Introduction:

The Government of Canada has introduced new requirements within the Canada Research Chairs (CRC) program to support the achievement of a more equitable, diverse, and inclusive Canadian research enterprise in Canada. As such, the CRC program is committed to the federal government’s policies on non-discrimination and employment equity. All Canadian universities accepting funding from the federal CRC program are expected to make concerted efforts to take specific steps in support of developing equity and diversity targets with respect to CRCs, as well as provide a supportive and inclusive workplace for all Chairholders.

The purpose of this document is to outline the plans and actions either already completed, currently underway, or that will be undertaken at St. Francis Xavier University (StFX) in order to ensure equity, diversity and inclusion with respect to the selection, appointment and institutional support of CRCs. Many of the actions contained within this plan, however, extend beyond the StFX CRC community.

In 2017, following an intensive consultation process that involved over 200 University community members, StFX released its new University Strategic Plan (which can be found at this link: https://www.stfx.ca/sites/default/files/final_2017-2022_strat_plan_2016.pdf). Equity and Inclusion is one of five strategic pillars in the StFX Strategic Plan. In the past 3 years, StFX has held two full-day Equity Summit events, attracting a broad cross-section of the University community in facilitated efforts to identify issues and actions related to equity, diversity and inclusion at StFX. The University has also organized an equity, diversity and inclusion training workshop for all Department Chairs and Program Coordinators, as well as over 40 frontline staff and faculty. Resiliency training has been undertaken for marginalized groups on campus.

The StFX Strategic Research Plan will be renewed in early 2019 and will include renewed attention to equity, diversity and inclusion, both in hiring and retention of StFX faculty researchers; students involved in research; and our research relationships with communities that have traditionally been marginalized. As outlined within specific commitments to Equity and Inclusion in the most recent University Strategic Plan (2017-2022), StFX is committed to ensuring the representation and advancement of, as well as enhanced support for individuals self-identifying as one or more of the four designated groups (FDGs) that have traditionally been disadvantaged in employment. These groups are: women, members of racialized populations (visible minorities), Indigenous Peoples, and persons with disabilities. We realize that in order to address the disadvantages and inequities faced by these groups, a broader effort to address equity, diversity and inclusion among the entire University faculty and staff is needed. StFX endorses Universities Canada’s Equity, Diversity and Inclusion Principles. Following our two Equity Summit events and the recommendations of a newly formed Equity Advisory Committee, the University is in the process of undertaking a broader workplace review; initial observations from this effort is included in a section below. The Equity Advisory Committee has also developed an Equity Lens Questionnaire that can be utilized by any group and applied to virtually any proposed activity at the University. This Questionnaire poses a short series of questions that helps inspire greater reflection towards identifying inequities, as well as reducing or eliminating barriers to diversity and inclusion.
StFX prohibits discrimination and harassment on all grounds protected under the Nova Scotia Human Rights Act including age, race, color, religion, creed, sex, sexual orientation, gender identity, gender expression, physical disability or mental disability, irrational fear or contracting an illness or disease, ethnic, national or Aboriginal origin, family status, marital status, source of income, political belief, affiliation or activity. The University has established a formal policy on Discrimination and Harassment in the Workplace. StFX has recently renewed the Terms of Reference for the Human Rights and Equity Advisor and recruited a new professional for this position. Together with a newly appointed Equity Advisory Committee having representation from across the campus community, the Human Rights and Equity Advisor has developed an initial action plan that will be updated annually (included as an appendix to this document).

Services provided by the Human Rights and Equity Advisor include providing information, advice and assistance to all students, faculty and staff regarding discrimination and harassment; facilitation of informal complaint resolution; coordination of formal complaint investigation; education and training for faculty, staff and students on discrimination, harassment, diversity and equality; and promotion of a climate on campus that is welcoming of diversity and respectful of differences. With input from the StFX Equity Advisory Committee, we are currently rewriting our Harassment and Discrimination Policy so that it is aligns with the university’s commitment to equity, diversity and inclusion as outlined in our Strategic Plan. This revised Policy will be completed in early 2019. In addition, StFX will conduct an initial equity survey of all faculty and staff in early 2019 so that we have an accurate baseline of information with respect to the existing diversity on campus. This survey is expected to be repeated every 2 years so that we can track our progress on equity, diversity and inclusion at StFX. The Equity Advisory Committee has also worked collaboratively with the Human Rights and Equity Advisor to develop StFX-specific definitions of equity, diversity and inclusion.

One of the distinguishing features of StFX is that it combines the pursuit of research excellence with local and regional social relevance achieved through community engagement and partnerships, as well as a commitment to social engagement, social justice, and service to community. These efforts have had global reach and impact. Dating back to the Antigonish Movement, StFX has had a long and continuing tradition of working with communities to facilitate social change, as well as address inequities and marginalization. StFX is home to the Coady International Institute, a world-renowned centre of excellence in community-based development and leadership education. In collaboration with partners in Canada and the Global South, the Coady Institute works to reduce poverty and transform societies by strengthening local economies, building resilient communities, and promoting social accountability and good governance. In 2012, StFX founded the Coady (visiting) Chair in Social Justice with the financial support of the Sisters of St. Martha’s in Antigonish. StFX is also home to the National Collaborating Centre for the Determinants of Health (NCCDH), one of six national collaborating centres funded by the Public Health Agency of Canada. The NCCDH focuses on health equity and how differences in local socio-economic conditions can cause inequities in health and public health care services. Two of our five current CRCs are focused on equity and inclusion issues. In October, 2015, through the generous donation of Jeannine Deveau, StFX created the Jeannine Deveau
Educational Equity Endowment Scholarship Fund. Within two years, this fund provided 56 scholarships and over 70 bursaries to Indigenous and African Nova Scotian students at StFX, enabling them to access a university education. The Deveau Fund has also supported the establishment of the John Jerome Paul Chair for Equity in Mathematics Education. This research chair is held by StFX Education Professor Dr. Lisa Lunney Borden, whose work will focus on teaching and math achievement for First Nations and African Nova Scotia students.

Through the Canada Research Chairs (CRC) program, we nominate and employ leading scholars in the social sciences, humanities, natural and physical sciences, and health-related areas. A high percentage of faculty members recruited to StFX through the CRC program have remained at the University at the end of their term(s). In fact, only one former CRC at StFX has left the University since the program was initiated. The hiring of exceptional researchers as CRCs, therefore, has had lasting impacts on our faculty complement.

Our CRC Equity, Diversity and Inclusion Action Plan addresses the representation of the four designated groups (FDGs) identified by the federal government as priorities among StFX CRCs. It outlines our institutional equity, diversity and inclusion objectives and measurement strategies, our approach to managing CRC allocations, a plan for collecting equity and diversity data, and our approach to retention and inclusivity. As required by the Tri-Agency Institutional Programs Secretariat, we will provide an annual report to the Secretariat and post this report on our public accountability and transparency webpage for Canada Research Chairs (see link below). The report will provide details on the progress made in meeting and maintaining the objectives set out in this Plan. Information on past and present CRCs at StFX, as well as our CRC Equity Diversity and Inclusion Action Plan can be found on this page: https://www.stfx.ca/research/about-research/research-chairs/canada-research-chairs
**Process for Developing and Approving this Plan**

This Plan was developed by the Associate Vice President, Research and Graduate Studies, in consultation with members of the StFX Research Advisory Committee and with input from the Director of Human Resources and the StFX Human Rights and Equity Advisor. The Plan has been presented to and discussed by the StFX President’s Council, which includes all executives and senior managers. The senior official responsible for formal approval is the Academic Vice President and Provost.

