Lakehead University

Canada Research Chair

Equity, Diversity and Inclusion Action Plan

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Lakehead
UNIVERSITY

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Introduction

Since its inception Lakehead University has embedded equitable, diverse and inclusive principles in many of its programs, policies, processes and practices. In 2014, Lakehead University was recognized by the Canada Research Chairs (CRC) program as the first small university for having exemplary recruitment, nomination and/or appointment practices that promote equity and diversity within the CRC program. We hold the recognition in high regard and remain committed to fostering a campus climate that values equity, diversity and inclusion.

Lakehead University is committed to meet CRC equity targets by implementing an aggressive management plan for its' CRC program. This plan will have ambitious objectives, actions and indicators that will enable swift progress towards meeting our targets by 2019 and sustaining equity targets long-term.

Lakehead University is up to the challenge, and, in response, in 2017 the Vice-President of Research and Innovation formed a Lakehead University CRC Equity and Diversity Advisory Committee to guide and provide input into the development and monitoring of the CRC Equity and Diversity Action Plan. This Committee has broad university representation, and the required expertise to guide and monitor the implementation of the Action Plan. The terms of reference for the CRC EDI Advisory Committee is found in Appendix A.

Lakehead University also endorses Universities Canada's 2017 Inclusive Excellence Principles and Indigenous Education Principles. These principles include developing and implementing an equity, diversity and inclusion action plan and demonstrating progress over time. Lakehead University's Strategic Plan, Social Responsibility Theme, affirms Lakehead's commitment to both these principles. In addition, within Lakehead University's Academic Plan, Social Responsibility has been identified as an Academic Priority and Championing Inclusion and Advancing Truth and Reconciliation are identified as Academic Strategies. Within Lakehead University's Research Plan, Equity, Diversity and Inclusion has been identified as an overarching principle within all of Lakehead University's Research Priorities and Research Initiatives.

In response to the University's commitment to these calls to action, Lakehead University's President established a President's Taskforce on Equity, Diversity and Inclusion in August 2018. The taskforce, through extensive consultation, has developed an institution-wide EDI plan which is expected to be approved by the end of October 2019. The institutional actions developed by the President's Taskforce, as well as the work undertaken by the CRC EDI Advisory Committee will continue to support and expand EDI best practices implemented to-date through the CRC program.

Recently, Lakehead University's EDI efforts were rewarded with a grant of $400,000 (over two years) through the *NSERC Equity, Diversity and Inclusion Institutional Capacity-Building Grant*; Lakehead University committed an additional $542,800 over this same period towards strengthening EDI initiatives within our research enterprise, including the CRC program.

The purpose of Lakehead's CRC EDI plan is to guide efforts for alleviating the underrepresentation of individuals from the Four Designated Groups (FDGs – women, visible minorities, Indigenous Peoples and people with disabilities) and other equity seeking groups, removing the real and perceived systemic barriers preventing their full participation within Lakehead University's CRC program.

Lakehead University acknowledges within this CRC EDI Action Plan that there are other equity seeking groups, beyond the FDGs, that are protected under the Ontario Human Rights Code, including lesbian, gay, bisexual, transgender, queer, and two-spirited people (LGBTQ2+); the plans objectives and actions are designed to ensure that all equity seeking groups have an opportunity to participate equally in the Canada Research Chairs Program.

Lakehead University has a strong commitment to employment equity, diversity and inclusion as stated in Lakehead University's Diversity Awareness Policy which encompasses our commitment to EDI within the CRC program:

> **Lakehead University embraces equity and diversity as integral to its academic mission.** We encourage and support the participation of the widest range of perspectives in our exploration and exchange of knowledge and ideas. An essential component of academic excellence is a truly open and diverse community that actively fosters the inclusion of voices that have been or are underrepresented or excluded. Thus, Lakehead University is committed to fostering a living, learning, and working environment to which all can contribute and within which all can thrive. An environment that fosters equity inspires innovation in teaching, research, scholarship, and service. It enhances wide-reaching opportunities for mentoring. Its diverse communities and varied experience and expertise will make it a welcoming destination for the best and brightest faculty, staff, and students.

Lakehead University *Diversity Awareness Policy*: https://www.lakeheadu.ca/faculty-and-staff/policies/general/diversity-awareness/node/947

Institutional Self-Assessment: Process and Findings

It was important for Lakehead University to develop a CRC EDI Action Plan that was based upon current institutional data, and that the objectives of the plan were informed by best practices (consistent with *the August 2019 Canada Research Chairs Best Practices Guide for developing CRC EDI Actions Plans*.

The CRC EDI Advisory Committee was responsible for ensuring that the CRC EDI Action Plan was developed in accordance with CRC standards, and made recommendations related to the Plan. To ensure this occurred, an Employment Systems Review, Comparative Review, and an Environmental Scan were conducted, and then revisited and updated, ensuring clear and measurable goals with assigned accountability and metrics. The Institutional Self-Assessment Committee was comprised of a subcommittee of members of the CRC EDI Advisory Committee, the majority representing the FDGs (see Appendix A). Throughout the entire process, the participation of key institutional members was ongoing, including the Office of Research Services, Provost and Vice-President Academic, Human Resources, Office of Human Rights and Equity and Institutional Planning and Analysis. The following is the process that was undertaken throughout the institutional self-assessment, the significant findings, and the resulting action plan.

Institutional Self-Assessment: Process

Employment Systems Review:
The Office of Research Services and Human Resources conducted the initial CRC employment systems review, with a focus on assessing the potential barriers of current policies, procedures and practices on the FDGs within the Canada Research Chairs program. In order to further refine the CRC EDI action plan, a secondary employment systems review was conducted by Dr. Kathy Sanderson, Assistant Professor in Human Resources and Organizational Behaviour, who has expertise in employment systems reviews and equity. The employment systems review considered the following variables, and evaluated the internal practices based upon recommended best practices (both federal and provincial): current recruitment, selection and retention policies and practices, degree of transparency, systemic barriers, potential barriers, and potential adverse effects on the employment of individuals from the FDGs.

Comparative Review:
The Office of Research Services and Human Resources, conducted a comprehensive review of the current CRC chairholders, with a focus on the following factors: salary, teaching release, start-up funds, access to other research funds, departmental support, research funding application support, office/laboratory space, and retention mechanisms. CRCs were provided with a confidential survey, and individual interviews and focus groups were held to ensure that all CRCs had an opportunity to provide feedback. This review also occurred in two stages; analysis of results informed the Plan's four objectives and workplan. Of the 11 current CRC Chairholders, 11 participated in the process.

Environmental Scan:

There were many participants and sources of information for the environmental scan, which also occurred in two phases. Phase one consisted of broad consultation within the university community, including access to existing institutional metrics and documentation. Phase two was a more specific consultation, with a focus on updating and providing specific metrics as related to the CRC EDI Action Plan. Consultations were held with CRCs, Deans, CRC Search Committee Members, and senior administrative leadership (including the Office of the Provost and Vice-President Academic, Office of Research Services, Human Resources, and the Office of Human Rights and Equity). The data collected for the university-wide EDI Action Plan was also included in the assessment. As well, new initiatives designed to specifically support EDI within Lakehead University were included and assessed.

Employment Systems Review: Key Findings

The Employment Systems Review was undertaken to examine the key systems, policies, processes and practices that influence the recruitment, selection, and retention of Canada Research Chairs (CRC). As such, only those areas which related to CRCs have been assessed. However, due to the connection between organizational and program practices, there are some areas which are highlighted as needing consideration which include the larger faculty and university population.

The goal of the review was to analyze how the policies and practices may have an unintended consequence on the FDGs (women, people with disabilities, Indigenous people, and visible minorities). Also included, although not required, were factors affecting sexual orientation, gender identity and gender expression. These three areas of diversity are included as they are viewed as a pro-active step toward greater employment equity, although not currently required by the CRC program. The adverse effects were considered individually for each of the four designated groups, although in some cases all four groups are referenced. It is important to recognize that not all barriers apply equally to all members of the designated groups, and that corrective action may also need to be specific to a designated group.

