



## TABLE OF CONTENTS

You may complete sections individually by selecting them from the table of contents. At the end of each section, you will be redirected to this table of content to select another section to complete or to review. Alternatively, you may complete the full report, without going back to this table of content between each section, by selecting the option "Complete Full Report".

CRCP Institutional EDI Action Plan - Key Objective(s)



### 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](#). Ensure to remove all numbers less than 5 prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders. This is a requirement of the *Privacy Act*.

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

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

### Contact information

Please complete the fields below.

**Name of Institution:**

Memorial University of Newfoundland

**Contact Name:**

Dr. Brent Myron

**Position Title:**

Associate Director (Interim), Post-Award Services Division, Research Initiatives & Services

**Institutional Email:**

brent.myron@mun.ca

**Institutional Telephone Number:**

(709) 864-3213

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

Yes

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

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

09/27/2019

Rating given action plan in most recent review process:

Satisfies

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

Dr. Neil Bose, Vice President (Research)

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by individuals from underrepresented groups (e.g. women, persons with disabilities, Indigenous Peoples and racialized minorities, LGBTQ2+ 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 (either the one approved by TIPS or the one currently under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g., course correction, obstacles, lessons learned, etc.) for each objective.

**Key Objective 1**

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

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

**Systemic barriers -**

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

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

## Corresponding actions undertaken to address the barriers:

(1) Development and presentation of a report on inequities identified in unit use of Chair funds for salary to Memorial University's CRC Steering Committee (CRC SC) in 2020/21. (2) Drafting of new guidelines for the use of CRCP funding for subsidization of salary to reduce inequity across units, while still allowing for management of atypical situations. Memorial's resultant 2021 Financial Arrangements Framework and Terms of Reference will: limit the amount of funds available for salary subsidization at 40% of a Chair's yearly funds; require a written proposal for review by the CRC SC regarding the proposed use of funds for salary by the unit to demonstrate need; standardize the practice of using Chair funds for Memorial's Collective Agreement-mandated five step raise for each Chair, ensuring that all units can avail of this option, and; establish clear terms of reference for evaluation of the conditions in which a unit may need to use Chair funding to supplement salary.

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

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

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

As reported in the 2020 EDI Progress Report, following the identification of these inequities, two documents were drafted for the purpose of rectifying inequities and standardizing use of Chair funds by units to supplement salary: an update to Memorial's original 2015 CRC Financial Arrangements document, and a Terms of Reference. Since then, these two documents have now been rolled together into Memorial's "2021 CRCP Financial Arrangements" document. The document is currently being reviewed by Memorial's CRC SC, with approval expected in mid-2022. With this approval, all Memorial CRC nominations submitted for CRCP's October 2022 deadline and onwards will follow the 2021 CRCP Financial Arrangements document.

## Challenges encountered during the reporting period:

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

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

Final approval and implementation by Memorial's CRC Steering Committee expected in June 2022.

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

Yes

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

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

50000

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

All EDI Stipend funds were used in 2020-21 for the salary of the Equity, Diversity, and Inclusion Officer (Canada Research Chairs Program) position in support of the Key Objectives. This was reported on in the previously-submitted EDI Stipend report.

## EDI Stipend Impact Rating

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

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

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

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

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

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

Yes

**Key Objective 2**

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

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

**Systemic barriers -**

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

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

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

Corresponding actions: Development of an Indigenous hiring practices guide, summarizing best practices for hiring Indigenous individuals, and; the undertaking of an institutional EDI survey with our Chairholders.

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

To develop Memorial's Indigenous hiring practices guide, information was gathered during research into a review of Memorial's equity initiatives and policies, and a broader review of Indigenous hiring best practices at other institutions. In Summer 2021, Memorial University partnered with Knightsbridge Robertson Surette (KBRS) to conduct an online CRC EDI Survey. The survey was launched on August 27, 2021 and closed on September 13, 2021. It was sent out to all active CRCs as well as 50 members of Memorial's administration and faculty. In addition, a small subgroup of 12, consisting of CRCs and members of Administration, were interviewed by KBRS in order to provide additional context, detail, clarity and suggestions to supplement the survey data.