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1. Background & Context

The Tri-agency Institutional Programs Secretariat, which is responsible for managing and administering the CRC program, has created a CRC equity, diversity and inclusion target-setting tool for Canadian Universities. These targets estimate the representation of a designated group within the pool of potential nominees (i.e. individuals with PhDs from the four groups). We recognize the importance of establishing hiring and promotion strategies to ensure the representation of designated groups in our general faculty, as well as among our Canada Research Chairs. We also understand that progress on equity, diversity and inclusion requires more than achieving better percentage representation; it is also about rethinking established institutional norms and culture. This commitment is reflected in the 2017-2022 StFX University Strategic Plan, which includes a series of specific goals and actions (many of which are replicated in this CRC Equity, Diversity and Inclusion Plan).

**Equity & Inclusion**

We are a welcoming community, reflective of the diversity of the modern world and strengthened by our differences. We respect and support the needs and aspirations of our students, faculty, and staff by being creative, adaptable, and inclusive in our practice and policies. We provide opportunities to members of all communities to participate, engage, and belong.

**Goals & Objectives:**

**Goal 1:** Create and sustain a campus climate in which all campus community members feel welcomed, supported, included, and valued by the University and each other.

- Create a shared definition of equity that can be integrated into all aspects of University operations and program delivery.
- Review and revise existing policies and practices to promote respectful, equitable interactions within the University community.
- Create clearly identified and ongoing supports for the integration of equitable pedagogical practice across all disciplines.
- Promote research on equity, inclusion, and diversity, making contributions to scholarship as well as the campus and society.

**Goal 2:** Create a critical mass of talented students, faculty, and staff that reflects the wider Canadian and global community.

- Develop student recruitment strategies specific to individual communities.
- Review and revise student entrance and assessment criteria to reflect principles of equity and inclusion.
- Review and revise faculty/staff recruitment and assessment processes to reflect principles of equity and inclusion.

**Goal 3:** Enhance academic support services to give all students the opportunity to achieve their potential.

- Create Centre for Student Success to assist all students to achieve their potential.
- Expand services for International students, including English as an additional language programming.
- Expand services for under-represented students, including African Nova Scotian, Indigenous, and students with low income.

*StFX University Strategic Plan, 2017-2022*
At StFX University, a number of previous CRCs have been women. We are proud that our complement of female CRCs (past and present) has been stronger than the national average. In order to build on this, we recognize the importance of continually monitoring barriers to participation in the CRC program by members of the four designated groups.

**Previous Canada Research Chairs at StFX**

The following list outlines all previous CRCs at StFX (i.e. all individuals successfully appointed to a CRC and who either have completed their Chair term(s) or lost their Chairs due to the CRC re-allocation process).

<table>
<thead>
<tr>
<th>Previous CRCs who are members of the designated groups</th>
<th>Tier 2</th>
<th>Tier 1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Previous CRCs</td>
<td>8</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Women</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Indigenous Peoples</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Total Previous CRCs from designated groups</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>% Previous CRCs from designated groups</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

*Data suppressed because we have 5 or fewer chairs, to protect confidentiality of chairholders.

**Current (Active) CRCs at StFX University**

As of December 2018, StFX has five active CRCs (one Tier 1 and four Tier 2 CRCs). We currently have no vacant Chairs. As per CRC program requirements, for confidentiality reasons, we are unable to report on the number of chairholders who self-identify as women, as a person from a visible minority group, as an Indigenous person, or a person with a disability. However, we can report that we currently have no gaps in requirements to meet CRC equity targets as prescribed by the CRC program.

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>Target</th>
<th>Occupancy</th>
<th>Gap</th>
<th>Gap (# of Chairs)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>33%</td>
<td>*</td>
<td>*</td>
<td>no gap</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>15%</td>
<td>*</td>
<td>*</td>
<td>N/A</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>4%</td>
<td>*</td>
<td>*</td>
<td>N/A</td>
</tr>
<tr>
<td>Aboriginal Peoples</td>
<td>1%</td>
<td>*</td>
<td>*</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Data suppressed because we have 5 or fewer chairs, to protect confidentiality of chairholders.

**Note:** If the number of Chairs needed to fill a gap is less than 0.5, the cell indicates N/A (not applicable).

As Chairs become vacant or the University is allocated additional Chairs, StFX will take proactive steps to recruit additional CRCs from the FDGs wherever possible, while ensuring the no new gaps emerge in our current compliance with targets for gender (women Chairs).
In developing this CRC Equity, Diversity and Inclusion Plan, we acknowledge that StFX is located in Mi'kma'ki, on the ancestral and unceded territory of the Mi'kmaw People. In August 2016, StFX initiated a Committee on Indigenization (COI) in response to the Truth and Reconciliation Committee (TRC) Calls to Action. This Committee has recently been renamed the Committee on Reconciliation (COR) and efforts have been guided by a series of meetings with Indigenous Elders and Knowledge Carriers. Through the StFX Committee on Reconciliation, StFX has developed three program circles dedicated to Ceremony and Governance, Academic Programming, and Student Experience. Initial commitments of the COR Academic Circle include: developing a decolonizing strategy for the University that is aligned with the Equity Pillar in the University Strategic Plan; review of university academic policies and processes related to decolonization/reconciliation and making recommendations to the AVP regarding meeting TRC Calls to Action; creating spaces for Indigenous ways to come together with current academic practices; organizing gatherings of faculty members and provide education/training around issues related to decolonizing classrooms; creating culturally sensitive spaces for students; to make recommendations to Joint Committee on Studies/AVP regarding new academic initiatives aimed at Reconciliation/decolonization; and to work with other circles of the University Committee on Reconciliation on campus-wide initiatives that extend beyond the academic circle.

In addition, StFX has established a new position of Indigenous Knowledge Keeper on campus and appointed local Indigenous leadership representation on the University Board of Governors. Two of our most recent Coady Chairs in Social Justice have been Indigenous leaders and scholars. One of our former CRCs, Dr. Jane McMillan, CRC in Indigenous Peoples and Sustainable Communities, has played a leading role in discussions on StFX’s physical location and its historical relationships with Mi’kmaq and African Nova Scotia communities. Advancing discussions on decolonization, reconciliation and Indigenization at our University will depend significantly on our ability to recruit and retain Indigenous faculty, and the need to hire, mentor and promote Indigenous scholars and scholarship at StFX. The Senate approved plan for the newly created Mulroney Institute of Government at StFX, includes a research pillar on Indigenous Governance and StFX is pursuing efforts with donors to endow a research chair in this area. Because of the CRC program’s assessment of the size of the pool of potential Indigenous CRCs and the small number of CRCs at StFX, the CRC’s target does not include any Indigenous Chairs for our institution. However, our priorities, informed by the realities in our province and community, and our institutional goals mean that awarding future CRCs to Indigenous scholars should be a priority within our efforts.

Our CRC researchers have contributed significantly to our institutional research capacity while making substantial and impressive contributions in their respective research fields. We acknowledge that our geographic location and the institutional focus of StFX presents challenges and limitations. In particular, our rural location in a small province, and our strategic focus on remaining a small, primarily undergraduate liberal education university limits the scope of our undergraduate and graduate programs and creates unique faculty recruitment and retention challenges. We are situated in a small, rural community and in a region of the country that benefits from the proximity of three historically African Nova Scotia communities and the Paq’tnkek Mi’kmaw Nation. Efforts will be made to increase connection to these communities including the continued advancement of the Committee for Aboriginal and Black Student Success, which is a community-university partnership.
The development of a new equity survey tool at StFX will collect baseline data concerning the degree to which StFX is attracting and retaining diverse faculty and staff. Despite an ongoing commitment to remaining a small, primarily undergraduate university, our simultaneous commitment to research excellence has remained strong. StFX performs well on all measures of research with comparable Canadian universities. Our key areas of research excellence require strong, independent and diverse researchers who make their home in Antigonish – a town of only 5000 persons that is a 2-hour drive from both Halifax and Sydney (the nearest urban centres). This institutional context drives a particular interest in utilizing the CRC program to both recruit and retain talented researchers.

