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### Important Note

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

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

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

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

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

Each year, institutions must publicly post a copy of this report to their [public accountability web pages](#) within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan. Ensure that you remove all numbers less than 5 from both the plan and the report prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders, as well as any other identifying information. This is a requirement of the Privacy Act.

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

### Contact information

**Please complete the fields below.**

**Name of Institution:**

Memorial University of Newfoundland

**Contact Name:**

Brent Myron

**Position Title:**

Associate Director (Strategic Services), Research Initiatives & Services

**Institutional Email:**

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(709) 864-3213

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

<https://www.mun.ca/research/extraordinary-research/research-chairs/canada-research-chairs-program/>

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

Yes

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

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

11/15/2019

Rating given to the action plan in most recent review process:

Progressed

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

Tana Allen

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

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan, as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) the main actions were undertaken (up to six) and how they have progressed; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g., course correction, obstacles, lessons learned, etc.) for each objective. If your institution has not yet prepared or received a formal evaluation of its CRCP EDI action plan (institutions having fewer than five Chairs) then section A is optional.

**Key Objective 1**

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

Meet or exceed Memorial's CRCP EDI targets and advance towards new program targets based on the Canadian population as per CRCP 2019 Addendum. The purpose of this objective was to ensure that Memorial improved its representation of CRC scholars who identify as belonging to one of the four designated groups (FDGs), both to ensure our continued eligibility in the Program and as part of a broader institutional goal of improving representation in the larger academic community at Memorial.

**Systemic barriers -**

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

Unfortunately, the pursuit of this objective encountered challenges due to the inadvertent entanglement of provincial human rights policies and legislation with university and faculty union policies and procedures. Additionally, Memorial placed a hold on the hiring of Indigenous scholars to undertake a review of its practices for hiring people who identify as Indigenous. These challenges have disrupted the University's efforts to address EDI disparities through targeted hires. Consequently, the process has faced resistance and setbacks, underscoring the complexities involved in navigating the intersection of various policies and regulations regarding representation.

**Corresponding actions undertaken/to be undertaken to address the barriers:**

	<b>If you have no action to report, please type 'N/A' in the answer field.</b>	<b>Progress to date</b>
Corresponding action 1	Identify gaps for FDG relative to current and future targets. Seek to fill gap(s) for FDG facilitated by broad advertisement of Chair opportunities.	In progress
Corresponding action 2	: 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.	Completed
Corresponding action 3	Undertaking targeted hiring efforts for FDGs (with support from the NL Human Rights Commission) to specifically address recruitment challenges that may arise.	In progress
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

Due to the departure of Chairholder(s) who - unknowingly to Memorial - self-identified as member(s) of the FDGs, Memorial inadvertently fell short its Equity targets in 2022 reporting period. An assessment of our current CRC allocation, as well as the expected completion of CRC terms between now and 2029, confirm that Memorial will have to hire scholars from the FDGs for all our CRC positions for the foreseeable future to ensure we meet our representation goals.

**Outcomes and Impacts made during the reporting period:**

Outcome 1: Strategic initiatives to address underrepresentation were set in motion through targeted searches, and collaboratively supported by the Human Rights Commission of Newfoundland and Labrador, Memorial's Faculty Association, Human Resources, Faculty Relations, and Senior Leadership. These searches were conducted to recruit scholars who self-identify as belonging to one of the FDGs. While Memorial has since successfully nominated and renewed several of these candidates, our search for an Indigenous scholar was not successful. However, this search will be resumed once Memorial has completed its review of its institutional hiring practices pertaining to individuals who self-identify as Indigenous. Outcome 2: Memorial created a centralized fund to support targeted advertising for CRCs, thus improving engagement with diversity organizations and groups and reducing the financial burden for individual units.

**Challenges encountered during the reporting period:**

While the centralized fund was established and available, the uptake by units was low.

**Next Steps (indicate specific dates/timelines):**

A CRC targeted cluster hire is currently being drafted and we expect to have it launched in mid-2024. The job ad will remain active until all of the CRC positions have been successfully filled. To increase uptake of the centralized fund for targeted venues, increased communication of this fund will be done internally by Senior Leadership to coincide with the release of the 2024 targeted cluster hire job ad.

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

No

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

**Do you have other key objectives to add?**

Yes

**Key Objective 2**

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

Increase representation of members from the FDGs in Memorial's faculties.