This review mainly focuses on formalized processes, specifically the Board of Governors of Lakehead University and the Lakehead University Faculty Association (LUFA) Collective Agreement (September 1, 2016 to August 31, 2020) (hereinafter referred to as the "Collective Agreement") and related policies. It is also important to review the informal processes, and this was accomplished by multiple interviews, inquiries, and accessing relevant data, in order to ensure that practices were captured which are not included in the formalized documentation. For each area, the Collective Agreement and policies were assessed for adverse effects, including legal issues, consistency and whether, or not the practice was valid. No compliance issues were found in the reviewed policies (as related to the Ontario Human Rights Code and the Employment Standards Act), and although difficult to determine at the operational level, consistency also did not appear to be further exacerbating the adverse effects. For hiring practices which rely upon committees and

interview-based decisions, determining validity at a policy level is impossible. However, the guiding documents that are provided by the Provost's Office, Office of Research Services, Human Resources and the Office of Human Rights and Equity were reviewed and presented no compliance issues. Following are the general areas of strength and development:

Areas of Strength:
Aside from the September 2018 CRC Recruitment Guidelines which are followed during a CRC search, all provisions from the Collective Agreement that affect CRC recruitment are followed consistently and are clearly outlined.

There are mechanisms for addressing salary anomalies built into the Collective Agreement. There is a range for starting salaries which allows for recognition of past experience, including non-academic experience.

There are clear policies should an individual experience an adverse effect, and these policies are found in many different areas: Collective Agreement, university complaints processes, human rights and equity supports and resources, and the Ombudsman's Office. In all CRC job postings and related documentation, there is encouragement to utilize accessibility supports.

Areas for Development:
The requirements that are unique to the recruitment of CRCs are not recognized within the current Collective Agreement. This presents a gap between policy and practice. This limits the transparency of the CRC process for Departmental Search Committees and applicants. (Addressed in Objective 2).

While none of the documents reviewed present adverse effects for equity seeking groups, they also do not provide specific alternatives or resources for increasing participation in the program from these groups. While the Collective Agreement suggests suitable locations for advertising of faculty positions, these traditional venues may not produce an adequately diverse applicant pool. (Addressed in Objective 2)

Comparative Review: Key Findings

The Comparative Review focused on the current and past CRCs, and all of the EDI factors identified as relating to recruitment, selection and retention. Currently, Lakehead University holds 11 Canada Research Chair positions. As such, it was important for the Comparative Review to remain a highly confidential process as the small number of Chairs creates issues related to identification. Therefore, the process included a number of methods of participation. The comparative review factors were assessed by Human Resources, the Office of Research Services, and the Office of Human Rights and Equity. In addition, all the information collected was also reviewed by Dr. Sanderson, who also conducted interviews and focus groups with Chairholders, and analyzed retention information.

An analysis of practices and potential barriers for FDGs were reviewed regarding the level of institutional support (protected time for research, additional research funds, office space, mentoring, departmental support and start-up infrastructure support) provided for all current chairholders, including any current measures to address systemic inequities. The Office of Research Services obtained input from current chairholders through a confidential survey (see Appendix G) and through CRCs' annual reports; 70% of CRCs responded to the survey in 2018. In addition, Faculty Deans were contacted (Appendix H) to explore potential inequities or disadvantages for the FDGs. Institutional practices with allocation of resources (including allocation of research space, opportunities for CFI JELF infrastructure funding, etc.) was also reviewed. Key findings include:

- All Lakehead CRCs are provided protected time for research; chairholders are required to teach not more than half the normal load in their Department/School (cannot be less than 1 FCE per year). Faculty Deans have full discretion to apply flexible teaching assignments within these guidelines to accommodate a Chair's individual needs (i.e., semester without teaching for research travel or fieldwork, etc.).
- All chairholders receive equitable CRC bonuses. Lakehead University is currently reviewing these bonus amounts to ensure consistency with best practices as part of our retention plan for CRCs.
- The manner in which the CFI JELF start-up infrastructure program is managed has been equitable for all CRCs and has not disadvantaged chairholders from the FDGs. The amount of CFI JELF for CRCs in the sciences and engineering has been up to $125,000 (CFI component) and up to $75,000 for CRCs in the social sciences and humanities). Only one CRC was not allocated a CFI JELF as a result of funding provided by an external source for start-up.
- The amount of the annual CRC research grant has been consistent for all CRCs; $15,000 per year for Tier 2 CRCs and $40,000 for Tier 1 CRCs. However, CRCs surveyed have commented that for retention of CRCs, Lakehead consider increasing both salary and research grant support to successfully renewed CRCs.
- The Office of Research Services has consistently provided mentoring on grant writing strategies and provided research administrative support to all CRCs; when requested to do so, the Director of Research Services has been non-voting member on all CRC search committees to ensure all CRC searches follow CRC recruitment guidelines. Interview questions and itineraries are standardized for all CRC searches and address CRC EDI requirements.
- For CRCs at Lakehead, the mentoring and networking available is typically informal and offered on request. CRCs indicated that they have mentored new CRCs at the request of the Office of Research Services.
- Some CRCs have indicated that they have experienced challenges with recruiting top graduate students domestically and internationally.

- Some Faculties have been challenged to provide adequate research space; space allocation for some Chairs is off-campus at the PACI building, Thunder Bay Regional Health Sciences Centre (TBRHSC) and Thunder Bay Regional Health Research Institute (TBRHRI) as there is insufficient space on campus. The new Centre for Advanced Studies in Engineering and Sciences (CASES) facility in Thunder Bay has provided new research space and laboratories for four (4) of our CRCs.
- There currently is not a transition program at Lakehead to continue providing research support and protected time for research once a CRC completes their second term.

Lakehead University's internal allocation process for CRCs through the Office of Vice-President Research and Innovation and the Office of the Provost and Vice-President Academic includes a review of Faculty commitments and resources to support the proposed CRC, safeguarding against inequitable institutional support amongst our CRCs within a given Faculty. Some Faculties provided additional start-up funds to new CRCs beyond the standard annual Lakehead University CRC research grant and CRC-CFI JELF grant.

Areas of Strength:

Protected Time for Research, Start Up Funding, and Consistency in Treatment: All aspects of the comparative review support equity in these areas, and policies are in place to ensure ongoing equity.

Recruitment: All CRC processes have been open and transparent, including public presentations and a standardized selection process. There were no concerns expressed regarding EDI considerations.

Retention: Since the inception of the program, the metrics for retention indicate that Lakehead University has been very successful in retaining the majority of CRC Chairholders:

Tier 2:   9 current Chairholders, 7 have renewed, 2 approaching renewal
           2 completed Tier 2 term, converted to Tier 1
           3 completed Tier 2 term, retained by Lakehead University
           1 left prior to renewal for other employment
           2 completed Tier 2 term, left for personal/family/health reasons

Tier 1:   2 current Chairholders
           1 left for personal/family/health reasons
           1 completed two terms, retired

<u>Areas for Development:</u>

Retention: Chairholders commented that there is no salary increase for movement from Tier 2 to Tier 1, nor can their base salary be renegotiated; however, there is an increase in the CRC bonus when a CRC advances to a Tier 1. Furthermore, chairholders encouraged the University to ensure Faculty Deans provide all CRC candidates with a copy of the Collective Agreement (Addressed in Objective 2). Chairholders mentioned that a bridge or transition program for CRCs completing their final term would be a positive step in retention. Items to be addressed through a more comprehensive consultation could include: institutional supports to sustain ongoing research programs, clarification regarding expectations around research productivity and supports, and other opportunities for research-focused positions (i.e., industry research chairs, distinguished research chairs, etc.) In addition, chairholders encouraged the University to dedicate new CRC allocations to build clusters of research excellence, which would positively impact CRC retention by reducing student supervision demands and administrative service time demands. Ensuring ongoing engagement with Chairholders to discuss transition plans would be welcomed supports. (Addressed in Objective 3).

FDG Acceptance: Chairholder comments illustrate different levels of acceptance for diversity in different departments. While there were no examples of direct discrimination, the need to ensure that orientation and onboarding is provided to new CRC Chairholders would help to increase positive interactions. Further, while there were not examples of direct discrimination, there were varying views on how diversity is valued across the institution. (Addressed in Objective 4).

FDG Welcoming: The majority of Chairholders found their peers to be friendly, helpful and supportive, as well as the university community and the greater community within the City. However, there were also multiple comments regarding challenges, lack of mentorship and lack of information that was provided to new CRCs upon arrival about resources and services at the university. This barrier was not only related to welcoming, but also to initial productivity, as the first month or more was not spent on research or teaching. (Addressed in Objective 3 and 4).