As we continue efforts to implement this Plan, we will be building on a number of initiatives related to employment systems and workplace environment already underway. StFX has been in the process of conducting a number of policy and procedure reviews, as well as engagement discussions (e.g. university-wide Equity Summit sessions; equity workshops with Department Chairs and Program Coordinators; equity training workshops with university staff) with the university community with respect to equity, diversity and inclusion more generally. These efforts will require adequate time and careful attention to ensure they are carried out in a manner that simultaneously supports an effort to maintain and build on our CRC equity targets and goals, while also advancing objectives related to institutional equity, diversity and inclusion more broadly.

Employment Systems Review

In the process of developing and revising this plan over the course of the past 12-18 month, the following observations have been made with respect to employment systems at StFX:

- the current StFX-AUT Collective Agreement sections concerning equity, diversity and inclusion requirements in current hiring practices for faculty are insufficient and this requires attention in the next round of collective bargaining.
- the current StFX-AUT Collective Agreement does not contain specific sections on the hiring practices for Canada Research Chairs (or other types of research Chairs), which presents a barrier to ensuring that best practices with respect to equity, diversity, and inclusion in recruitment and hiring practices are followed.
- StFX lacks data on its staff and faculty complement that self-identify as a member of one of the four designated groups. The development of the new equity survey tool is expected to help address this issue.
- StFX requires increased attention to ensuring that any faculty or staff involved in recruitment or hiring practices have undertaken unconscious bias training.
- StFX requires increased attention to ensuring that equity, diversity, inclusion considerations have been fully integrated into all faculty recruitment and selection processes (e.g. inclusion of Equity Officer in all recruitment and selection processes).

Comparative Review of Institutional Support for Chairholders

Historically and currently, the university has provided similar and equitable institutional support to each of its chairholders, in terms of direct financial support for the direct costs of research and other forms of support (administrative support, access to CFI JELF quotas etc.). The exact amount of institutional support with a specific CRC nominee is a point of
discussion and negotiation prior to the submission of the nomination to the CRC program. CRC nominees at StFX are consistently provided with level of direct cash support (start-up grant) that is higher than the normal amount given to a regular faculty member, owing to the research-intensive nature of these positions. The specific amounts, however, are aligned with the costs normally associated with the discipline (this means that the dollar value may vary from chair to chair depending on the discipline and the expected costs of research). All CRCs at StFX have received equitable treatment in terms of salary (a similar supplementary salary stipend is provided for the term of the Chair). There is also an expectation that the nominee will seek a variety of external funding support for some direct costs of research. In some cases, (i.e. the use of a CRC to retain an existing employee), the institutional support could include the costs associated with a replacement tenure track position or limited term appointment. In the past, there were some inconsistencies in the way various forms of institutional support (e.g. administrative support) for Chairs was calculated and reported. With recent adjustments and going forward, this tracking will be more rigorous and consistent, allowing for ready identification and correction of inequities.

Average annual institutional support provided to CRCs completed terms of lost due to reallocation:
- Tier 1 NSERC, Male (term complete): $20,425
- Tier 2 NSERC, Female (term complete): $39,473
- Tier 2 NSERC, Female (term complete): $28,642
- Tier 2 NSERC, Male (term complete): $39,897
- Tier 2 NSERC, Male (term complete): $48,991
- Tier 2 SSHRC, Female: (phase out/reallocation): $17,351
- Tier 2 SSHRC, Male: (phase out/reallocation): $16,900
- Tier 2 SSHRC, Male: (term complete): $41,145

All CRCs are treated the same and equitably with respect to the following: chairholders have an equal reduced teaching load (this is specified in the StFX Collective Agreement as half of a normal teaching load). CRCs are not required to serve on any university committee (they may voluntarily choose to do so), thus eliminating service requirements normally expected of full time tenured or tenure track faculty members. The combination of these two reductions provides each chairholder with equal opportunity to devote the vast majority of their time to advancing the objectives of their research programs.
2. CRC Equity, Diversity and Inclusion Objectives and Measurement Strategies at StFX

The following objectives and measures are set out to ensure an equitable, diverse, and inclusive CRC recruitment, retention, and support system aligned with existing University policies and collective agreements. They reflect StFX University’s context related to our size, geographic location, and aspirations.

**OBJECTIVE 1:** Ensure that StFX maintains target CRC representation from the four designated groups.

**ACTION 1.1:** Complete successful CRC recruitment and nominations of 2 CRC candidates in order to re-establish compliance with StFX CRC targets for Chairs held by women.

**WHO:** Academic Vice President and Provost; Associate Vice President, Research and Graduate Studies; Deans of Faculties.

**WHEN:** By October 31, 2018

**PROGRESS:** Complete

**OBJECTIVE 2:** Retention of CRCs who self-identify as members of the FDGs.

**ACTION 2.1:** Complete an employment systems review to identify the extent to which StFX’s current CRC (and broader faculty recruitment practices) are open and transparent; identify barriers or practices that could be having an adverse effect on the recruitment, hiring, and ongoing employment of individuals from the four designated groups; and develop and implement corrective measures to address systematic inequities.

**WHO:** Vice-President Finance & Administration, Director of Human Resources, Equity and Diversity Officer

**WHEN:** By March 31, 2019

**PROGRESS:** Underway – initial issues identified, largely related to 1) limitations in current practices for self-identification among current staff and prospective new hires; and 2) current expectations around recruitment and hiring based on past practices and current provisions of the StFX-AUT Collective Agreement.

**ACTION 2.2:** Complete a comparative review—by gender, designated group, and field of research—of the level of institutional support (e.g. protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to current CRC-holders, and identify measures to address any systemic inequities identified.
WHO: Associate Vice-President Research & Graduate Studies

WHEN: By December 31, 2018

PROGRESS: Complete, results included in this Plan and reported in Annual Progress Report.

**OBJECTIVE 3:** Ensure existing policies, agreements, and plans that may influence StFX’s CRC community, as well as broader recruitment and hiring processes are written and implemented in a manner that is supportive of equity, diversity and inclusion.

**ACTION 3.1:** Work with our faculty union to ensure the Collective Agreement supports the Canada Research Chair requirements for equity, diversity and inclusion, as well as updated provisions for equity, diversity and inclusion in recruitment and hiring processes more generally.

WHO: Vice-President, Finance and Administration; Academic Vice President and Provost; Associate Vice President, Research and Graduate Studies; Director of Human Resources

WHEN: By July 31, 2019

PROGRESS: Initial meetings have been held with faculty union leadership to prepare for upcoming round of Collective Bargaining.

**ACTION 3.2:** Review and update the StFX Strategic Research Plan to ensure it supports and enables our equity, diversity and inclusion goals.

WHO: Associate Vice-President Research & Graduate Studies

WHEN: By May 31, 2019

PROGRESS: Renewal process is underway. Senate workshop on research strategy planning is scheduled for the end of March, 2019.

**ACTION 3.3:** Complete an inventory of policies, agreements and plans that may impact the recruitment, retention, and support of CRC-holders at StFX and establish a process and timeline for reviewing them.

WHO: Vice-President Research & Graduate Studies

WHEN: By March 31, 2019

PROGRESS: Underway.
**ACTION 3.4:** Complete the development of a new Senate-approved Policy for Research Chairs at StFX, with inclusion of specific provisions for recruitment of Chairs from the FDGs.