**Systemic barriers -**

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

Memorial University has identified that the FDGs are underrepresented in the faculty population. In response, the institution has implemented a targeted hiring initiative with a specific focus on Indigenous scholars, as outlined in its comprehensive Employment Equity and Diversity Plan.

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	Set university hiring goals for each of the 4 designated groups across the institution.	Completed
Corresponding action 2	Support units and campuses in incorporating plans to reduce gaps in representation into their planning documentation so that Memorial can achieve its 2019 to 2021 employment equity hiring goals.	In progress
Corresponding action 3	None	Not yet started
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

At the time of preparation of this Report, data on self-identification was not accessible for all scholars in all FDGs. The targeted cluster hire of Indigenous scholars resulted in the recruitment of eight scholars. Information gathered for self-identified Indigenous scholars across the University indicates an increase from 11 to 19, showing good progress but highlighting the need for more work to be done at the institution to reach Canadian (45 scholars) and provincial (60 scholars) population-based representation.

Outcomes and Impacts made during the reporting period:

Outcome 1: Following extensive consultations and negotiations with provincial and institutional entities, approval for the cluster hire initiative aimed at recruiting Indigenous scholars was successfully obtained. The official search process, initiated in 2020 and concluded in 2021, exceeded the initial hiring expectations. With budget allocated for the recruitment of five Indigenous scholars, Memorial identified appointing three additional scholars even in the absence of dedicated funding. Outcome 2: To ensure a comprehensive understanding of the underrepresentation of FDGs within each specific category, Federal EEOG (Employment Equity for the Official Languages Act) data was harmonized with Memorial's internal metrics. The resultant analysis informed the establishment of general faculty hiring targets, aligning with the University's commitment to fostering diversity and inclusivity across all academic groups. Memorial's Department of Human Resources is currently engaged in a collaborative effort with Labor Relations to review the comprehensive candidate list for all hires, via the lens of EDI, ahead of scheduled interviews. This joint endeavor is designed to streamline the hiring process for FDGs and ensure alignment with targeted institutional objectives. The overarching goal is to expedite the recruitment timeline, and effectively meet established targets for diversity and inclusion. In addition, an amendment has been made to Memorial's Collective Agreement. The revised strategic evaluation grants search committees greater flexibility by allowing them the option of considering all applicants, regardless of citizenship status. Instead of initially segregating non-citizens, this change creates a more inclusive approach, fostering a comprehensive assessment of all candidates and enriching the diversity of potential hires. This initiative underscores Memorial's commitment to promoting an equitable and diverse environment within the institution.

Challenges encountered during the reporting period:

As per the previous Objective, it is currently a challenging and time-consuming process to undertake targeted hires, complicated further by a general halt to hiring of Indigenous scholars as Memorial undertakes a review of its practices for hiring people who identify as Indigenous. Memorial continues to work with the province and various internal stakeholders to advance these targeted initiatives.

Next Steps (indicate specific dates/timelines):

Memorial's Faculty of Education is planning to appoint an Indigenous scholar to a tenure track position in Indigenous Education. While the position's anticipated start date was originally 2023, the search has been delayed due to Memorial's hold on the hiring of Indigenous scholars. Work continues across the institution to improve hiring practices and address the ongoing challenge of underrepresentation among equity-deserving groups.

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

No

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

### Key Objective 3

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

Address gender-based pay inequities for Memorial's Academic Staff Members (ASMs).

#### Systemic barriers -

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

While institutional hiring in 2019 showed improved gender balance at the Assistant Professor level, imbalances persisted in the senior ranks, with Full Professors exhibiting the greatest gender disparity. Although equality in base salaries at appointment has increased, ongoing gender gaps are influenced by market differentials, disproportionately affecting women who receive and benefit less from them. Unfortunately, these trends are not unique to Memorial but are common throughout Canadian universities.

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	Adjustments to existing salaries assigned to women ASMs whose salaries were determined to be inequitable when compared with the salaries of men ASMs.	Completed
Corresponding action 2	None	Not yet started
Corresponding action 3	None	Not yet started
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

The Joint Gender Equity Salary Adjustment Committee (JGESAC) was formed in late 2019, including members from both the University and the Faculty Association. The Committee was tasked with solving the pay disparity issue. Memorial's Centre for Institutional Analysis and Planning (CIAP) assisted in interpreting and correcting data, highlighting limitations, and conducting analyses.