Environmental Scan: Key Findings

An environmental scan was conducted to assess the workplace culture and how it related to recruitment, selection and retention of equity seeking groups within the CRC program. In some areas, there are plans to collect additional data, which will be implemented in the next two years, including metrics on intersectionality (Addressed in Objective 1 and 4). Without this data, it is difficult to draw accurate conclusions. In consultations with Chairholders and key organizational informants, the workplace culture was usually described as supportive, open to partnerships and collaboration, and open to diversity. There were many comments on the size of the university contributing to close and supportive academic units. Most of those interviewed for the environmental scan commented that Lakehead University is very diverse, and has a positive representation of

diversity within the City of Thunder Bay. However, this information was only collected from a select group of individuals, and the university-wide plans for collecting satisfaction and equity data will enhance the ability to assess these practices in the future (Addressed in Objective 1 and 4). Further, institutional EDI initiatives that will enhance the research environment will be expedited with the additional funding secured from both the institution and the NSERC EDI Institutional Capacity Building Grant for three (3) new positions in the Office of Human Rights and Equity and Office of Institutional Planning and Analysis. This initiative clearly illustrates the commitment of the institution to embed EDI within organizational structures.

Current Equity Targets and Gaps:

Chairholders who self-identify as women are currently under-represented in the CRC allocations at Lakehead University. In December 2017, Lakehead University had a total of 11 CRCs (moving us into the medium size university category for our CRC equity targets). In keeping with the *Privacy Act*, if the number of chairholders who self-identify as belonging to one of the four groups is less than five, the data is not provided to protect the privacy of chairholders. For this same reason, Lakehead University has decided not to present our data by the FDGs, by tier or agency. Data and CRC targets by size of institution can be found on the CRC website: (http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/statistics-statistiques-eng.aspx#a3). Lakehead University has availed itself of supports in order to meet its CRC equity targets, including those available under the Ontario Human Rights Commission (OHRC), such as "Special Programs", with the goal of meeting equity targets by December 2019 as required by the CRC Program. (Addressed in Objective 1)

Employee Survey of Workplace Culture and Satisfaction:

The most recent Campus Climate Survey was conducted in 2013. In October of 2019, Lakehead will launch its first Employee Experience Survey, which is a questionnaire designed to provide a snapshot of Lakehead's strengths as an employer and identify opportunities for improvement. As we work together to foster environments that reflect our people first philosophy, Lakehead is reaching out to employees to learn about its strengths, and to help identify areas where it can improve. This survey will target specific areas of employees' experience at Lakehead, including our climate of support for equity, diversity, and inclusion, as well as the ability to contrast the experiences of those in equity seeking groups and those currently holding Canada Research Chair appointments. Survey results will be disseminated to the broader university community shortly after the survey period. Action plans aiming for improving the employee experience will follow throughout the next two-year period, setting the foundation for the next survey iteration in two years' time allowing for an informed assessment of our progress. This survey will also capture employee intersectionality, including those who hold CRC appointments. (Addressed in Objective 4).

Evidence of University Priorities and Equity, Diversity and Inclusion:

Since its inception Lakehead University has embedded equitable, diverse and inclusive principles in many of its policies, processes and practices. The Canada Research Chairs program recognized this notable achievement in 2014 when they awarded the institution the CRC EDI Award for having exemplary EDI policies and practices within the Lakehead University Canada Research Chairs (CRC) program. In October 2017, Lakehead University made an explicit commitment to seven principles of equity, diversity and inclusion (EDI) as a member of Universities Canada. This commitment was reaffirmed in its Strategic Plan 2018-2023 where it is written as a strategy under the pillar of Social Responsibility:

> *Continuing to implement the Office of Human Rights and Equity and address Universities Canada Inclusive Excellence Principles in the interest of providing an inclusive, equitable and accessible environment at both Lakehead Thunder Bay and Lakehead Orillia*

The second principle of Universities' Canada EDI Charter commits members to developing an "EDI Action Plan" in consultation with the wider University community and Under-Represented Groups (URG).[1] This commitment is in line with University policy which affirms that equity and diversity are essential qualities of an outstanding institution and are integral to Lakehead's academic mission.[2] It is important to note that the university-wide EDI Task Force had broadened the focus of the Action Plan to include all equity-seeking groups, or those persons who are protected from discrimination based on the enumerated protected grounds under the Ontario *Human Rights Code*[3]; the CRC EDI Action Plan also has a broader focus beyond the FDGs. These plans further recognizes the specific situation of the Indigenous peoples of Canada and intersects targeted activities with their EDI rights.

In order to accomplish these goals, Lakehead University applied for, and successfully obtained a two-year NSERC EDI Institutional Capacity-Building Grant in the amount of $400,000 to advance the EDI goals of the Lakehead University's academic research enterprise. Within this grant, there are three new staff positions that will focus on EDI policy development, EDI training initiatives, and the development of data collection systems and analysis of EDI metrics. The new positions were staffed in the summer of 2019 and are actively engaging with other university departments as they develop and advance the priority of EDI throughout the university community (Addressed in Objective 4).

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[1] women, Indigenous, racialized, persons with disabilities, LGBTQ2+, and men in female dominated disciplines (Universities Canada/Employment Equity Act of Canada)

[2] *Diversity Awareness*. Effective 2010 https://www.lakeheadu.ca/faculty-and-staff/policies/general/diversity-awareness

[3] Age, Ancestry, Colour, Race, Citizenship, Ethnic origin, Place of origin, Creed, Disability, Family status, Marital status (including single status), Gender identity, gender expression, Receipt of public assistance (in housing only), Record of offences (in employment only), Sex (including pregnancy and breastfeeding), Sexual orientation. (OHRC)

Guiding Institutional Documents:

This section of the environmental scan included an assessment of the key documents that guide actions and decisions within the greater university system. Included in the review was the following documents: Strategic Plan 2018-2023; Academic Plan 2019-2024; Research Plan, 2019-2024; and the Lakehead University Equity, Diversity and Inclusion Institutional Action Plan, 2019-2024. All of these documents highlight the commitment of the university to equity, diversity and inclusion for all stakeholders, and each also present unique consideration of the location of Lakehead University and the connection with Indigenous communities. Each of the plans stipulates how EDI principles will be included within the university's activities and priorities.

Geography:

Throughout all consultations, geography is an ongoing concern for Lakehead University in terms of the recruitment and retention of CRC positions.

As a small comprehensive research-intensive university located in Northwestern Ontario and Simcoe County, Lakehead University has encountered some challenges in recruiting CRCs. The geographic location, lack of proximity to other universities, and small community size with limited number of large employers, has proven difficult when attempting to recruit a CRC and their spouse. In addition, Thunder Bay does not have a diverse population like larger centres. This is not dissimilar to other regional small universities in Canada. Thus, candidates from the FDGs may not immediately find the communities or cultural support systems that are available in larger centres. However, recent internationalization developments at the university and in the City of Thunder Bay are helping to present a more ethno-racially diverse environment. For example, the local Community Economic Development Corporation has hired two specialists in facilitating migration of foreign highly skilled professionals to the City.

Chairholders have commented that the small size of the City also creates a limitation in terms of developing research partnerships, for those who are not in the social sciences. The region lacks in large employers, and other non-health related research-based organizations which may limit the ability to recruit those who focus on industry-based research in some disciplines. (Addressed in Objective 3).

Community Perception and Media:

The City of Thunder Bay has been receiving negative national publicity specific to the experiences of Indigenous people in the City for the past few years. While there are many positive initiatives occurring within the community to address reconciliation, and Lakehead University has partnerships and agreements with multiple Indigenous groups and organizations, the perception of the City being anti-Indigenous persists. While these sentiments may not originate at the University, the ability to recruit and retain Indigenous people may be severely compromised. Further, the negative publicity may affect other

members of the FDGs, in particular those who are a visible minority. Within the Lakehead University Equity, Diversity and Inclusion Action Plan, 2019-2024, there are specific steps outlined to continue on building relationships with Indigenous partners, as well as supports for faculty, staff and students to ensure a healthy workplace environment. (Addressed in Objective 4).

Summary of Institutional Self-Assessment:

As with any large organization, there will be variation in practice between departments. Throughout the process, it was apparent that CRC Chairholders are treated in an equitable manner, and that continued monitoring of the systems currently in place coupled with this Action Plan will ensure ongoing compliance. Continuing to meet the goals of the CRC program, and increasing exposure and utilization of EDI principles and practices across the institution will further the goals of equity and diversity. The greater university focus on EDI initiatives will also increase awareness and supports for members of the FDGs and other equity-seeking groups. Using the findings from the extensive consultations, document reviews, CRC Chairholder feedback, and the complete review of the past CRC EDI Action Plans (December 2017 and December 2018), four Objectives have been identified to ensure Lakehead progresses swiftly towards meeting CRC EDI targets.