**WHO:** Academic Vice President and Provost; Associate Vice-President Research & Graduate Studies

**WHEN:** By May 31, 2019

**PROGRESS:** Initial draft policy document developed and discussed by Research Advisory Committee and Academic Committee on Policies and Priorities.

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**OBJECTIVE 4:** Expand the range of University supports for a more diverse, equitable and inclusive working environment.

**ACTION 4.1:** Enhance training for all university faculty and staff on unconscious bias and on the importance of equity, diversity and inclusion in the workplace by directing new faculty and staff to online resources during their orientations, by using internal University communication channels to encourage all employees to complete an online module, and offering in-person facilitated discussions based on the online module.

**WHO:** Human Rights and Diversity Officer and Director of Human Rights in collaboration with the Associate Vice-president Research & Graduate Studies and Director of Research Grants

**WHEN:** Beginning in Fall, 2018

**PROGRESS:** Some progress to date. Workshops held with all Departmental Chairs and Program Coordinators. Next steps include broader targeted communication to encourage all employees to complete an online module on unconscious bias, and offering in-person facilitated discussions based on the online module.

**ACTION 4.2:** Develop a process and tool for allowing self-identification of all university faculty and staff to establish improved baseline information on members who self-identify as members of the FDGs at StFX University.

**WHO:** Human Rights and Diversity Officer, Director of Human Resources

**WHEN:** Beginning in Winter, 2019

**PROGRESS:** Under development.

**ACTION 4.3:** Further develop and continue to offer Cultural Competency Training workshops available to all staff. Cultural competence refers to an ability to interact
effectively with people of different cultures, and to manage and promote diversity and inclusion. During the workshops we explore how to: acknowledge and address hostility towards diversity; understand our own cultural positions and how they differ from others; understand the different social and cultural realities we work in; cultivate appropriate attitudes towards cultural difference; generate and interpret a variety of verbal and non-verbal responses; understand structural oppression and commit to social justice; and cultivate the ability to manage diversity tensions and conflicts in a way that promotes inclusion and improved team effectiveness.

**WHO:** Human Rights and Diversity Officer and Director of Human Resources

**WHEN:** Beginning in Fall, 2018.

**PROGRESS:** 30-35 participants in each of 2 cultural competency training workshops held to date.

**ACTION 4.4** Develop a decolonizing strategy for the University that is aligned with the Equity Pillar in the University Strategic Plan, including review of university academic policies and processes related to decolonization/reconciliation and making recommendations to the AVP regarding meeting TRC Calls to Action and organizing gatherings of faculty members and provide education/training around issues related to decolonizing classrooms, creating culturally sensitive spaces for students.

**WHO:** StFX Committee on Reconciliation

**WHEN:** Beginning in Fall, 2018. Strategy complete by December 31, 2019.

**PROGRESS:** Underway. Kerry Prosper, Indigenous Knowledge Keeper at StFX appointed in Fall, 2018.
Indicators of Progress

In addition to ensuring that StFX maintains compliance with CRC targets for self-identified representation from the four designated groups, the following additional items will be monitored to ensure we are making progress towards our objectives:

- Number / percent of applicants self-identifying from the FDGs groups who apply for CRC positions.

- Success rate of StFX applications for CRCs with nominees who self-identify from the FDGs.

- Retention rate of StFX CRC-holders from the FDGs (to completion of term), as well as retention of these faculty members in years following the completion of their CRC.

- Measures to reduce any identified inequities in institutional support for CRCs from designated groups have been implemented.

- Annual CRC reports from Chairholders who identify as members of the FDGs are positive and remain positive, particularly with respect to Institutional Support.

- Percent of faculty, staff, and administrators who participate in equity, diversity, and inclusion workshops, workplace surveys and employee equity surveys.

- New versions of the StFX-AUT Collective Agreement clarify provisions for hiring of CRCs and newly strengthened provisions for equity, diversity and inclusion in faculty hiring processes more generally.

- Percent of faculty and staff who feel that improvements to campus culture related to equity, diversity and inclusion are progressing in a positive direction (information gathered through the new employee equity survey).
3. Management of Canada Research Chair Allocations at StFX

StFX University recognizes that unconscious bias can have adverse, unintended and negative impacts on the recruitment and hiring of, as well as the overall success and career progression of individuals, especially those from the four designated groups. As a result, all individuals involved in any aspect of the CRC allocation and nomination process will be required to complete training in unconscious bias before becoming involved in the process. This training will be enhanced as outlined in our action steps associated with this Plan.

StFX University has developed explicit Employment Equity Policy governing the recruitment and hiring of all faculty positions within the most recent Collective Agreement signed between the Board of Governors of StFX University and the StFX Association of University Teachers (AUT). This Policy statement is outlined in Appendix 1. This StFX CRC Equity, Diversity and Inclusion Action Plan makes every effort to reflect the current Employment Equity Policy outlined in the StFX-AUT Collective Agreement, while also recognizing that additional new measures are required to continue advancing our efforts in support of equity, diversity and inclusion.

The current StFX-AUT Collective Agreement has a specific article outlining the teaching load requirements of CRC positions, but does not contain distinct language on the recruitment and hiring of nominees for CRC positions. Thus, CRC positions at StFX are currently filled according to the general principles outlined in Section 2.1.1. of the StFX-AUT Collective Agreement. StFX has developed additional procedures overseen by the Research Advisory Committee for the determination of research themes to be filled by vacant or newly allocated CRCs (in order to generate faculty input to the process), as well as ensure that guidelines or requirements established by the Federal Government are followed. Revisions to the current collective agreement will ensure that StFX is managing recruitment and selection of Canada Research Chairs in accordance with the goals of the Canada Research Chair Program and the goals of this CRC Equity, Diversity and Inclusion Plan. Annual reporting of our employment equity progress will be provided to the University’s President and Executive team, as well as provided to the University community to support enhanced transparency and communication.

The research area (theme) for new or vacant CRCs will continue to align with the University’s approved Strategic Research Plan. The Strategic Research Plan will be updated in early 2019. Recommendation on vacant or new CRC research themes is made to the Academic Vice President and Provost (AVP) by the Associate Vice President, Research and Graduate Studies (AVPRGS) following input from the Research Advisory Committee. The process to reach recommendation on CRC themes at StFX is outlined in Appendix 2.

Once the research area of a new or vacant CRC position has been determined, the Associate Vice-President, Research & Graduate Studies (AVPRGS) is responsible for drafting chair descriptions. The description must be reviewed by the University’s Human Resources Department prior to being brought forward to Deans and the AVP for approval. Alongside external candidates, members of faculty from any department are eligible to apply to be nominated to become a Canada Research Chair by the University.

Based on the list of departments and inter-disciplinary programs identified as potentially
affected by the CRC research area, the Academic Vice President and Provost (in consultation with relevant Deans and the AVPRGS) will form a CRC Nomination Committee. All members of the Nominating Committee are required to complete training on unconscious bias. This committee may also review the chair description once it has been approved by Deans and the AVP. The CRC Nominating Committee also reviews applications and interviews potential candidates. They provide a recommendation on which candidate should move forward to the external CRC review process. The AVP, with the approval of the President, may choose to use the corridor of flexibility in managing its allocation of chairs to align with institutional priorities and/or to encourage progress towards equity targets.
4. Recruitment and Nomination Process for CRCs at StFX University

In alignment with the current StFX Employment Equity Policy as outlined in the current StFX-AUT Collective Agreement, StFX University has a commitment to ensure that recruitment and nomination processes for all Canada Research Chair positions are transparent, open and equitable. StFX also recognizes that particular measures are required to promote equity, diversity and inclusion in the employment of those identified in the list of designated groups (women, Indigenous peoples, persons with disabilities, and visible minorities). These efforts could include unique accommodations in terms of physical location on campus, allocation of laboratory or other types of space, organization of teaching schedules, etc. StFX University also applies the principles of transparency, openness and equity to decisions regarding the renewal of existing Chairholders. For example, clear criteria will be used to determine whether an existing Chair will be submitted for renewal to the program and these criteria will be communicated to all Chairholders at the beginning of their terms.