Outcomes and Impacts made during the reporting period:

Outcome 1: The University and the Faculty Association agreed to set aside \$1,000,000 to address pay differentials between women and men ASMs. This group included tenured and tenure-track Faculty, Librarians, and Coordinators with permanent appointments. A one-step salary boost was implemented for all tenured, tenure-track, and permanent women ASMs. Additionally, those with the longest tenure at the University received extra steps. These salary adjustments were done permanently, and a budget was identified for ensuring the continuation of this adjustment.

Challenges encountered during the reporting period:

The JGESAC was initially given a dataset including gender, academic unit, current salary, years of service, current rank, and years at current rank for full-time tenured and tenure-track Faculty, Librarians, and Coordinators within the Faculty Association. However, the provided data lacked certain details such as salary and rank at appointment, appointment types, sabbaticals, leaves of absence, and time to promotion. No data were provided for those in academic administrative roles or ASMs who had left the University. Additional data for appointments post-2007 was later obtained, but the dataset remained limited.

Next Steps (indicate specific dates/timelines):

This action has been successfully completed, and no further steps are planned. However, future work is being considered to explore salary equality for externally hired individuals, as there is still variability and thus potential disparity in salaries offered to these individuals.

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

No

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

## Key Objective 4

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

Improve Memorial's organizational culture

### Systemic barriers -

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

It has been reported that there have been delays in the indigenization of portfolios, and concerns have been raised about the support provided for mentorship and for initiatives concerning individuals of color across the university. Comprehensive support and retention efforts have been proposed to attract applicants from equity-deserving groups.

Corresponding actions undertaken/to be undertaken to address the barriers:

		Progress to date
Corresponding action 1	Support and sponsor faculty and staff events and educational sessions devoted to 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.	In progress
Corresponding action 2	Support the development of a multi-campus Elder(s) in residence program. This program provides guidance, personal consultation and an Indigenous perspective for students, staff and faculty. It supports Indigenous cultural knowledge sharing and community building.	In progress
Corresponding action 3	None	Not yet started
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

No qualitative data, but information listed below.

Outcomes and Impacts made during the reporting period:

The Office of the Vice-Provost, EDI-AR has undertaken several initiatives over the past two years to promote a broader worldview. These programs address various issues, including women in academia, examination of anti-Black racism in academia, and LGBTQ2S concerns in academia. Additionally, mentorship has been provided for disadvantaged graduate students, with 6-8 students benefiting from this support over the past two and a half years.

Challenges encountered during the reporting period:

The evaluation of proposals and nominations for faculty Honours and Awards is often conducted by a group of senior ASMs, where there is a lack of representation from equity-deserving groups. This is potentially hindering diverse representation and limiting the emergence of individuals from underrepresented backgrounds as authorities in research.

Next Steps (indicate specific dates/timelines):

Ongoing discussions are in progress regarding strategies to diversify the Honours and Awards committee. As part of the commitment to indigenization and fostering indigenous cultural awareness, the Indigenous Affairs office proposed three key projects to be implemented in 2023/2024: Creation of Elders' parking spaces at Juniper House, the St. John's Campus Indigenous Student Resource Centre; Planting of garden beds surrounding the armillary sphere and sundial in the courtyard between the Science, Arts and Administration, and Math buildings; and an art installation called 'Canvas of Belonging: An Indigenous Art Journey' on the wall in the rose garden between the Science, Math, and School of Music buildings. The Office of Indigenous Affairs is actively pursuing funding for the development of parking spaces and the associated project. The goal is to bring individual Elders to Juniper House, fostering meaningful engagement with students. Additionally, there is a collaborative research partnership underway, led by the Vice-Provost, EDI-AR involving various campus groups. This initiative aims to examine issues related to racial injustice from a community engagement perspective, with a particular focus on accessibility. As part of this effort, a tool will be developed to enhance accessibility across the campus, contributing to a more inclusive and equitable environment.