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

From the gathered research, the document "Strengthening Indigenous Hiring Initiatives - An Overview" was created. Following extensive review and approval by the President's Advisory Committee on Indigenous Affairs (lead by the Special Advisor to the President on Indigenous Affairs and composed of Indigenous scholars and staff, a settler specialist in Indigenous relationships, and the Human Resources Equity Officer), the document was used as a guiding resource in Memorial's recently concluded cluster hire search for five Indigenous scholars. This July 2021 document has since been posted on the Provost's Recruitment web page and serves as a Memorial resource for Indigenous recruitment, ([https://www.mun.ca/vpacademic/media/production/memorial/administrative/office-of-the-provost-and-vice-president-academic/media-library/Indigenous%20Hiring%20Overview\\_Final\\_July2021.pdf](https://www.mun.ca/vpacademic/media/production/memorial/administrative/office-of-the-provost-and-vice-president-academic/media-library/Indigenous%20Hiring%20Overview_Final_July2021.pdf)). While Memorial did explore the possibility of creating its own annual survey for its Chairholders, it was eventually decided that we would, once again, engage KBRS. Memorial first commissioned third party consultant KBRS in 2019, to develop, administer and analyze an online qualitative survey with its Chairholders (i.e., our survey built on one that had been developed by York University in the development of its own CRCP EDI Action Plan), and those results were included in Memorial's 2019 CRCP EDI Action Plan. The 2021 CRC EDI survey has since closed, and the results have been submitted to Memorial for its review and discussion.

### Challenges encountered during the reporting period:

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

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

While the document "Strengthening Indigenous Hiring Initiatives - An Overview" currently serves as a recruitment resource, the next step would be to formally adopt it as part of Memorial's hiring policies and procedures. To that end, discussions are expected to begin in 2022. Following Memorial's review and discussion of the 2021 CRC EDI Survey report, and the associated action plan, will be available on Memorial's public accountability web page in 2022, (<https://www.mun.ca/research/explore/chairs/CRCP.php>).

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

Yes

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

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

50000

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

All EDI Stipend funds were used in 2020-21 for the salary of the Equity, Diversity, and Inclusion Officer (Canada Research Chairs Program) position in support of the Key Objectives. This was reported on in the previously-submitted EDI Stipend report.

### EDI Stipend Impact Rating

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

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

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

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

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

### Key Objective 3

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

Objective 3.1: Identifying gaps for FDGs relative to current and future CRCP Equity targets, and making moves to fill those gaps by undertaking targeted hiring searches to address shortcomings. Objective 3.2: Undertaking targeted searches to address shortcomings in the level of general faculty representation of the FDGs at Memorial, in accordance with hiring targets based upon observed gaps.

### Systemic barriers -

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

While self-identification data collected by the CRCP from Memorial's Chairholders shows that we are currently meeting our CRCP equity targets, Memorial has recognized the ongoing need to increase representation by members of the FDGs in order to meet our 2021 - 2029 CRCP Equity targets, as well as to buffer against unexpected departures of CRC scholars or other unanticipated events that would reduce our diversity of representation and/or hamper our ability to address shortcomings in the future. As there are limited opportunities for redeployment of our Chairs to address deficiencies, it is critical that Memorial act proactively and decisively with respect to upcoming hiring opportunities in order to prevent negative outcomes. In contrast to the representation that exists within Memorial's CRCs, each of the FDGs are underrepresented in various employment classifications within Memorial's general population. Specifically, shortcomings in the faculty member population were identified based upon federal Employment Equity Occupational Group (EEOG) data, and so hiring efforts have begun to rectify this deficiency. Following the establishment of hiring targets based upon this data, and in keeping with Memorial's Employment Equity and Diversity Plan, plans were made to undertake a targeted cluster hire search for Indigenous scholars in order to start to redress the balance. Provincial human rights policies and legislation inadvertently combine with university and faculty union policies and procedures to hamper attempts to address shortcomings with targeted hires. Thus, while these targeted hiring initiatives are generally seen in a favourable light, considerable consultation with many groups is nonetheless required to gain approval to proceed. This is a barrier to progress and further highlights the need to act proactively to address shortcomings or instances where Memorial is merely meeting (versus exceeding) its equity targets.