Equity, Diversity and Inclusion Objectives, Actions and Monitoring

Following the completion of the employment systems review, comparative review, and environmental scan, a summary document of accomplishments, issues, areas for improvement, and suggested mechanisms to address the barriers for the FDGs within the CRC program was produced. This information was then used to develop the CRC EDI Action Plan, presented in the following tables.

From the findings of the institutional self-assessment, and in accordance with best practices for EDI as recommended by the CRC program, the following is the Action Plan that will guide the next steps of Lakehead University's CRC Program, with a goal of removing barriers for equity seeking groups and ensuring that the targets and mandates of the CRC's EDI program are met. For each area, the resulting metric has also been identified.

The monitoring of these objectives and the related action items will occur annually. The Office of Research Services in conjunction with the Office of Human Rights and Equity will collect the progress reports from the identified office and/or individuals as listed in 'Accountability'. The summary of all progress reports will then be presented to the CRC EDI Advisory Committee, who will be responsible for reviewing the progress and recommending future and corrective actions, if required. This report will then be reviewed and approved by the Executive Team Working Group. Findings will also be reported to the CRC Program through the CRC EDI Action Plan Annual Progress Report.

Objective 1: Equity, diversity and inclusion data collection for the CRC Program will be more robust.

Indicator: The attainment of the equity targets will be fully documented. Increase in self-identification of Lakehead employees, including CRCs. Complete statistical information will be available to track outcomes of recruitment and retention efforts, including intersectional data.

Action Items	Accountability and Measurement	Target Date
New Initiative: All CRC Chairholders will be invited to meet confidentially with the Director, Office of Human Rights and Equity, at least once a year. This meeting is voluntary, and will collect any EDI concerns, suggestions, and resolutions. Issues related to intersectionality and lived experiences will also be discussed.	Director, Human Rights and Equity *Metric:* tracking of type of concerns and frequency over time.	December 2019 and Annually
Existing Initiative: Quantitative analysis of CRC job applicants' Workplace Diversity Survey forms throughout a CRC search to ensure that there is a sufficiently diverse pool of applicants throughout the search process.	Director, Research Services Director, Human Rights and Equity *Metric:* identification statistics, for all equity seeking groups collected throughout CRC recruitment process.	May 2019 Ongoing
Existing Initiative: Revision of the Workplace Diversity Survey to align with CRC's Self-Id survey for FDGs and in the future the addition of other equity seeking groups (i.e., LGBQT2+, etc.)	Director, Research Services *Metric:* Revised WDS to support CRC Searches	Implemented September 2018 Revised May 2019 Ongoing
Existing Initiative: In order to ensure that CRC EDI equity targets are met, a special program under the OHRC may be considered through consultation with the Faculty Association, as an unconventional search in the event that a deficiency exists in the CRC EDI plan goals.	Provost and Vice President Academic Vice-President Administration and Finance *Metric:* CRC Equity Targets Met	Utilized January 2018 Ongoing if needed

Existing Initiative: Self-Identification report form, for all Lakehead University employees, including CRC Chairholders, will be available for completion on the confidential faculty web portal.	Office of Institutional Planning and Analysis *Metric:* Institution wide diversity data as it relates to staff and faculty.	February 2019 Ongoing
Existing Initiative: All CRC job applicants will be required to complete the Workplace Diversity Survey (self-identification form), confidentially, with the CRC application.	Director, Research Services *Metric:* Application level FDG statistics, per search, including intersectionality.	September 2018 Ongoing
Existing Initiative: Continued review of CRC Chairholder offers, including start-up funds, and other financial benefits.	Provost and Vice President Academic Vice-President Research and Innovation *Metric:* Data on equity of CRC offers.	Ongoing
Existing Initiative: Continued monitoring of CRC Chairholders salary anomalies and stipends.	Associate Vice-President Human Resources Director, Human Rights and Equity *Metric:* Identification of any CRC on anomaly report.	Ongoing

Objective 2: CRC EDI priorities and procedures will be clearly communicated to all CRC applicants, university departments and search committees, throughout all CRC processes.

Indicator: *The rate at which Lakehead met or exceeded CRC Equity Targets and gaps eliminated.*

Action Items	Accountability and Measurement	Target Date
Existing Initiative: Job advertisements will clearly contain EDI statements and the link to the Workplace Diversity Survey. Candidates will be required to complete the Workplace Diversity Survey as part of the application process; self-id questions are optional.	Provost and Vice President Academic Office of Human Resources Office of Research Services *Metric:* Data on number of applicants who self-identify.	May 2019 Ongoing
New Initiative: CV evaluation template, interview question template, and evaluation matrices will be provided to each search committee.	Director, Human Rights and Equity *Metric:* CRC Search Committees adopt EDI best practices	May 2019 Ongoing
Existing Initiative: As per CRC requirements, a member of the Office of Human Rights and Equity will serve on the CRC search committees as a non-voting member, and at least one committee member will represent one of the FDGs.	Provost and Vice-President Academic *Metric:* CRC Search Committee membership includes OHRE and FDGs	Ongoing
Existing Initiative: Training for all CRC search committee members will be provided on unconscious bias training, in addition to the human rights training.	Director, Human Rights and Equity *Metric:* Training program developed and delivered	December 2017
New Initiative: Work with the Faculty Association to ensure that the Collective Agreement and the CRC Program requirements are consistent.	Provost and Vice President Academic *Metric:* CA language consistent with CRC recruitment requirements	August 2020
New Initiative: Develop *'Guidelines for Department Search Committees: Best Practices'* and support CRC Search Committees to include the practices in their search and selection process.	Director, Human Rights and Equity *Metric:* Guidelines developed	December 2019

New Initiative: All existing and new policies and procedures related to the CRC program will be reviewed by the Policy Analyst, EDI	Director, Human Rights and Equity *Metric:* Summary of policies requiring EDI updates	January 2019
New Initiative: Guidelines and training programs specific to meeting the EDI goals of the university will be developed for search committees, by the Training and Development Advisor, EDI.	Director, Human Rights and Equity *Metric:* New training delivered to CRC Search Committees	Position filled June 2019 Development to be ongoing
Existing Initiative: Widely advertise available CRC positions using venues which engage equity-seeking groups. Engage a search consultant when needed.	Provost and Vice-President Academic *Metric*: Number of new EDI advertising venues	September 2018
New Initiative: Development of a recruitment best practices checklist for Faculty Deans to ensure CRCs receive consistent information pertaining to the Collective Agreement.	Faculty Deans *Metric*: CRCs are consistently informed of the Collective Agreement.	October 2019 Ongoing
Existing: Provide annual reports to the Executive Team Working Group and CRC EDI Advisory Committee on progress towards meeting CRC EDI targets.	Office of Research Services *Metric*: Meetings and reports shared with Committees	December 2018 and Annual

Objective 3: To make available to all chairholders formal support systems to ensure their success and retention, with targeted attention on the unique needs of FDG chairholders. *Indicator: Retention of CRCs and increased recognition and satisfaction of Lakehead's environment as being supportive of research and training.*		
Action Items	*Accountability and Measurement*	*Target Date*
Existing Initiative: CRC Chairholders act as mentors and reviewers during the CRC renewal process.	Vice-President Research and Innovation *Metric*: Number of CRCs who participate	January 2018 and ongoing

New Initiative: Vice President of Research and Innovation meets individually with all CRCs to review inclusion practices and discuss retention.	Vice-President Research and Innovation	December 2019 and Annual
New Initiative: Develop a formalized CRC mentorship support system designed to focus on the specific challenges for new CRCs, as well as identification of promising early career researchers and Tier 2 CRCs in their second term that may be eligible for upcoming internal opportunities.	Vice-President Research and Innovation *Metric:* Number of meetings with CRCs	December 2020
New Initiative: Implement a CRC Orientation program, which includes the opportunity to meet other faculty, including those from FDGs. Engage internal resources to provide support and referral to local programs, networks and services including referrals for spousal hiring opportunities.	Vice-President Research and Innovation *Metric:* # of CRCs from FDGs retained	June 2020
New Initiative: To engage CRCs, Deans, and other institutional administrators in a consultation to explore bridge and/or transition supports for CRCs in their final term	Vice-President Research and Innovation Provost and Vice-President Academic Metric: # of faculty/CRCs who participate in consultations	April 2020
Existing Initiative: Ongoing review of graduate student financial packages to attract top students	Dean, Faculty of Graduate Studies Metric: # of quality graduate students recruited by CRCs	Ongoing
Existing Initiative: Continued monitoring of CRC Retention, for both renewal and end of CRC term.	Director, Research Services *Metric:* CRC retention data	Ongoing

Objective 4: Through Lakehead University's Equity, Diversity and Inclusion Action Plan (2019-2024), institutionalize equitable and inclusive principles and practices as related to the CRC program.