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

No

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

### Key Objective 5

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	None	Not yet started
Corresponding action 2	None	Not yet started
Corresponding action 3	None	Not yet started
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

No

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

### Key Objective 6

Corresponding actions undertaken/to be undertaken to address the barriers:

	If you have no action to report, please type 'N/A' in the answer field.	Progress to date
Corresponding action 1	None	Not yet started
Corresponding action 2	None	Not yet started
Corresponding action 3	None	Not yet started
Corresponding action 4	None	Not yet started
Corresponding action 5	None	Not yet started
Corresponding action 6	None	Not yet started

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

No

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

## PART B: Challenges and Opportunities

### Challenges

Other than what has been outlined in the section above, outline any challenges regarding the implementation of the EDI action plan. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges? (limit: 5100 characters):

COVID-19 caused tremendous upheaval across all facets of the Institution and created considerable delays to the implementation of the objectives of Memorial's CRCP EDI Action Plan through a variety of mechanisms. The more-or-less overnight conversion of the Institution into a virtual workplace was a massive undertaking that created transformational changes, but that also demanded near-total focus of effort and resources to support. Though the pandemic has passed, we are still feeling the effects of this enforced change, both in terms of efforts and initiatives that were delayed to handle the priority task at hand and through the creation of new challenges that required new approaches. Policy development at Memorial was going through a transitional period when the pandemic arrived, and so initiatives that were already delayed were effectively shelved while the institution first grappled with the immediate task of enabling remote work across such a varied and complex workforce and work environment, and then with the long-term task of managing remote work in a systematic and structured fashion. Nonetheless, as demonstrated in Section A, progress was made towards advancing or completing many of the action items outlined in the EDI Action Plan. Targeted hiring initiatives have also been delayed, partly because of the realities of changing workflows at Memorial as articulated above, but also because of the delays/challenges the pandemic imposed on recruitment. After an interruption such as this, re-confirming that all stakeholders are supportive of the intended approach is both required and time-consuming, which further curtails our efforts. With the COVID-19 pandemic behind us and most of our processes now updated to reflect the changes it brought to the work landscape, Memorial has been able to make progress towards updating policies and procedures and implementing new initiatives, some of which are outlined in this Report. For example, discussions are currently ongoing regarding a new Human Rights policy, led by the Vice Provost EDI-AR, as well as revisions and updates to the Sexual Harassment policy, led by the Department of Human Resources. Memorial's ability to recruit Indigenous Peoples has been temporarily put on hold. Concerns about existing institutional procedures for the hiring of individuals into roles where Indigenous verification is an important or required factor have led to a postponement of searches for these roles, until such a time as Memorial and Memorial's stakeholders are satisfied that the verification procedures are acceptable and valid. Memorial is finalizing a targeted CRC cluster hire for members of the four equity-deserving target groups, which includes Indigenous scholars. To address our current hold on hiring Indigenous scholars, the institution will be working with an external Indigenous organization to review its procedures concerning Indigenous verification for hiring individuals who self-identify as Indigenous. Consultations are scheduled to take place Winter 2023, with a written report to be provided to Memorial in April 2024. This expected report in combination with our 2021 document, "Strengthening Indigenous Hiring Initiatives – An Overview", and new language currently being discussed for inclusion in Memorial's 2023 Collective Agreement regarding letters of appraisal from Indigenous Elders and/or Traditional Knowledge Carriers / Keepers, will help ensure that the verification procedures that we use are acceptable and valid. Memorial has recently experienced a higher degree of turnover in administrative leadership positions, particularly in Senior Leadership roles. Naturally, these changes have led to delays in activities and initiatives as the newly appointed individuals acclimatize to their new roles and responsibilities, as well as to the activities and obligations of their respective organizations, leading to delays in decision-making and implementing activities and initiatives. However, this delay is exacerbated when there is turnover in multiple areas, as additional time is not only required to brief these individuals on ongoing initiatives, but also to reconstitute committees and brief each of these new members on their shared responsibilities. At the time of writing this document in late 2023, the period of high turnover in Senior Leadership positions has eased, and though several positions are still filled by interim and acting appointments, many of these appointments have been in place for a sufficiently long duration such that the situation has nonetheless stabilized. Memorial is currently undertaking a series of Leadership searches to replace interim assignments to administrative leadership positions with long-term strategic hires.