At StFX University, the Associate Vice President, Research and Graduate Studies (AVPRGS) is the senior official responsible for developing and overseeing implementation of this plan in partnership with other university officials. The Academic Vice President and Provost (AVP) shall be the senior official responsible for certifying that all CRC recruitment and nomination processes are transparent, open and equitable.

StFX requires the use of an equity statement (outlined in the following section) in all recruitment advertisements for faculty positions and CRC nominees indicating that the University welcomes applications from traditionally disadvantaged groups, including women. StFX is in the process of developing a formal policy on Research Chairs and Professorships, which is expected to be approved by the Senate of the University and will address broader issues related to all forms of Research Chairs (including the selection and appointment of endowed or sponsored Chairs). Equity, inclusion and diversity provisions will also be addressed in this policy, which is expected to be presented to the University Senate by May 31, 2019.

Nature of CRC Competitions:

StFX University normally holds open, externally and internally advertised competitions for all vacant or newly allocated Canada Research Chair positions.

CRC Advertisements:

- All advertisements for Canada Research Chairs issued by StFX University will specify that the position is for a Canada Research Chair, as well as outline the expectations and requirements of the CRC program associated with the Chair level (Tier 1 vs Tier 2).

- All advertisements for Canada Research Chairs at StFX University shall contain a statement that encourages and welcomes applications from visible minority group members, women, Indigenous persons, persons with disabilities and members of disadvantaged groups.
• StFX University shall, if necessary, target a specific CRC recruitment campaign towards applications exclusively from candidates who would meet institutional equity and diversity objectives set out for the CRC program. Such a provision would normally only be used if StFX is not in compliance (or fall out of compliance) with its targets of CRCs self-identifying from designated groups.

• StFX shall outline all selection criteria in advance of the launch of any CRC recruitment nomination process and these criteria will be communicated to potential applicants in the job advertisement. If a CRC is being specifically targeted towards candidates that will meet institutional equity and diversity objectives, this will be explicitly outlined in the job advertisement.

• All CRC advertisements from StFX University will be reviewed by the StFX Human Rights and Equity Advisor or other diversity experts before it is posted. All CRC-related postings will be maintained publicly for a minimum of 30 days. All StFX CRC recruitment nomination advertisements will be widely advertised in an effort to reach a wide diversity of potential candidates.

• All StFX advertisements related to CRCs will use inclusive, unbiased, ungendered language.

• StFX will endeavor to require, as part of CRC job criteria, a track record related to aspects of diversity and inclusion. Applicants will be asked, wherever feasible, to identify their strengths and experiences in increasing diversity in their previous institutional environment, in student research training, and in curriculum.

• Work-related assessment criteria in all StFX CRC advertisements will, wherever applicable to the theme or discipline of the Chair, allow for the inclusion of comparable experience from non-academic fields (e.g., government or community-based research). Similarly, the ability for candidates to submit codified forms of research output from oral or community-based forums may be invited and valued in addition to traditional forms of publication and scholarly output.

**CRC Nomination Committees and Selection Processes**

• The competition, selection and appointment of an individual to a Canada Research Chair shall be conducted in accordance with normal University policies and the provisions of the relevant Collective Agreement. The procedure for the recruitment and appointment of new faculty members is defined and governed by the Collective Agreement and Human Resources policies and processes of StFX University.

• In the case of a Canada Research Chair theme that is specifically targeted to a particular department, the provisions of the Collective Agreement and departmental procedure for hiring a new faculty member shall apply for recruiting and selecting the Chair. These selection processes are normally led by the Chair of a Department.

• For all Canada Research Chair themes that are not targeted towards a specific department, the inter-disciplinary recruitment process shall be followed and the
Academic Vice President and Provost (AVP) will consult with the Associate Vice President, Research and Graduate Studies, relevant Deans, Department Chairs or Program Coordinators to establish a Selection Committee with relevant departmental and inter-disciplinary representation on the Selection Committee.

- For all Canada Research Chair selection processes, members of Selection Committees shall be required to have representation from designated groups (including gender balance wherever possible). Given that StFX is a small university, with a small faculty complement, this may also be achieved by having Selection Committee members who, although not members of designated groups themselves, represent the interest of designated groups. It is understood that data on the representation of designated groups among faculty might not always be complete, given that this is a voluntary self-identification process, which may yield varying response rates.

- All CRC Selection Committee members at StFX will be sensitized to issues of equity and unconscious biases through training or other awareness-building activities (including use of training modules developed by the federal Tri-Agencies and the CRC Program Secretariat). The Selection Committee members will be made aware of any representation gap among the institution’s chairholders and of the institution’s strategy to address any under-representation as per the CRC target-setting exercise; and the StFX Human Rights and Equity Advisor will be consulted and engaged to ensure that appropriate attention to equity and bias is included throughout the process.

- All StFX CRC recruitment and selection processes will endeavour to identify a diverse pool of potential applicants, including representatives of designated groups as per the and the StFX CRC Equity, Diversity and Inclusion Plan. The StFX Human Resources Division, the Human Rights and Equity Advisor, the Equity Advisory Committee, and StFX faculty members who themselves are representatives of the FDGs will be engaged to identify strategies for recruitment of under-represented groups in all CRC competitions.

- CRC Nomination/Selection Committees will use encompassing, clear, flexible criteria for assessing excellence that recognize and reward the scholarship of teaching, professional service, outreach, mentoring and research training, and account for non-traditional areas of research and/or research outputs.

**CRC Interview Processes**

- All CRC Selection Committees at StFX shall undertake a process of pre-planning for interviews to ensure an unbiased, consistent and transparent selection process. This will include the development of standardized questions that address the selection criteria in a consistent manner. The development of an evaluation rubric will also be required for each competitive process. The Academic Vice President and Provost (AVP) and/or AVPRGS, as well as the Human Rights and Equity Officer shall be responsible for ensuring that clear equity expectations are established with all CRC Selection Committee members before interviews begin. This will include a requirement that interview Selection Committee members ask the same questions of each candidate and
not tailor questions to individual candidate.

- StFX University will ensure that all aspects of the CRC recruitment and interview process are accessible. When candidates are invited to the interview, StFX University will respect and adhere to any reasonable accommodation needs.

- StFX processes for CRC candidates will account for differences in communication and presentation styles by permitting and supporting the use of a variety of evaluation formats (e.g., a lecture or evaluation of scholarly works could complement an interview).

- StFX will be explicit in all communication with potential CRC candidates that career breaks for family or medical needs or community responsibilities will not negatively impact the hiring decision.

**Decisions Regarding Selection of CRC Nominees**

- StFX Selection Committees for CRCs will be instructed to be mindful that the best-qualified candidates may not have the most years of experience, greatest number of publications, or largest number of academic accomplishments. For example, an applicant who took time away from work or studies for family-related matters may not have as many publications, but the substance and quality of that applicant’s work may render them best qualified.

- All CRC Selection Committees will be asked to provide a written report to the appropriate Dean and AVP on the process that led to the selection of the successful candidate for a given CRC nomination, and the rationale when a member of a targeted group is unsuccessful.

- As per the provisions of the StFX Collective Agreement, the appropriate Dean and the Academic Vice-President and Provost shall consult on the terms of each CRC Selection process and decide which candidate, if any, is to be offered the nomination. If the Dean and/or AVP does not intend to nominate the person recommended by the Selection Committee, the Selection Committee will be informed, in writing, of the intended decision and the reasons for the intended decision and will be given five (5) days for further input before the final decision is made.