### Corresponding actions undertaken to address the barriers:

Memorial's plan was to undertake targeted searches for multiple CRC scholars, with a stated requirement of addressing particular FDGs where our representation was only satisfactory. Following lengthy consultations and negotiations with provincial and institutional bodies, approval was gained to undertake a CRC targeted search for an Indigenous scholar, as well as a targeted cluster hire search for three CRC positions. The purpose of the targeted cluster hire was to afford a degree of anonymity to the applicants, as one stated outcome of the search was that at least one person with disabilities was to be hired. To limit the potential exposure of a prospective candidate's personal information, a cluster hire was proposed and planned. Approval to carry out a cluster hire of Indigenous scholars among the general faculty population was received following lengthy consultations and negotiations with provincial and institutional bodies. While this recruitment process officially began in 2020, significant delays in the search process were experienced due to the pandemic.

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

Memorial's 2021 - 2029 CRC Equity Targets, and the CRCP's reports on how well we are meeting those targets, inform the decision-making progress for current and future planning for hiring within Memorial's CRCP program. Federal EEOG data was used in concert with Memorial's internal metrics to determine the degree of underrepresentation by FDGs in each group, and general faculty hiring targets were based on that.

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

Due to limited representation of Indigenous scholars and experience with Indigenous scholarship at Memorial, there are very few qualified individuals that can oversee a targeted search for an Indigenous Chairholder. As a result, the CRC search was delayed until the conclusion of the general faculty Indigenous cluster hire search process. With the successful conclusion of that process (<https://www.mun.ca/physics/news-articles/memorial-university-welcomes-five-new-indigenous-scholars.php>), Memorial is now in a position to proceed with the Indigenous Chairholder search. The Search Committee has been formed and approved, the job ad has been drafted, reviewed and approved, and we anticipate that the job search will begin in Summer 2022. Regarding the CRC cluster hire, this process was delayed by a reduction in Memorial's CRC Chairs allocation in 2020, which prevented us from proceeding with the approved EDI targeted cluster hire due to a lack of vacant positions. However, due to some recent CRC vacancies, we are now in a position to proceed, and discussions are underway with the CRC SC to finalize the search process. With the recent general faculty Indigenous cluster hire, we anticipate using "lessons learned" from that successfully concluded process to formulate the best plan for the EDI cluster hire. We anticipate posting a job ad in late 2022.

### Challenges encountered during the reporting period:

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

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

Next steps: With respect to the targeted search for an Indigenous scholar, we anticipate that the job search will begin in Summer 2022, with a CRC nomination application submitted in 2023. With respect to the EDI targeted cluster search, we anticipate that the job search will begin in late 2022, with CRC nomination applications submitted in 2023 / 2024.

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

Yes

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

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

50000

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

All EDI Stipend funds were used in 2020-21 for the salary of the Equity, Diversity, and Inclusion Officer (Canada Research Chairs Program) position in support of the Key Objectives. This was reported on in the previously-submitted EDI Stipend report.

### **EDI Stipend Impact Rating**

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

Major impact (the EDI Stipend had a major impact on achieving progress)