### Opportunities

Other than what has been outlined in the section above, outline any opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. (limit: 5100 characters):

While this Report focuses on areas where substantive progress has been made towards satisfying the Actions and Objectives that were laid out in Memorial's 2019 CRCP EDI Action Plan, many of the conversations we had with our various departments and offices outlined progress made in other initiatives related to or supportive of those of the Action Plan. Stated differently, the work undertaken to advance the implementation of the Action Plan has had broader impacts on the institution beyond the CRC Program. With the implementation of CRCP's new nomination and recruitment guidelines, Memorial was pleased to discover that, upon review, a significant number of the new CRCP EDI practices already existed in the Collective Agreement between Memorial University and its Faculty Association. While some additional steps needed to be added to our institutional search process for us to fully comply with CRCP's guidelines, Memorial was, for the most part, already following these requirements for our institutional searches. Though Memorial was found to have fallen short of its 2022 targets for representation, and will be working to address this shortfall, there were some positive outcomes from this situation. As Memorial is now officially constrained to nominations of CRC candidates who self-identify as belonging to the four designated groups, this has provided an opportunity for the Office of the Vice-President (Research) to conduct a series of conversations with Memorial's faculties and schools regarding Memorial's CRC Program in general, and to explain why the institution is required to conduct targeted hires for several years in order to reach our 2029 targets. In addition, as the university community was more aware of the concept of targeted hires due to the broader impacts of the CRCP EDI Action Plan and the latest rounds of amendments to the Faculty Association's Collective Agreement, there have been many insightful conversations regarding the importance of representation and how we can turn those ideas into reality.

## PART C: Reporting on EDI Stipend objectives not accounted for in Part A

### Instructions:

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.
- If you did not receive an EDI stipend during the reporting year, please leave this section blank.

### Objectives associated with your institution's EDI Stipend application

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

#### EDI Stipend Objective 1

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

The Objectives of the EDI Stipend application were (a) to update Memorial's CRCP EDI Action Plan, including incorporating findings from our recent institutional "CRC EDI Survey" and (b) to identify objectives that are incomplete, and then to work with the responsible parties to advance progress in those identified areas of deficiency.



Outline the total expenditures below:

Total funds of EDI stipend spent on the objective: 0

Total funds spent:

**Table C2. EDI Stipend Impact Rating**

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

Don't know

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

Memorial applied for and received the second EDI Stipend to hire an EDI-AR Coordinator to assist with the advancement of the objectives and actions outlined in the CRCP EDI Action Plan. Unfortunately, our efforts to recruit a suitable candidate were unsuccessful and we were not able to spend the second stipend, so we requested, and received, permission to pool our second and third stipends. This enabled us to successfully recruit and hire a full time CRCP EDI-AR Coordinator, who will be shared between the Office of Research Initiatives and Services, and the Vice-Provost EDI-AR, to advance EDI-AR initiatives at Memorial. Recruitment of a suitable candidate for this position nonetheless took some time, with the successful applicant commencing part-time work in September 2023 and moving to full-time employment hours in November 2023. As a result, the EDI-AR Coordinator's efforts to date have largely focused on information gathering for the purpose of completing this Report, which is directly related to the completion of both the objectives of the application. Therefore, while the Stipend technically had no impact on our institution's ability to meet its objectives during the reporting period, we are anticipating that it will be tremendously helpful in the coming year.

Do you have other objectives to add?

No

**PART C: Reporting on EDI Stipend objectives not accounted for in Part A**

**Additional Objectives (if applicable)**

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

**EDI Stipend Objective 2**

**EDI Stipend Objective 3**

**EDI Stipend Objective 4**

**EDI Stipend Objective 5**

**EDI Stipend Objective 6**

## Part D: Engagement with individuals from underrepresented groups

Outline how the institution has engaged with underrepresented groups: e.g., racialized individuals, Indigenous Peoples, persons with disabilities, women, 2SLGBTQIA+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