Indicator: *Record of new and ongoing equity, diversity and inclusion initiatives. Change in representation of FDGs in the faculty and graduate student population.*

Action Items	Accountability and Measurement	Target Date
New Initiative: Approval of the institutional Equity, Diversity and Inclusion Action Plan 2019-2024.	Office of the President *Metric:* Plan approved by ETWG	October 2019
New Initiative: Upon approval of the institutional EDI Action Plan, to form a committee and review and update the university wide Employment Equity Policy.	Director, Ontario Human Rights and Equity Human Resources Provosts Office *Metric:* Revised Employment Equity Policy approved	Consultation and committee to be initiated in 2020, approval in 2021.
New Initiative: Conduct a University wide Employee Experience Survey, which includes assessment of supports for diversity and self-identification. This survey will capture key aspects of the workplace culture of diversity. It will collect data from CRCs as a group.	Human Resources Institutional Planning and Analysis *Metric:* CRC Chairholder satisfaction data, equity data including perceptions and intersectional analysis	October 2019
New Initiative: Following the results of the Employee Experience Survey conduct focus groups with people from the FDGs, including CRCs. Following the focus groups, initiate intersectionality-based analysis of related employment policies.	Director, Human Rights and Equity *Metric:* # of focus groups held; # of revised policies.	September 2020
New Initiative: Ensure clear communication to CRC proposal applicants, search committees, university community on the benefits of EDI, EDI best practices and self-identification.	Office of Human Rights and Equity *Metric:* percentage of university employees who participate in self-id survey	February 2019 Ongoing

New Initiative: Evaluate all search committee processes and outcomes, to ensure that EDI practices are effective during the recruitment and selection process.	Office of Research Services Office of Human Rights and Equity. *Metric*: Feedback from Search Committee received 3 weeks upon completion of CRC Search	October 2019 Ongoing
Existing Initiative: Update and review the progress of this plan, including monitoring of metrics, making recommendations to ensure progress toward priorities.	Office of Research Services Office of Human Rights and Equity *Metric:* Equity targets met or exceeded	Ongoing

Management of Canada Research Chair Program

The Executive Team Working Group (ETWG) is responsible for the approval of Lakehead University's CRC EDI Action Plan (ETWG includes the President, Provost and Vice-President Academic, Vice-President Research and Innovation, Vice-President Administration and Finance, Vice-President External Relations, Principal (Orillia Campus), Chief of Staff, Associate Vice-Provost Institutional Planning and Analysis and the General Counsel and University Secretary).   Lakehead University's CRC EDI Advisory Committee (see Appendix A) led the drafting of Lakehead University's CRC EDI Action Plan. The CRC EDI Action Plan is a living document that will guide Lakehead's annual CRC Allocation Plan and actions to be implemented to meet CRC equity targets. The CRC Annual Progress report summarizing steps achieved in meeting equity targets and implementing action items outlined in the CRC EDI plan will be presented by the CRC EDI Advisory Committee to ETWG each fall (due December 15 each year and to be publicly posted on the Lakehead University CRC Website).

The responsibility for the management of the CRC program at Lakehead rests with Dr. Andrew P. Dean, Vice-President Research and Innovation, and Dr. David Barnett, the Provost and Vice-President Academic. All decisions regarding Lakehead University's CRC allocations and appointments, are made by Lakehead University's President.

CRC Recruitment Policies and Procedures

The recruitment of Canada Research Chairs follows the processes and procedures already in place at Lakehead University to ensure equitable and transparent recruitment for all faculty, including CRCs at Lakehead University. Recruitment and all employment related matters for CRCs shall be in accordance with the Collective Agreement between the Board of Governors of Lakehead University and the Lakehead University Faculty Association (LUFA). In addition, as a condition of having a CRC allocated to an academic unit, Faculty Deans and Departmental CRC Search Committees are required to follow the September 2018 CRC Recruitment Guidelines (http://www.chairs- chaires.gc.ca/program-programme/equity-equite/recruitment-recrutement-eng.aspx). As mentioned in the self-assessment section of the plan, Lakehead University will work to bring greater transparency and openness to the informal policies and procedures specific to the CRC program, by working collaboratively with the Lakehead University Faculty Association to ensure the CRC recruitment procedures and provisions within the Collective Agreement are consistent.

Allocation of new Canada Research Chairs (Reallocation Process)

Should a new CRC be allocated to Lakehead University through the CRC Reallocation Process (http://www.chairs-chaires.gc.ca/program-programme/allocation-attribution-eng.aspx) or should an existing CRC become vacant as a result of a resignation, non-renewal, or completion of a final CRC term, all CRC positions will be returned to the central pool for reallocation. The Vice-President Research and Innovation and the Provost and Vice-President Academic will have authority to use the "CRC corridor of flexibility" and launch, as required, CRC Calls for Proposals to identify research areas for vacant CRCs. All Faculties, Departments (including the Northern Ontario School of Medicine) and Senate-approved research centres can submit a proposal for a new CRC. All CRCs need to be endorsed by a Faculty Dean. Joint proposals from more than one Faculty, encouraging the allocation of CRCs in interdisciplinary research areas, are strongly encouraged. Faculty Deans are responsible for reviewing, ranking and submitting the proposals to the VPRI justifying their recommended ranking, based on the priorities in the Research Plan, and the research strengths within the Faculty. When proposing a new CRC, Faculty Deans must demonstrate how each proposed Chair will contribute towards sustaining equity and diversity targets for Lakehead University and address the underrepresentation of individuals from all equity seeking groups. Proposals will be evaluated by the Canada Research Chairs Management Committee and is chaired by the Vice-President Research and Innovation and includes the Provost and Vice-President Academic, Dean of the Faculty of Graduate Studies, Associate-Vice-President Research and Graduate Studies, Director of Research Services, Director of Human Rights and Equity and one Canada Research Chair. The Committee will use criteria aligned with CRC equity, diversity and inclusion objectives in the University's CRC EDI Plan, and the research priorities outlined in the University's Research Plan. The CRC Management Committee forwards their recommendations to the President for a final decision.

Recruitment of Canada Research Chairs

The Director, Human Rights and Equity will work with the Faculty Dean and Department Chair in ensuring CRC advertisements use language that is inclusive, unbiased and encouraging to designated equity seeking groups; a standardized job advertisement with equity, diversity and inclusion language incorporated is provided to Faculty Deans/Department Chairs (see Appendix C: CRC Advertisement Template). When advertising for a Tier 2 CRC, a statement explaining the CRC Tier 2 eligibility criteria will be included. Targeted searches have been utilized when necessary to ensure Lakehead University is able to meet CRC equity targets. Cluster hiring at Lakehead University within the CRC program has not been an option given the small numbers of available CRCs.

A CRC Search Committee is established following the Appointment Procedures for Full-Time Faculty outlined in Article 19 of the LUFA Collective Agreement, and following the CRC Requirements for Recruiting and Nominating CRC's (http://www.chairs-chaires.gc.ca/program- programme/equity-equite/recruitment-recrutement-eng.aspx). The Chair of the CRC Search Committee will ensure that conflicts of interest are declared and managed prior to shortlisting and interviewing candidates.

In accordance with September 2018 CRC *Requirements for Recruiting and Nominating CRCs,* the Search Committee shall have representation from designated equity-seeking groups, shall complete training in human rights, and unconscious bias led by the Office of Human Rights and Equity, shall be made aware of any equity gaps among Lakehead University's CRCs as per the CRC target-setting exercise, and be provided with a copy of Lakehead University's CRC Equity, Diversity and Inclusion Action Plan. Lakehead University Departmental CRC Search Committees during their interviews with CRC candidates will recognize that often publicly unacknowledged achievements add value to the scholarly activities of the University, and will take into account, the diverse experiences of applicants and the many forms that scholarship can take. Also, candidates who may have had alternate career paths or interruptions, as a result of personal circumstances, will have the opportunity to share any of these circumstances in confidence with the Search Committee to ensure a fair assessment of their outstanding research achievements.