- As per the StFX Employment Equity Policy Provisions, the CRC Nomination/Selection Committees shall give consideration to strategic hiring when two candidates are approximately equal, meaning there are two equally qualified candidates and one is from an under-represented group.

- CRC Selection Committees shall avoid undervaluing scholarship or research that is non-traditional or unconventional; outside the mainstream of the discipline; or focused on issues of gender, race or minority status. Selection Committees may acquire the help of experts to assess fields with which they are unfamiliar.

- The need for accommodation will not be used as a negative in the assessment of any CRC candidate under consideration in a StFX CRC nomination selection process.
• CRC Selection Committees shall avoid averaging productive periods across non-productive periods, such as those required for parental, family or medical leave.

• CRC Selection Committees shall endeavor to be aware of limitations the field of study may have on publishing in top-tier, mainstream platforms and attracting research funding. If the market for the research conducted is smaller, the candidate’s “numbers” may not be comparable to those for more traditional areas of research.
5. Tier 2 Chair Eligibility

StFX University will ensure that the language relating to eligibility for Tier 2 Canada Research Chairs in all advertisements is neither misleading nor exclusionary.

Advertisements seeking nominees for CRCs at StFX shall:

- Encourage applications from all eligible candidates, and not imply that Tier 2 Chairs are exclusive to candidates who are, at the time of nomination, no more than 10 years from having earned their highest degree. Where breaks in any candidate’s research career exist due to maternity or parental leave, extended sick leave, clinical training, family care, etc., the Tier 2 justification process will be used to review a candidate’s eligibility.

- Postings will acknowledge the option available to potential applicants who are more than 10 years from having earned their highest degree and/or where applicable exceptional circumstances are present, to have their eligibility reviewed through the Tier 2 justification process.

- StFX will separate the specific eligibility criteria required by the university from that required by the Canada Research Chairs Program (as outlined on the Canada Research Chairs website).

StFX will include language suggested by the CRC Program Secretariat in postings for Tier 2 CRCs, such as:

- Tier 2 Chairs are intended for exceptional emerging scholars (i.e., candidates must have been an active researcher in their field for fewer than 10 years at the time of nomination).

- Applicants who are more than 10 years from having earned their highest degree (and where career breaks exist, such as maternity, parental or extended sick leave, clinical training, etc.) may have their eligibility for a Tier 2 chair assessed through the program’s Tier 2 justification process. Please contact the research grants office for more information.
6. Appropriate Consideration of Career Interruptions

StFX acknowledges that certain situations, such as career interruptions and personal circumstances, may legitimately affect a candidate’s record of research achievement. In addition, individuals from the four designated groups are more likely to experience career interruptions. To ensure that individuals with career interruptions are not unfairly disadvantaged in any CRC recruitment, nomination, selection or renewal process, StFX will employ the following safeguards:

- acknowledging within CRC-related job postings the potential impact that legitimate career interruptions can have on a candidate’s record of research achievement are understood and will be taken into consideration if outlined and documented;
- encouraging potential candidates to explain within their application to a Chairholder position the impact that career interruptions have had on their record;
- allowing potential candidates to submit a full career or extended CV to a Chairholder position in cases where they have had career interruptions;
- sensitizing and instructing selection committees to carefully consider the impact of career interruptions on a potential candidate’s record; and
- limiting the potential negative impact of unconscious bias and common cognitive shortcuts and errors within the recruitment, nomination and decision-making processes for a Chairholder position.
7. Accountability for Equity and Diversity in CRC Recruitment, Nomination and Selection Processes

The Academic Vice President and Provost (AVP) shall retain the right to deny approval of candidates for any CRC positions where equity considerations or other provisions of this plan have been neglected.

8. Collection and Protection of Self-Reported Equity and Diversity Data

Through the self-identification process, candidates for a CRC position are able to identify as one of the four designated groups recognized by the federal government. StFX has developed a CRC Self-Identification Form that is accessible on the StFX website for Canada Research Chairs. These forms, once completed, remain confidential, and are viewed only by those who are engaged in the CRC hiring process. The form is modelled on that used by TIPS. All potential CRC applicants are invited to complete this form with their application to become a CRC nominee at StFX University. A slightly modified form will be used for successful CRC nominees, for the purpose of tracking FDG data for chairholders specifically.

The form allows individuals to withhold their name and contact information, while providing for the collection of other information about them. In this way, privacy will be maintained, while the FDG data can be obtained anonymously if the individual so desires. Individuals are provided with different options for submitting their form (mail, campus mail, drop off, email file attachment, fax, etc). Administrative support staff in the StFX Human Resources Division shall serve as the point of contact for collection of this information / collection of the forms.

The cover note / instruction sheet provides information about why the information is being requested and how it will be used. The request will be accompanied by a letter (signed by the Academic Vice President and Provost) strongly encouraging participation and completion. A copy of the form is provided in Appendix 4 of this document.
9. Retention & Inclusivity

Since the inception of the CRC program, StFX University has had an exceptional track record of retaining Chairs once they are appointed and begin their positions at the University. Only one former CRC holder has left the University since the inception of the CRC program. The University also instituted efforts to help CRCs transition to a normal faculty position at the end of their terms, in an effort to retain them as faculty members. Our record of excellence in CRC retention and support remains a priority. Given the goals and initiatives outlined above, the University will take steps to support recruitment and retention of members of the four equity groups, and create a more inclusive environment, for both CRCs and faculty more generally.

Actions related to the University’s new Strategic Plan are intended to foster and support a climate of mutual respect in the workplace and learning environment so that members of the University community are free from harassment and discrimination. Other key policies include our Employment Equity Policy, our Policy on Discrimination and Harassment in the Workplace and our Policy on Violence and Bullying in the Workplace.
10. Raising Awareness

StFX will continue to raise awareness of its commitment to and the benefits of equity, diversity and inclusion within the CRC program and the broader research enterprise through the following mechanisms:

- Presentations by the AVPRGS and AVP at Faculty meetings, meetings of the Senate, meetings of the StFX Board of Governors, the President’s Council, and departmental meetings, as well as consultations to renew the University Strategic Research Plan or undertake faculty planning processes.

- Posting of this Plan on the University Website.

- Holding further discussions on equity, diversity and inclusion at the StFX Research Advisory Committee, the Academic Planning and Priorities Committee and Senate.
11. Addressing Equity Concerns at StFX

The Academic Vice-President and Provost is the university’s officer responsible for receiving formal complaints concerning equity with respect to the CRC program. If complaints are received from a current faculty member within the StFX AUT and related to anything specific to the collective agreement, then such a complaint is filed in the usual process for any grievance, and dealt with through the appropriate channels and processes. If the complaint is unrelated to the collective agreement, individual members may submit a complaint in writing to the Provost’s office, with copy to the AUT. Any such submissions must be signed or must have a name attached to the complaint. The Provost will provide a written response within 30 calendar days, with copy to the AUT in those cases where it was copied on the original complaint. In preparing responses related to equity concerns, the Academic Vice President and Provost consults with the StFX Department of Human Resources, the StFX Human Rights and Equity Advisor, the Vice President, Finance and Administration, and (if necessary) the President.

Equity related complaints submitted to the University by an external party (e.g, an applicant or interviewee) will undergo the same the same process as above, however, responses will not involve the AUT (faculty association). Equity, diversity and inclusion concerns can also be submitted directly to the StFX Humn Rights and Equity Officer, Megan Fogerty, who is responsible for monitoring and addressing these concerns, as well as preparing reports on equity issues to senior management.