### **Key Objective 4**

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**

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**

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

### **Challenges and Opportunities**

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

The previously-identified challenges presented by the effort required to cope with the COVID-19 pandemic continue to be felt, as considerable financial and human resources were diverted towards handling the fallout from Memorial's transition to a near-fully remote campus, then to an online teaching institution, and then to resumption of some form of in person instruction and business operations. As Memorial's CRCP EDI Action Plan requires coordination across numerous administrative and academic units, this significant redirection of work cycles made the advancement of goals slower and more challenging than originally anticipated. With Memorial's new Vice-Provost (EDI-AR) now in place, there will be a heightened focus on advancing institutional EDI initiatives. For the first time, Memorial will have a senior administrative body with a mandated focus on improving its EDI culture. Additionally, the formal establishment of the Vice-President (Indigenous) and Associate Vice-President (Indigenous Research) positions are critical for supporting Memorial's work towards decolonization and towards respectful engagement with Indigenous partners and communities in our research activities. Memorial's CFREF proposal has been approved to proceed to full application. If funded, the Qannitaaq Clean Arctic Shipping Initiative will establish a co-created and co-managed partnership between Memorial University and Inuit communities. This project will serve as an example for respectful engagement and creation of research projects with a strong focus on EDI and anti-racism principles, as dedicated personnel will be recruited to assist in this project and will surely participate in other EDI initiatives at Memorial. The aforementioned senior leadership personnel will play a strong role in the governance and compliance aspects of this project. As previously reported, the comparatively short timeline of the first term stipend used to hire the EDI Officer against the timeline for achievement of institutional goals dictated that the efforts of this position would be primarily focused on objectives that could be tangibly advanced and/or achieved within a short window of opportunity. This necessarily limited the impact of this position in effecting progress in other CRCP EDI Action Plan objectives, and resulted in more focus on the development of information documents that lack the adherence and longevity of institutional policy but that could provide meaningful progress and impact in a short time frame. While the achievements of the position and institution during this time should not be minimized, a longer-term commitment could have resulted in more effective long-term planning and cooperation, rather than a burst of progress in identified areas spearheaded by the Officer. Using the EDI Stipend to fund the EDI Officer position nonetheless afforded advantages that greatly benefitted the institution, by enabling a designated individual to push forward a number of strategic and carefully selected initiatives that, because of their inter-departmental nature, were previously difficult to initiate and advance. In this sense, the use of a position specifically designated to this work gave a significant opportunity for progress and focus on institutional objectives where this may have previously been of a less urgent priority to individual units. The focused, short-term nature of this position afforded the EDI Officer the opportunity and the impetus to bring together equity workers from across campus in order to methodically advance these initiatives in a timely fashion. The Vice-Provost (EDI-AR) will participate in the hiring of a second EDI Officer through the second allocation of the EDI Stipend, as well as a key role in advancing institutional EDI objectives and initiatives outside of the Vice-President (Research) portfolio.

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

### Instructions:

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

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

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

#### EDI Stipend Objective 1

### Additional Objectives (if applicable)

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

#### EDI Stipend Objective 2

#### EDI Stipend Objective 3

#### EDI Stipend Objective 4

#### EDI Stipend Objective 5

#### EDI Stipend Objective 6

## Part D: Engagement with individuals from underrepresented groups

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

Memorial has undertaken a variety of initiatives to assess barriers and gaps in our support of underrepresented groups, and strategies to better engage with underrepresented groups within the organization. While each of the initiatives highlighted have been developed in consultation with equity deserving groups, the following are examples that have demonstrated or have enabled particularly broad and/or thorough engagement. On July 1, 2021, Catharyn Anderson was appointed as Memorial University's first Vice-President (Indigenous). This senior leadership position focuses on continuing to build meaningful relationships with Indigenous Peoples and advancing Indigenization at Memorial. The Vice-President (Indigenous) upholds a university-wide mandate to support Indigenous education broadly across the university, encouraging respectful engagement and relationship building with Indigenous peoples and communities, and supporting the success of Indigenous students across Memorial University. Led by the Vice-President, Memorial worked in partnership with various representatives of the Indigenous Peoples of Newfoundland and Labrador, both within and outside of the University, to develop the Strategic Framework for Indigenization 2021-2026. Extensive consultations, in-depth discussions, and significant resultant feedback from many stakeholders contributed to the draft. The President's Advisory Committee on Indigenous Affairs provided guidance and leadership every step of the way. The Framework presents a set of actions grounded in these extensive consultations, and highlights the various ways that Memorial must decolonize and indigenize its programs, campuses, staff, faculty, and students in order to advance reconciliation. As recommended in Memorial's Employment Equity and Diversity Plan, the position of Vice Provost (EDI) was established. On August 27, 2021, Dr. Delores Mullins was appointed to this inaugural position for a five year term. The position will address / oversee EDI issues that affect students, faculty, staff and the greater community, ensuring the right supports and services are in place to meet the diverse needs of the constituencies that make up Memorial's university community. Dr. Mullins will also oversee Memorial's strategic planning process to carefully and intentionally advance institutional goals on EDI and anti-racism. In November 2021, a call went out seeking volunteers to be part of Memorial's EDI-AR Strategic Planning Team. On November 18, 2021, Memorial signed the "Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education: Principles, Actions and Accountabilities." More than 40 Canadian post-secondary institutions signed off on the Charter, which is focused on the goal of eliminating barriers for Black scholars, students, faculty, staff and others. The Associate Vice-President (Indigenous Research) is a senior leadership position at Memorial. Following a successful first term where key initiatives were advanced, approval was secured to continue this position. A search is currently ongoing for a member of an equity deserving group to be hired into this position, which has been designed to facilitate the understanding and advancement of Indigenous research at Memorial, and to better integrate Indigenous research practices into Memorial's research culture. A list of resources for conducting Indigenous research at Memorial can be found on the webpage for the Office of the Vice-President (Research), which also includes information on Memorial's 2020 "Research Impacting Indigenous Groups" policy. In 2019, the Gender Equity Fund was established with a signed Memorandum of Understanding between the University and the Faculty Association. \$1M was allocated to address gender-based inequities in total salary for women Academic Staff Members (ASMs) when compared to men ASMs. The final report of the Joint Gender Equity Salary Adjustment Committee was submitted to the Provost in April 2021 for review.