The Provost's Office and Office of Human Rights will be responsible or ensuring that the candidate pool for CRC positions is sufficiently diverse for every stage of the recruitment process. In order to mitigate potential unconscious bias, Department Search Committees are required to provide the Provost's Office a rationale when the most qualified member from an equity seeking group is not shortlisted (see Appendix E: CRC Faculty Recruitment Summary.

The Faculty Dean(s) will be responsible for negotiating an offer prior to the CRC nomination, in a process coordinated with the Provost and Vice- President Academic. The Director, Human Rights and Equity shall be consulted during this process.

A Research Facilitator within the Office of Research Services and a Faculty assigned mentor will work with the CRC to complete the CRC nomination and CFI JELF application.

CRC Renewal Procedures and Criteria

All faculty members, including CRCs, will follow the promotion, tenure and renewal (PTR) procedures in the Collective Agreement. CRCs are also required to participate in a CRC mandated review process at the end of their first term.

The Vice-President Research and Innovation will notify CRCs in writing eighteen months in advance of their CRC's end date that their term is coming to an end and is subject to Lakehead University's CRC Renewal Procedures. CRCs up for renewal are required to submit to their Faculty Dean their CRC renewal application at least 6 months prior to their CRC Renewal deadline. The Faculty Dean will submit the CRC Renewal Application to the Vice-President Research and Innovation that will include a Performance Report highlighting their productivity and achievements in meeting the objectives set out in their original CRC Research Plan, a letter of support from the Faculty Dean and Department Chair, as well as three arms-length external letters of reference. The objectives described in the CRCs original CRC Research Plan, including the CRC renewal criteria, will be used to decide if a CRC should be renewed or not. A CRC Renewal Committee appointed by the Vice-President Research and Innovation, in consultation with the Faculty Dean will be responsible for reviewing the renewal application and making a recommendation on whether the CRC should be renewed. The CRC program expects institutions to manage their chair allocations carefully in order to meet CRC equity targets; universities who do not meet their equity targets by December 2019 will not be allowed to submit new nominations or renewals until equity targets are met. Lakehead University reserves the right to not renew a CRC in order to meet equity targets.   A decision to not renew a CRC in order to meet equity targets is seen by Lakehead University as a last resort and only after all other options have been exhausted.

The Office of Research Services will work with the CRC renewal candidate to complete the nomination application following an accepted conditional offer for a CRC.

Canada Research Chairs Advancement

A position for a Tier 1 CRC will be advertised openly in accordance with the recruitment procedures outlined in the Collective Agreement and the CRC Requirements for Recruiting and Nominating CRC's. The final decision for advancing a CRC Tier 2 to a CRC Tier 1 will be made by the President.

Loss of Chairs due to CRC Re-allocation Process

In the case where a Chair is lost due to the CRC re-allocation process, the Vice-President Research and Innovation and the Provost and Vice-President Academic will decide which CRC will be returned. They will also have the authority to give back to CRC unoccupied Chairs or to use the CRC deactivation funding mechanism using a sliding scale of decreasing support (100-50-1) on active Chairs. Faculty Deans will be consulted as part of the decision-making process. In order to minimize the impact on current CRCs, the following criteria may be used:

- Impact on equity targets
- Availability of vacant chairs
- Use of flexibility corridor
- Portion of term left
- Financial impact on the Department, Faculty and University
- Impact on Chair's research activity, and alignment with the Strategic Research Plan's priorities and objectives
- Impact on students and other personnel

Institutional Support for CRCs

Lakehead University strives to provide significant institutional support to ensure CRCs have the time, infrastructure and resources to succeed. Lakehead University provides a competitive salary and benefit package (in accordance with the Collective Agreement and CRC program guidelines). CRCs at Lakehead University also receive a CRC bonus in addition to their regular salary. In addition, Tier 2 CRCs will receive an annual research grant for eligible research costs based on funding available within the CRC program (this is in addition to the research stipend provided by the CRC program to researchers in their first Tier 2 term). Furthermore, CRCs are released from some of their teaching responsibilities to dedicate the majority of their time to research. New CRC nominees are provided with access to the CFI JELF based on infrastructure needs that are justified and substantiated; CRC renewals do not receive a CRC JELF award at the time of their renewal, but are encouraged to access the JELF through the internal open competitions held annually. Faculty Deans are encouraged to provide additional financial support to establish a robust package that will help launch a new CRC's research career. The balance of funding for a CRCs salary that is not covered by CRC funding is provided by the University.

Training and Development Activities

Training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for CRC positions (i.e., senior administrators, CRC search committee members, Faculty Deans, department chairs, etc.) was required as of September 2017. All members of CRC Search Committees will be required to complete the required CRC Unconscious Bias on-line training tutorial. Additional, supplementary training will be

provided by the Office of Human Rights and Equity. In addition, members of Lakehead University CRC Search Committees are required to complete the Ontario Human Rights Commission Human Rights 101 on-line training (LUFA Collective Agreement Letter of Understanding #15).

Collection of Equity and Diversity Data

In 2018, Lakehead University's Board of Governors approved Lakehead University's 2018-2023 Strategic Plan. This Plan is built around five interrelated and interconnected strategic themes: academic excellence, social responsibility, local and global partnerships, entrepreneurship and innovation, and capacity development.

This Plan includes a number of initiatives related to equity, diversity and inclusion that require the University to better understand the composition of its workforce to inform the provision of an inclusive, equitable and accessible environment at both Lakehead Thunder Bay and Lakehead Orillia.

To help inform these initiatives, in 2018 Lakehead developed a survey tool for faculty and staff with the goal of developing a preliminary data set and establishing a baseline of the number of employees who self-identify with historically underrepresented groups, defined in Canada's Employment Equity Act as: women, Indigenous persons, persons with disabilities and racialized/visible minorities. The survey tool also includes two additional questions to help the University better understand the nature of its self-identified Indigenous faculty and staff. Individuals can opt out of the survey at any point, and/or only answer specific questions. The survey has been designed to be administered to all active faculty and staff on an annual basis, with the goal of capturing information for new employees in a timely manner, offering those who previously opted not to complete the survey an opportunity to participate, and enabling respondents to validate their information. The information gathered through this survey will be used to inform Lakehead's equity initiatives, including strategies to help alleviate under-representation, setting and monitoring equity, diversity and inclusion goals, developing action plans and reporting on progress.

All data collected in the survey are confidential and are stored in a secure database accessible only by the Office of Institutional Planning and Analysis. The Office of Institutional Planning and Analysis at Lakehead University has strict practices to protect confidentiality, and suppresses results to ensure no individual can be identified. Thus, the extent to which analysis can be shared is expected to be fairly high level, and/or to include groupings and numeric ranges that provide indicators but not detailed numeric labels.

This survey was launched through Lakehead University's secure "Myinfo" portal for faculty and staff in February 2019, with communications inviting participation disseminated through multiple channels throughout February and March 2019. Over 600 employees, or 27% of all faculty and staff answered at least one question in this inaugural survey,

including 30% of faculty and 26% of Lakehead's total staff complement. Lakehead University is currently reviewing the survey responses and will use key findings to inform the University's EDI Action Plans and related implementation activity.

Lakehead University currently does not collect self-identification data from equity-seeking groups at the job application stage. However, for the CRC program, the Office of Research Services, the Office of Human Rights and Equity and the Office of Human Resources have developed a CRC Workplace Diversity Form to be used when recruiting new CRCs (see Appendix D). Effective May 2019, CRC advertisements required CRC applicants to complete the CRC Self-Identification Form as part of the application package with self-id questions being optional. Data collected by the Office of Research Services will be treated as confidential and only shared with the CRC Search Committee if the applicant consents; the information will only be used for monitoring the level of diversity in the candidate pool to determine if Lakehead University's recruitment strategies are attracting a diverse candidate pool from equity-seeking groups for new CRCs. Lakehead University will also support CRC Program's efforts in collecting data from equity seeking groups as part of the nomination application. Successful candidates will be assured that this data will be treated confidentially and will only be used for reporting and monitoring related to meeting our equity targets. The Office of Research Services will be responsible for collecting equity data for reporting purposes and will put in place safeguards to ensure it is stored and handled confidentially.

Retention and Inclusivity

As reported by CRCs, Lakehead University is providing a supportive and inclusive workplace environment.   Since the inception of the program, the metrics for retention indicate that Lakehead University has been very successful in retaining the majority of CRC Chairholders. However, Lakehead University will continue to ensure that programs are available to provide opportunities for support and inclusion.