ARTICLE 1.8 EMPLOYMENT EQUITY POLICY

1.0 Principles

1.1 The University and the Association recognize that particular measures are required to promote equity in the employment of those identified in the list of designated groups (1.2). The University upholds the principle of equity in employment and maintains an inclusive, supportive, hospitable and welcoming employment environment for all individuals. In order to implement such measures that achieve the goal of Employment Equity there shall be an Equity Committee established with an equal number of members from both the Association and the University (3.0).

1.2 The designated groups to which this policy refers shall initially be women, visible minorities, Aboriginal peoples, and persons with disabilities. The list of designated groups shall be reviewed at least yearly by the Equity Committee.

2.0 Objectives

2.1 Non-Discrimination. The University agrees to identify and alter discriminatory policies and practices found in the recruitment, selection, transfer, promotion, performance appraisal, training, career development, compensation, benefits, termination and working conditions of employment in all levels and categories of employment.

2.2 Qualifications. The primary criterion for appointment to positions at the University is academic, professional, administrative or technical excellence as applicable. No candidate shall be recommended for appointment who does not meet the criteria for the appointment in question. The best available candidate should be hired, regardless of membership in a designated group (subject to clauses 2.3, 2.4 and 2.5 below).

2.3 Where the qualifications of two candidates for appointment are demonstrably equal and one of these candidates is a member of a group that is under-represented in continuing appointment positions then, all else being equal, the candidate of the under-represented group should be offered the position.

2.4 Recruitment and Advertising. The University undertakes to use search procedures that include an active search for qualified members of under-represented groups. Such procedures include advertising positions through a selection of professional associations, equity group associations, and publications targeted toward under-represented groups.

2.5 Appointment. It is important to ensure that the criteria for appointment do not undervalue work that is done by members of designated groups. In the evaluation of candidates for
appointment, confirmation, renewal, tenure and promotion, the criteria adopted must not systematically discriminate against members of designated groups and shall be reviewed by Deans, Directors and, as appropriate, Chairs. Selection committees are required to take special care not to eliminate at early stages, due to differences in career patterns or progress, potentially strong candidates who are members of designated groups.

2.6 Data Collection. Recognizing that data collection is an integral component of monitoring and assessing employment equity, the University will build and maintain an on-going database to identify membership, career progress and retention in the designated groups. This information shall be made available to the Committee. The development of the database will be based on a process of voluntary self-identification by means of a form approved by the Committee. Such form to be distributed to current members and new hires.

3.0 Equity Committee

There shall be a joint Association/University Employment Equity Committee which will develop and monitor employment equity for the University’s academic community.

a) The Association shall appoint two (2) members to the committee and the University shall appoint 2 members to the committee.

b) The Committee shall consider whether there are any equity barriers in the collective agreement and whether there are steps that might be taken to improve the recruitment and retention of employees from the designated groups. The Committee shall meet at least twice per year to provide advice to both parties on an on-going basis.

c) The Committee shall consider the addition/removal of groups from the list of designated groups affected by this policy based on evidence collected (2.6) and make necessary recommendations to both parties.
Appendix 2: Process Used by the Research Advisory Committee (RAC) for Identifying Themes of New Canada Research Chairs at St. Francis Xavier University

Background:

The StFX Research Advisory Committee (RAC) is mandated in its Terms of Reference to provide advice (to the Academic Vice President and Provost) on the dispersing of research chairs, including Canada Research Chairs (CRCs). The following approach will be used to solicit ideas for CRCs from faculty and provide advice to the Academic Vice President and Provost based on StFX research strengths and requirements, as well as alignment with the StFX Strategic Research Plan and CRC program criteria.

The process for identifying themes for vacant or new Canada Research Chairs will explicitly take into account StFX commitments to equity, diversity and inclusion; the need to maintain a minimum 40% representation from FDGs in the StFX CRC community; and the desire to advance representation of CRCs who self-identify as persons from the FDGs beyond the minimum 40% representation target set by StFX, as well as the goals set by the federal CRC program for all universities.

This would mean, for example, giving explicit consideration to the possibilities for recruiting CRC nominees from the FDGs as part of the internal StFX CRC proposal solicitation and review process, and favouring proposals for themes that will enhance opportunities for StFX to recruit CRCs from the FDGs (and by extension, providing lower ranking or priority to proposed themes that would not likely result in diverse candidates or successful nominees from the FDGs).

Steps:

- The Research Advisory Committee will meet to review the evolving requirements of the Canada Research Chair program regarding the process to select themes and nominees for CRCs. The RAC will also give consideration to any additional criteria that should be emphasized in soliciting input on new CRC themes from faculty, including diversity and equity considerations. The possible theme may be constrained by virtue of whether the vacant/new Chair is associated with a particular granting council or if it is a “special chair” and can be held in any discipline or funding council area.

- The Associate VP of Research and Graduate Studies will send a request to all faculty members soliciting input on possible themes for new CRCs with sufficient time for preparation of ideas in advance of deadlines for seeking nominees and preparing an application to the CRC program. The request will specify requirements of the CRC program, as well as any particular requirements set by the RAC.

- Once received, all ideas for themes of new CRCs will be reviewed and ranked by the individual members of the RAC with the rankings returned to the Associate VP of Research and Graduate Studies (the Associate VP of Research and Graduate Studies will not participate in the review and ranking process).
The Associate Vice President of Research and Graduate Studies will summarize the results of rankings submitted by the RAC members and call a meeting of the RAC to review the results before forwarding final advice to the Academic Vice President and Provost (AVP). It is possible that more than one theme may be forwarded to the AVP by the RAC as advice for a single CRC.

The Associate Vice President of Research and Graduate Studies will request the AVP to make the final decision on the selected theme and initiate the process to advertise internally and externally for suitable nominees in the identified theme.

**Ranking approach to be used:**

- Each RAC member will rank each theme submitted in order of priority importance taking into account the requirements of the CRC program, alignment with the StFX Strategic Research Plan, alignment with the objectives of the StFX CRC Equity, Diversity and Inclusion Plan, StFX research needs/strengths, and the quality of the submissions received in responding to these criteria.

- The Associate VP of Research and Graduate Studies will compile the results of the ratings submitted, so that each theme submitted receives an overall score, as well as a summary of the overall rankings (individual rankings associated with each theme).

- All members of the RAC shall be entitled to submit rankings, with the exception of the Associate VP of Research and Graduate Studies and the Academic VP and Provost. These include the 8 elected faculty member representatives, as well as the appointed and *ex officio* members of the RAC.
Appendix 3: Renewal and Phase Out of Terminated Canada Research Chairs (CRCs)

Renewals of Canada Research Chairs

The federal CRC program sets limitations on the number of renewals of Tier 1 and Tier 2 CRCs. Each Chair type may be renewed once. Tier 1 CRC’s can be renewed once for a second 7-year term (i.e. a total of 14 years). Tier 2 CRC’s can be renewed once for a second 5-year term (i.e. a total of 10 years). In both cases, the performance of an incumbent CRC will be reviewed by StFX prior to approval of a resubmission application by the University.

Timing:

An application for renewal of a Canada Research Chair will commence at least one year prior to the expiration of the candidate’s term so as to ensure that adjudication of the application by the CRC Secretariat will be completed before expiration of the term. In the event that an incumbent is not recommended for renewal, the CRC position will become available for reallocation at the end of the incumbent’s term.

Process:

The Associate Vice President, Research and Graduate Studies will determine if the incumbent wishes to seek a second term. If not, the CRC will become available for reallocation.

If the incumbent wishes to be considered for a second term, the Associate Vice President, Research and Graduate Studies will establish a review committee to assess the performance, track record, and future promise of the incumbent as a CRC in order to determine whether to recommend renewal of her or his appointment.

