounds, to ensure academic progress and success.

- The employment equity officer and the Equity and Diversity Advisory Committee is included in the review process for all new and revised university policies. The employment equity office reviews policies for equity issues and communicates any concerns to the university’s policy office. Since 2010, this has involved providing advice on policy practices that relate to employment, against a specific set of criteria including, consistency, validity, and any adverse impacts on designated group members.

- A variety of specific policies are in place, including:
  - Respectful Workplace Policy
  - Sexual Harassment Policy
  - Workplace Accommodation Policy
  - Kullik Lighting and Smudging Policy
  - Supporting and Accomodating Breastfeeding

Memorial’s EEDP includes a specific action to collect data on employee experience with employment equity, diversity and inclusion through the use of automated employee pulse surveys.
It is envisioned that this action will assist in monitoring the effectiveness of supports and actions at Memorial, and can support retention of employees including CRC chairholders from the FDGs. This plan also includes an action to “Review the avenues available to employees for reporting employment equity and diversity related issues or complaints. Revise policies, procedures or processes to address gaps identified in the review. Ensure monitoring processes are in place. Communicate to employees the avenues available for reporting employment equity and diversity issues or complaints.” This action will benefit CRCs among all Memorial employees. CRCs also have further support available to them in the form of the faculty association. The Office of Strategic Institutional Research Initiatives (SIRI), reporting to the Vice-President Research, also retains responsibility for supporting CRCs at Memorial.

Promoting EDI Principles for the CRCP at Memorial. Challenges and Opportunities

Memorial has experienced particular challenges in attracting Canada Research Chairs among persons with disabilities and Indigenous persons. We know we have a number of barriers and insufficient supports at Memorial for these designated groups. Towards addressing these challenges, since Spring 2017 our internal calls for Chair proposals (which precedes open searches for Chair candidates) specifically require that proposals present strategies towards enhancing application from each of the FDGs. Our standard ad text for Chair opportunities has been updated to ensure that persons with diverse needs can be accommodated in our recruitment processes. In addition, pursuing objectives laid out in this plan, Memorial seeks to meet or exceed CRCP equity targets including actions related to recruitment. We have established a centralized fund to support advertising efforts to better connect with members of the FDGs through alternate advertising channels, targeted advertising efforts, and position postings that highlight inclusivity for all potential applicants.

Some of the actions we have used to promote enhanced awareness and support for equity and diversity in searches for our Chairs program include:

- Engaged Memorial’s Deans’ Council to draw attention to equity practices, and followed up with memos to Deans and Heads regarding diversity gap(s) in Chairs;
- Implemented changes to Memorial’s equity policy to makes specific reference to CRCP;
- 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 relates to equity;
- Redeveloped information packages for Academic Units to initiate Chair searches to provide detailed information on expectations of employment equity and diversity 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);
Meetings between the Associate Vice-President (Academic), staff from SIRI, 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 Memorial’s CRCP and to identify further actions to improve diversity in recruitment;

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

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’s Workplace Accommodation Policy that establishes a framework for meeting the needs of persons with disabilities. Workplace Accommodation information sessions have been presented to faculty and staff. Along with the aforementioned Building Disability Confidence roundtable and training, Memorial has a strong partnership with the NL Provincial Government’s Opening Doors Program, an employment equity initiative that is designed to advance employment of persons with disabilities in the public sector. Moreover, many of our CRC candidates will be supported by newly constructed space in Memorial’s Core Science Facility (Gold Seal certified) and in other freshly renovated, accessible campus spaces.