The Office of the Provost and Vice-President Academic offers a New Faculty Orientation program for new faculty members, including CRC holders, providing a comprehensive 2-day orientation which includes academic roles, responsibilities and information on promotion, tenure and renewal (PTR), university services, and research and teaching supports at Lakehead. The Vice-President Research in 2018 began hosting a reception for all new faculty as part of the Orientation to enable networking, and introductions to staff. In addition, the Office of Research Services hosts a luncheon where the Vice-President Research and Innovation and an early career researcher (from the FDG) share their challenges and achievements as new faculty members.

Concerns about the CRC Program

Individuals or Canada Research Chairs with equity concerns or complaints are asked to contact the Office of Human Rights and Equity:

Mr. Dylan Mazur, Director
Office of Human Rights and Equity
Office: LI5012
Phone 807-346-7765
E-mail: dmazur1@lakeheadu.ca

All information shared with the Office of Human Rights and Equity is confidential. The three main functions of the Office of Human Rights and Equity are i) policy development, research and advisory services; ii) outreach and education; and iii) complaint processing and resolution. The Office of Human Rights and Equity through its various policies and mandate will work to resolve all complaints filed.
Lakehead University's Office of Human Rights and Equity aims to realize the rights of all students, faculty, staff and visitors of Lakehead University through human rights protection, promotion and implementation. The Office ensures that Lakehead University is a human rights compliant, inclusive and accommodating space that champions diversity. Furthermore, it works to prevent and respond to discrimination, harassment and sexual violence. Services are available to all staff, students and faculty members, including CRCs. Individuals or Canada Research Chairs may also consult the Faculty Dean, the Provost and Vice-President Academic, the Vice-President, Research and Innovation, members of the CRC EDI Advisory Committee or the Lakehead University Faculty Association.

Equity, diversity and inclusion concerns/complaints will be monitored by the Office of Human Rights and Equity and reported regularly to the Executive Team Working Group.

For concerns/complaints regarding the management of the institution's CRC allocations, individuals are asked to contact the Vice-President Research and Innovation:

Dr. Andrew P. Dean
Vice-President Research and Innovation
Office: UC2003, University Centre
Phone: 807-343-8201
Email: vpresearch@lakeheadu.ca

If the concern/complaint is not resolved by the Vice-President Research and Innovation to the satisfaction of the complainant, they will be directed to submit their complaint to the University President.

Appendix A: CRC Equity and Diversity Advisory Committee

Terms of Reference

Mandate:

1. To advise and guide the Vice-President Research and Innovation (VPRI) and the Provost and Vice-President Academic, on the development and implementation of Lakehead University's CRC EDI Action Plan.

2. To make recommendations to the Vice-President, Research and Innovation as to how to best ensure Lakehead University reaches and/or maintains its equity targets within the CRC program, including changes to the strategies in the CRC Equity and Diversity Action Plan.

3. To monitor Lakehead University's progress in achieving CRC equity targets by providing input and advice on Lakehead University's CRC recruitment processes and procedures, retention and advancement strategies as they relate to equity and diversity.

4. If Lakehead University is not making progress in meeting the objectives and targets outlined in the CRC Equity and Diversity Action Plan, the Advisory Committee may undertake an assessment of the University's overall recruitment and retention strategies for equity seeking groups by reviewing CRC advertisements, consulting with Department Chairs/Faculty Deans, etc.

5. To make recommendations to the VPRI to implement special measures, policies, and/or procedures to correct any problems including systemic barriers.

6. To survey candidates for CRCs about their experiences with the recruitment process at Lakehead University, and to make recommendations to the VPRI to ensure a supportive process for all equity seeking groups is achieved and maintained.

Committee Composition:
Individuals with EDI expertise

1. Dr. Batia Stolar, Associate Vice-President, Research and Graduate Studies
2. Dr. Rhonda Koster, Deputy Provost
3. Anne Klymenko, Director, Research Services
4. *Dylan Mazur, Director, Office of Human Rights and Equity
5. *Adam Shaen, Associate Vice-President, Human Resources
6. Emilie Cameron, Director, Faculty Affairs, Provost's Office
7. Gautam Das, President, Lakehead University Faculty Association
8. Dr. Chander Shahi, Dean, Faculty of Graduate Studies
9. *Elizabeth Birmingham, Dean, Faculty of Social Sciences and Humanities
10. *Denise, Baxter, Vice-Provost, Aboriginal Initiatives
11. Dr. Kunle Akingbola, Chair, Senate Research Committee
12. Eight faculty members, at least 4 of whom self-identify as members of an equity-seeking group:
    *Dr. Lori Chambers, Department of Women's Studies
    Dr. Pedram Fatehi, Department of Chemical Engineering
    Dr. Charles Levkoe, Canada Research Chair
    Dr. Alla Reznik, Canada Research Chair
    Dr. Leila Pakzad, Department of Chemical Engineering
    Dr. Pauline Sameshima, Faculty of Education
    *Dr. Kathy Sanderson, Faculty of Business Administration
    Dr. Tamara Varney, Department of Anthropology

Institutional Self-Assessment Sub-Committee:

Dr. Kathy Sanderson, Faculty of Business Administration
Anne Klymenko, Director, Research Services
Emilie Cameron, Director, Faculty Affairs, Office of the Provost
Dylan Mazur, Director, Office of Human Rights and Equity
Adam Shaen, Director, Office of Human Resources

Administrative Office: Office of Research Services

Meetings: The CRC Equity and Diversity Advisory Committee will meet at least once a year (September each year) to review the CRC EDI Action Plan, monitor progress in realizing objectives and actions, and to report to Executive Team Working Group (ETWG) on progress made in achieving CRC equity targets.

Appendix B: President's Taskforce on Equity, Diversity and Inclusion

Terms of Reference

July 2018

Introduction:

In October 2017 the members of Universities Canada made an explicit commitment to seven principles of equity, diversity and inclusion (EDI). Lakehead University reaffirmed this commitment by including mention of the EDI principles in its Strategic Plan 2018-2023 where it is written as a strategy under the pillar of Social Responsibility:

> Continuing to implement the Office of Human Rights and Equity and address Universities Canada Inclusive Excellence Principles in the interest of providing an inclusive, equitable and accessible environment at both Lakehead Thunder Bay and Lakehead Orillia

The second principle of EDI commits members to developing an "EDI Action Plan" in consultation with the wider University community and Under-Represented Groups (URG).[1] This commitment is in line with University policy which affirms that equity and diversity are essential qualities of an outstanding institution and are integral to Lakehead's academic mission.[2]

This Terms of Reference sets out the composition, functions and deliverables of a taskforce appointed by the President of Lakehead University to ensure that the University meets its commitments in both the consultation and development of an EDI Action Plan.

[1] women, Indigenous, racialized, persons with disabilities, LGBTIQ2S+, and men in female dominated disciplines
[2] Diversity Awareness. Effective 2010 https://www.lakeheadu.ca/faculty-and-staff/policies/general/diversity-awareness

Mandate:

In consultation with students, faculty, staff and administrators, and particularly with individuals from under-represented groups, to draft a comprehensive Equity, Diversity, and Inclusion Action plan for Lakehead University.

The EDI Action Plan will consider all areas of University operations to ensure that equity, diversity and inclusion is mainstreamed throughout the institution. A culture of full inclusion for all protected grounds, including URG, is the ultimate goal for this plan which will consider among others the following areas:

Recruitment, promotion and retention of diverse employees
- Enrollment and retention of diverse students
- Data collection
- Communications
- Supports and Services specific to the needs of diverse persons
- Representation of URG in Senior Leadership and Governance
- Systemic barriers/discrimination
- Training and Education in EDI
- Accountability and Responsibility for EDI (including targets and monitoring)
- Policy framework

Membership:

Based on the above it is important to have a representative mix of individuals from different areas of the University as well as under-represented groups.

Position/ Dept. Rep	Person
Chair (OHRE)	Dylan Mazur
Provost's Office	Emilie Cameron
Human Resources	Adam Shaen
Aboriginal Initiatives	Denise Baxter
External Relations	Mark Tilbury
Governance	Yvonne Roussel
LUFA	Gautam Das
Student Affairs/Orillia	Chris Glover
Research	Anne Klymenko
Deans' Council	Betsy Birmingham
International	James Aldridge
Faculty of Law	Hope Buset
LUSU Thunder Bay	Farhan Yousaf
LUSU Orillia	Theresa VandeBurgt

Meetings
The Taskforce will meet bimonthly (every two weeks) and all meetings will be minuted with action items and timelines. Members should prioritize attendance but for those rare occasions where they will be absent they may send a delegate giving as much notice as possible to the Chair.