The review committee will assess the performance, track record, and future promise of the incumbent as a CRC based primarily on files submitted by the incumbent. The review committee may consult and/or seek opinions from other bodies or individuals if additional information and/or input is deemed necessary.

In evaluating the application for renewal, the following general criteria will apply (in no particular order):

- specific progress against original objectives of the CRC’s research plan;
- record of research productivity and external funding;
- record of research collaborations at StFX and/or elsewhere;
- record of/potential for graduate and undergraduate student training;
- research excellence and reputation of the Chair;
- record of research leadership appropriate to the category of the Chair (Tier I versus Tier II);
- fit with the University Strategic Research Plan;
- impact of the Chair on StFX’s capacity and international reputation in research;
- impact of the Chair in the thematic and/or disciplinary area of the CRC;
- impact and contribution of the Chair to University equity, diversity and inclusion programs.
efforts; and
• impact of the Chair in advancing the overall mission of StFX.

The review will be undertaken with a view to preparing a successful (re)application to the CRC Secretariat. It will include the review of annual progress reports completed within the initial term, as well as a draft Proposal from the incumbent for the renewal period of the Chair. The review process will respect the principles of peer review, and include assessments from peers, both internal and external to the university.

The Associate Vice President, Research and Graduate Studies will report the results of the review committee’s deliberations and recommendations to the Academic Vice President and Provost, who will determine whether to approve a resubmission application by the incumbent or whether the CRC will become available for reallocation.

If the decision of the review committee is positive, the incumbent will be invited to prepare a full renewal application to the CRC Secretariat. If the decision is negative and the AVP does not approve resubmission by an incumbent, or the CRC Secretariat rejects the renewal application, the CRC will become available for reallocation as per the process outlined below.

**Reduction to the University’s CRC Quota**

Every two years, the CRC Secretariat undertakes a review of Tri-Council funding (i.e., CIHR, NSERC, and SSHRC) to all eligible institutions as a basis for adjusting their respective number of Canada Research Chairs. The number of Chairs allocated to each institution may increase, remain the same, or be reduced, depending on its relative performance in Tri-Council funding.

In the case of a reduction to the university’s CRC quota, the Academic Vice President and Provost, through consultation with the Academic Vice President, Research and Graduate Studies and the Research Advisory Committee (RAC), will determine the Chair(s) to be phased out. This decision will normally be made by the Academic Vice President and Provost and communicated to the affected chairholder within one month of a reallocation decision. Equity, diversity and inclusion considerations shall be factored into this decision, therefore, representatives of the FDGs may be retained over other chairholders in order to ensure StFX is able to use the CRC program to retain diverse faculty and meet StFX FDG targets in the CRC community.

The CRC Secretariat implements a phase-out funding mechanism using a sliding scale of decreasing support. Central funding from the University will be provided to the host academic unit to cover the reduction of the CRC award until the end of the academic contract in the year in which the phase-out has occurred. Following the one-year phase-out period, all salary and benefit costs associated of the former CRC will be the responsibility of the academic unit at the regular faculty rate for that rank and experience level on the grid.

Any Canada Research Chair holders affected by a reduction in quota shall retain the title of Canada Research Chair until the end of their originally scheduled terms as CRCs.
Appendix 4: Self-identification Form for CRC Applicants and Nominees

The Tri-agency Institutional Programs Secretariat (TIPS) manages the following programs: Canada Research Chairs Program, Canada Excellence Research Chairs Program, Canada 150 Research Chairs Program, Canada First Research Excellence Program and the Research Support Fund. As part of our university’s participation in one or more of these programs, we are required to collect data on applicants and nominees.

Purpose of data collection
There are two purposes of this data collection. First, we only collect this information in order to administer and monitor our participation in these programs. The information and data provided is used to generate aggregated data on the program, and to report, on an annual basis, that aggregated data.

Second, the data is provided to TIPS, who will use the information for decision-making about program policies and procedures, as well as in program evaluations. The information provided by applicants and awardees in the self-identification form will be used to determine if there are any systemic barriers that may be impacting individuals from the four designated groups (women, members of visible minorities, Indigenous People and persons with disabilities, as defined within the federal Employment Equity Act) within TIPS’ programs. For the Canada Research Chairs program, it is used to assess and report on institutions’ progression towards meeting their equity and diversity targets. Your name will never be provided to TIPS or to any of the individual program representatives.

All personal information provided herein is used and disclosed in accordance with the Government of Canada’s Privacy Act, and Access to Information Act. These Acts protect personal information against unauthorized collection, use, retention and disclosure, and give Canadian citizens, permanent residents and any individual or corporation present in Canada the right to access their personal information that is held by the Government of Canada.

Consequences for refusing to provide personal information
There are no consequences for refusing to submit the information requested herein. However, refusal to provide information identified as mandatory in reporting forms as applicable (e.g. chairholder annual reports) may result in funding being put on hold until the full report is received by the Secretariat.

Submission Instructions
Please complete the attached form and submit to the Mount Allison Human Resources Office:

By email: (subject line – CRC self-identification form) – send to hr@stfx.ca
By fax: 902-
By campus mail: Human Resources Office
By regular mail: Human Resources Office, StFX University, 4th Floor, MacKinnon Hall, PO Box 5000, Antigonish, Nova Scotia, B2G-2W5

If you have any questions or concerns please contact:
Research Services Group: rsg@stfx.ca
Self-identification Form for CRC Applicants and Nominees

SECTION A – Contact Information (this section is optional)
Surname or family name:
Given name and initials:
Preferred language of correspondence: ☐ English ☐ French
Telephone: Email address:

SECTION B – Self-identification form (this section is mandatory)
1. What is the year of your birth? ☐ I prefer not to answer at this time.
2. Please check the box(es) that best describes you:
   ☐ Woman ☐ Man
   ☐ Gender fluid, non-binary, and/or Two-Spirit ☐ I prefer not to answer at this time
3. Do you identify as an Indigenous person, that is, First Nations (North American Indian), Métis, or Inuit? Note: First Nations include Status and Non-Status Indians.
   ☐ Yes ☐ No ☐ I prefer not to answer at this time.
   If yes, select the options that you identify with:
   ☐ First Nations ☐ Inuit ☐ Métis ☐ I prefer not to answer at this time
4. Do you identify as a member of a visible minority? Note: Visible minority includes persons who are non-Caucasian in race or non-white in colour and who do not report being Aboriginal. This includes Black, Chinese, Filipino, Japanese, Korean, South Asian or East Indian, Southeast Asian, non-white West African, North African or Arab, non-white Latin American, person of mixed origin (with one parent in one of the visible minority groups in this list), or other visible minority group.
   ☐ Yes. Please specify (optional):
   ☐ No ☐ I prefer not to answer at this time.
5. Do you identify as a person with a disability? Note: A person with disabilities is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
   • considers themselves to be disadvantaged in employment by reason of that impairment, or
   • believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and
   • includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
   ☐ Yes. Please specify (optional):
☐ No

☐ I prefer not to answer at this time
Appendix 5: StFX University Equity Summit 2018 – Action Plan

Appendix 5

Short-Term Equity Priorities at StFX
(to be reaffirmed or revised)

1. Generate evidence-based equity data to inform StFX policies and practices

2. Develop a strategy, incorporating evidence-based equity data, to respond to diverse learning needs at StFX, e.g., curriculum innovation, teaching supports, etc.

3. Establish a professional development program designed to educate the StFX community on core equity themes, e.g., cultural sensitivity, privilege and oppression, implicit bias, gender-based violence, disclosure training, visual literacy, etc.

4. Raise the profile and visibility of equity initiatives at StFX

5. Building on the work of the Joint Advisory Circle, support the ongoing work with the Mi'kmaq community and strengthen supports for people of African descent at StFX