## **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)

The Employment Equity and Diversity Advisory Committee, originally established by Memorial University's Vice-Presidents Council to provide advice on matters relating to diversity, equity and inclusion in employment, guided the development of the Employment Equity and Diversity Plan: 2019-2021 (EEDP) (<http://www.mun.ca/hr/services/Equity/EquityandDiversityPlanReport.pdf>). A requirement stated in Memorial's 2016 Equity, Diversity and Inclusion in Employment policy, the EEDP is monitored annually and renewed every three years in alignment with other changes in EDI at Memorial and beyond (e.g., in accordance with CRCP requirements, and changes to Memorial's policies and procedures, and to ensure consistency with Memorial's Collection Agreement). Considered a "living document," 38 action items were originally designed to eliminate barriers, promote diversity, and reach numerical hiring goals in order to address under representation of certain designated groups. As the current three year period ended on December 31, 2021, the Plan is now being reviewed, and will be updated accordingly. Unconscious bias training is now mandatory for all selection committees in the recruitment and selection of non-academic employees, all individuals involved in the search process for a Canada Research Chair, all university research awards selection committee members, and the Awards Advisory Committee that is responsible for identifying and nominating faculty and staff for prestigious awards. Memorial has an ongoing partnership with the Canadian Centre for Diversity and Inclusion (CCDI), creating a hub for anti-racism educational resources for employees (<https://www.mun.ca/hr/services/Equity/ccdi.php>). Since April 2020, CCDI has hosted two webinars per month focused on equity, diversity, and inclusion, and, in 2020, more than 600 Memorial employees participated in these webinars. Today, employees can avail of CCDI training sessions such as "Increasing Cultural Competence," "Combating Tokenism," "The Importance of Intersectionality in EDI," and "Exploring Privilege," among others. As part of the process to decolonize institutional policies and procedures, it was recognized that administrative employees needed to have a better understanding of Indigenous cultures in the province. Employees in Financial Administrative Services, Research, and Human Resources participated in Indigenous Cultural Diversity Training from First Light, a local non-profit organization that "offers educational experiences about the Indigenous groups in our province..." (<https://firstlightnl.ca/about/education/>) On September 28, 2021, Memorial University officially opened "Juniper House" (<https://gazette.mun.ca/student-life/place-of-presence/>). Located on Memorial's St. John's campus, the Indigenous Student Resource Centre's overarching purpose is to serve Indigenous students' needs and provide multifunctional gathering and studying spaces. Memorial's Department of Human Resources offers a variety of diversity training resources and opportunities to employees ([https://www.mun.ca/hr/services/Equity/Div\\_training.php](https://www.mun.ca/hr/services/Equity/Div_training.php)). For example, Human Resources collaborated with Inclusion NL to develop best practices for interviewing in a virtual environment, and hosted a session on building accessibility confidence to recognize Disability Employment Month. Information sessions have been held for Memorial's Workplace Accommodation policy (religious/cultural accommodations). Dr. Kris Poduska, Professor, Department of Physics and Physical Oceanography, Faculty of Science, has given presentations to the University community titled "Incorporating Equity, Diversity, and Inclusion (EDI) into NSERC Discovery Grants" (<https://www.mun.ca/science/media/production/memorial/academic/faculty-of-science/faculty-of-science/media-library/research-teaching/research/on-the-menu/EDI%20in%20NSERC%20DGs-Kris%20Poduska.pdf>). Memorial has also joined the National Strategy for Supporting Women in Trades program, and has taken the CHAMPIONS4CHANGE pledge (<http://switcanada.caf-fca.org>).

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

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

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

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

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