Memorial has undertaken a variety of initiatives to assess barriers and gaps in support of our underrepresented groups, and strategies to better engage with underrepresented groups within the organization. While each of the initiatives highlighted previously have been developed in consultation with equity deserving groups, the following are examples that demonstrate how the institution has engaged, and will continue to engage, with individuals from underrepresented groups. (1) The Office of the Vice-Provost, Equity, Diversity, Inclusion and Anti-Racism (EDI-AR) • EDI-AR Strategic Plan The Vice-Provost, EDI-AR is the member of Memorial's Senior Leadership team who is responsible for advancing equity, diversity, inclusion, and anti-racism at Memorial. This Office has been tasked with the development of an EDI-AR Strategic Plan in collaboration with senior administrative, academic, and student leaders, and with the broader university community, to ensure that Memorial takes the necessary actions to fulfill the objectives, of "Transforming our Horizons: Memorial University's Strategic Plan (2021-2026)", which speaks about creating and maintaining an environment "where we strive to be a place where all peoples are accepted." The consultation period for the EDI-AR Strategic Plan began in September 2022, and is expected to conclude its in-person, virtual and hybrid consultation sessions in June 2023 with virtual and hybrid consultations aimed at all facets of the Memorial University community, including students, faculty, staff and alumni from all of Memorial's campuses. In addition, an online survey of Memorial University's student community will be held in April 2023, and members of the Memorial community will also have the option to submit written or audio responses via email. The experiences, observations and suggestions shared during these confidential virtual and in-person consultation sessions, and in surveys and individual emailed responses, will be compiled into a "What We Heard" document, expected to be released in late 2023/early 2024. This document will inform the development of the EDI-AR Strategic Plan. • Communication, outreach The Vice-Provost, EDI-AR, holds annual "Community Table Talk" sessions with members of the Memorial University community in which she provides updates on EDI-AR priorities and the work of the portfolio. This is followed by a discussion period that includes questions from participants. The Office also shares information of relevance to the Memorial community through its active social media pages. Additionally, the Office has supported/will support a variety of outreach sessions, discussion topics, and initiatives, such as: - Hybrid Dialogue Session series for racialized and international students at Memorial - Women in academia - Anti-Black racism - Mentorship of disadvantaged and equity-deserving graduate students - Development of a racial justice tool to improve accessibility in the community - Impacts of COVID-19 on Black youth - Working with Facilities Management to: improve availability of and accessibility to gender-neutral bathrooms, prayer spaces, and feet washing facilities; consider accessibility and modularity/flexibility in new furniture acquisitions - Access to free support for students regarding gender diversity and mental health (staff/faculty already have this through EAP) - Updating administrative data collection/retention practices and tools to prevent deadnaming • International EDI-AR Conference Planning to begin in 2023 for the inaugural International EDI-AR Conference to be held May 14-15, 2024 at Memorial University. This conference will bring together students, staff, researchers, faculty, community leaders and industry professionals from around the world to share success stories and achievements, and to learn about innovative and creative ways to design and implement EDI-AR programs and policies in post-secondary institutions, community groups, associations and not-for-profit agencies. (2) CRC EDI-AR Survey in August 2021. Memorial hired KBRs to conduct a CRC EDI-AR survey for Memorial's active CRCs, as well as members of Memorial's Administration. The survey closed in September 2021, and, in full disclosure, the survey report was posted on Memorial's CRCP EDI Public Accountability and Transparency web page. Memorial's response to the survey findings was also posted. This survey, a follow up to one conducted in 2019, was critical for Memorial's engagement with individuals from underrepresented groups. With the recent changes to the CRCP regarding EDI-AR and the revised recruitment and nomination guidelines, Memorial is considering another survey in 2024 of CRCs and members of Memorial's Administration to see if the issues raised in 2021 have since been effectively addressed, and what other issues (i.e., old and/or new) there may be. (3) CRC Meetings Prior to the pandemic. Memorial would hold annual CRC events to celebrate our Chairholders, and plans are now underway for us to resume this annual event. Specifically, in early 2024, Memorial will hold an afternoon event for all Chairholders, hosted by the VPR. This event will include guest speakers, refreshments, and an opportunity for networking with Memorial's other CRCs and Senior Administration. In addition to this event, in 2023, members of the VPRO and RIS will begin a series of regular meetings with senior representatives in academic units to discuss, among other items, a CRCP overview, Memorial's institutional strategy for the hiring, recruitment, distribution, EDI target status, etc. of our CRCs, current challenges being faced, etc. These meetings will be an opportunity for units to ask questions and make suggestions on improving the CRC process at Memorial. As follow up to unit meetings, members of the VPRO and RIS will also begin a series of regular "coffee chat" meetings with small groups (i.e., 2-3) of our active Chairholders. This will be an opportunity to have direct conversations to get status updates, and proactively address any issues and concerns they may have. While Memorial has made progress with respect to our engagement with underrepresented groups, the take home message is that we need / must do more. Specifically, it is still the same representative population sample in the groups that are making the decisions for systemically disadvantaged groups. For example, while Memorial is doing much better when it comes to representation of women, there is more progress to be made in other areas. Changes are being made to improve recruitment practices to ensure that these representation is seen throughout the institution, and not just among Chairholders. (4) Associate Vice-President (Indigenous Research). In May 2022, Dr. Paul Adjei was appointed as interim Associate Vice-President (Indigenous Research), and a two-phase review of the Research Involving Indigenous Groups (RIIG) policy (see Part E) was approved and announced shortly thereafter. Phase One consultations began in October 2022 and were to run until March 2023, at which point the findings from these consultations would be used to draft a revised policy. Phase Two will see this draft being shared publicly for comments from October until December 2023, leading to the final development of the revised RIIG policy.

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

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

[https://www.mun.ca/indigenous/media/production/memorial/administrative/indigenous/media-library/indigenous-affairs/reports/Print\\_Indigenization\\_Framework.pdf](https://www.mun.ca/indigenous/media/production/memorial/administrative/indigenous/media-library/indigenous-affairs/reports/Print_Indigenization_Framework.pdf)  
<https://www.mun.ca/research/indigenous-research-at-memorial/>  
<https://www.mun.ca/vpacademic/what-we-do/edi-ar/>

Memorial University is actively implementing projects and initiatives that underscore the importance of Equity, Diversity, Inclusion and Anti-Racism (EDI-AR) in research excellence. Faculty members are undergoing additional training, and various campus-wide initiatives are enhancing the overall climate of inclusivity and diversity. In 2021, Memorial University launched its Strategic Framework for Indigenization 2021-2026, a comprehensive plan developed in collaboration with Indigenous communities and university stakeholders, which aims to guide the institution in advancing reconciliation: Our commitment to properly engaging in research with Indigenous partners is enshrined in the Research Impacting Indigenous Groups (RIIG) policy. As part of all funding applications that are submitted to Research Initiatives and Services via the Researcher Portal, investigators are required to disclose if their research involves any Indigenous persons or groups, and are required to share substantive documentation that demonstrates that these Indigenous persons / groups approve of the proposed research. Supporting information in the form of supporting documentation, FAQs, and commonly requested contact information for various Indigenous groups in Newfoundland and Labrador is provided via the "Indigenous Research at Memorial" website. The Office of the Vice-Provost EDI-AR is responsible for addressing and overseeing EDI-AR issues affecting students, faculty, staff, and the broader community. Dr. Delores Mullings, Vice-Provost, EDI-AR, carefully and intentionally advances institutional goals related to EDI and anti-racism. She has undertaken numerous initiatives and activities addressing Anti-Black racism, advocating for students with financial needs, addressing LGBTQ2S concerns in academia, and providing mentorship for disadvantaged graduate students. The Office is actively engaging racialized and international students across all campuses through a series of events, including planned hybrid dialogue sessions in November 2023. These initiatives are part of the Vice-Provost (EDI-AR)'s ongoing commitment to addressing systemic issues within the university community. To reinforce the importance of EDI-AR, mandatory unconscious bias training has been introduced for various committees involved in recruitment, selection processes, and awards committees. The training has been extended to faculty orientation, and relevant sessions have been recorded and made available on Brightspace. In a broader context, Memorial University has entered partnerships with organizations such as the Canadian Centre for Diversity and Inclusion (CCDI), InclusionNL, and the Canadian Council on Rehabilitation and Work (CCRW). Collaborative efforts have led to webinars and events, including a lunch n' learn session, in celebration of Disability Employment Awareness Month. The University's participation in Disability Mentoring Day further demonstrates its commitment to fostering inclusivity.

Hyperlink 1:

[https://www.mun.ca/indigenous/media/production/memorial/administrative/indigenous/media-library/indigenous-affairs/reports/Print\\_Indigenization\\_Framework.pdf](https://www.mun.ca/indigenous/media/production/memorial/administrative/indigenous/media-library/indigenous-affairs/reports/Print_Indigenization_Framework.pdf)

Hyperlink 2:

<https://www.mun.ca/research/indigenous-research-at-memorial/>

Hyperlink 3:

<https://www.mun.ca/vpacademic/what-we-do/edi-ar/>

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

**This information will be sent to the Tri-agency Institutional Programs Secretariat when you click 'Submit'. You will receive a confirmation email with a copy of your completed form in HTML format once it is submitted.**

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