Reporting
The Chair will provide progress updates to the Executive Team periodically and upon request.

Accountability
The Taskforce is advisory to the Executive Team and reports directly to the President.

Proposed Work Plan and Timeframe:

Phase	Timeframe	Task
Introduction and Background	Aug/Sep	Affirm Mandate Orientation on EDI Detail workplan Division of labour
Consultation	October/Nov	Understand EDI needs and wants from various groups
Draft and vet EDI action plan	Dec/Feb 2019	Develop draft and share widely for feedback. Finalize action plan.
Approvals	March 2019	Seek approvals and launch communication to University community.

Appendix C: CRC Job Advertisement Template

Date Posted:

Lakehead University (Ontario, Canada)

Tenure-Track Assistant or Associate Professor Appointment, Tier 1/2 Canada Research Chair (CRC) (Thunder Bay Campus)

Lakehead University invites applications for a **Tier 1/2 Canada Research Chair (CRC) in** _____. This tenure-track appointment will be at the rank of _____, in the Department of _____ at the Thunder Bay/Orillia Campus. The CRC is for five (5) years (Tier 2) or (7) years (Tier 1) and renewable once. The CRC's research will be in the following research area (to be completed by Department).

The Department of _____is a leader in undergraduate and graduate education and research. The Department offers (list graduate programs) , where students have the option of completing a specialization in: _____. We uphold an inclusive environment wherein diversity in beliefs and practices – as well as individual diversity – is lived, celebrated and respected. The successful nominee will complement and expand the current expertise of researchers in the Department of _____ and may be affiliated with several Research Centres at the university including _____. Please contact _____, Chair, Department of _____ (email) for further information regarding this opportunity.

Lakehead University and our Community

Lakehead University is recognized as Canada's top research-intensive university in its category in the last four consecutive years (Research Info$ource). Aligned with our [Strategic Plan](#) and [Research Plan](#), we are actively recruiting outstanding scholars to enhance and grow our research and innovation capacity. Situated in the diverse and multicultural community of [Thunder Bay, Ontario](#) and [Orillia, Ontario](#), our unique campuses and their locations inspires us to discover and innovate in exciting and non-traditional ways. Lakehead has approximately 10,000 students and 2,160 faculty and staff. We offer a variety of degree and diploma programs at the undergraduate and graduate, and doctoral levels thought its ten Faculties, including Business Administration, Education, Engineering, Health and Behavioural Sciences Natural Resources Management, Science and Environmental Studies, Social Sciences and Humanities, Graduate Studies and the Northern Ontario School of Medication (West Campus) and Ontario's newest Faculty of Law. The pursuit of research and innovation is the foundation for providing an *exceptional* and *unconventional* student experience, for training research leaders of tomorrow, for creating a vital environment for scholarship and for building partnerships with our regional and global communities. We are committed to research-

inspired learning and positively impacting our community, our planet, and its peoples. Experience the endless opportunities for a dynamic and rewarding research career at Lakehead University for yourself. For further information, please visit: www.lakeheadu.ca.

Lakehead University respectfully acknowledges its campuses are located on the traditional lands of Indigenous Peoples. Lakehead Thunder Bay is located on the traditional lands of the Fort William First Nation, Signatory to the Robinson Superior Treaty of 1850. Lakehead Orillia is located on the traditional territory of the Anishinaabeg. The Anishinaabeg include the Ojibwe, Odawa, and Pottawatomi nations, collectively known as the Three Fires Confederacy. Lakehead University acknowledges the history that many nations hold in the areas around our campuses, and is committed to a relationship with First Nations, Métis, and Inuit Peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation.

(For Tier 2 positions)

Tier 2 CRCs are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. Candidates will be evaluated on the following criteria: 1) The successful candidate will be an emerging world-class inter or transdisciplinary researcher in the cross-cutting fields of _____ and will be proposing an original, innovative research program of high quality with the potential to attract external funding and achieve international recognition. 2) The candidate will offer evidence of high-quality teaching and supervision, including support to create inclusiveness and support learning among a student body diversified by gender, ethnicity, age, place or origin and many other factors. 3) The successful candidate will demonstrate the potential to collaborate with a range of diverse colleagues. 4) In addition, the candidate will commit to translating and mobilizing the knowledge generated as a result of their research program through genuine community partnerships.

Additional Information

Additional information regarding the Canada Research Chair program can be found at: http://www.chairs-chaires.gc.ca/program-programme/nomination-mise_en_candidature-eng.aspx. In accordance with the regulations set for Tier 2 Canada Research Chairs (www.chairs-chaires.gc.ca), Tier 2 CRCs are intended for exceptional emerging scholars with less than ten (10) years of experience as an active researcher in their field at the time of nomination. Applicants who are more than ten (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 CRC assessed through the program's Tier 2 justification process.

Full-time faculty and librarians are appointed and governed by the provisions of the Lakehead University Faculty Association Collective Agreement. For the duration of the CRC, will be given a reduced teaching load in order to dedicate the majority of their time

to research, be provided with a start-up grant, an annual research grant in the amount of $35,000 and research space appropriate for the proposed CRCs program of research.

Application Deadline and Process

The Department of Health Sciences will begin the review of applications on _____ and the position will remain open until filled.

A complete application as one electronic pdf file consists of:

- A cover letter providing an overview of the candidate's qualifications, how they fulfill the criteria defined above, and how their research capacity would complement the existing research strengths of the Department of _____;
- A detailed curriculum vitae;
- Maximum five-page description of the candidate's proposed CRC research program;
- One-page description of the candidates three most important research contributions to date;
- Maximum two-page statement of teaching experience and approach, including evidence of teaching effectiveness and working effectively with diverse students;
- A one-page statement identifying their strengths and experiences in promoting and supporting equity, diversity and inclusion in the candidate's current or previous institution and supporting diverse students;
- Completed Workplace Diversity Survey; and
- Contact information for three references.

Complete applications are to be directed via email to:

Name of Faculty Dean: _____

Contact Information: _____

Please note that only those selected for an interview will be notified.

The successful candidate will be expected to work with the Office of Research Services in completing a complete nomination package due to the CRC Secretariat on _____. If you have questions about the CRC program at Lakehead University, please contact Dr. Andrew P. Dean, Vice-President Research and Innovation by email: vpresearch@lakeheadu.ca or by telephone at 807-343-8201.

Equity Statement

Lakehead University is strongly committed to equity, diversity and inclusion within our community and developing an inclusive work environment that reflects the diversity of the broader populations that we serve.

The University actively encourages applications from individuals representing equity seeking groups, including women, members of visible minorities, Indigenous persons, persons with disabilities, persons of any sexual orientation, gender identity or gender expression, with specific consideration given to women who self-identify in the recruitment process to further our equity, diversity and inclusion goals. Applicants must also complete a brief Workplace Diversity Survey as part of the application process. This survey can be found at https://docs.google.com/forms/d/17S5ptltUehanV5i6whk4L7jZBrDhCLLN2tN4zUpJr8I/viewform?edit_requested=true and will take approximately two minutes to complete. The survey is mandatory but the questions are voluntary. All information collected is confidential and will be used to support efforts to broaden the diversity of the applicant pool and to promote a fair, equitable and inclusive talent acquisition process.

Please note that the CRC Program imposes no restrictions on nominees with regard to nationality or country of residence; however, applicants should indicate current citizenship status.

Lakehead University recognizes that alternative career paths and/or career interruptions (e.g., maternity leave, leave due to illness) can impact research achievements and commits to ensuring that leaves are taken into careful consideration in the assessment of the candidate. Candidates are encouraged to highlight how alternative paths and/or interruptions have impacted their research in their application. Lakehead also recognizes the value of mentoring and research training, outreach, professional service, community-based research and non-traditional areas of research and/or research outputs; demonstrated experience in increasing diversity in the previous institutional environment, and in curriculum, is also an asset.

Lakehead University is committed to providing an inclusive and barrier free experience for all applicants and employees. Accommodations are available for all applicants with disabilities throughout the recruitment process as well as for employees throughout their employment experience with us. Please visit our Office of Human Rights and Equity website: https://www.lakeheadu.ca/faculty-and-staff/departments/services/human-rights-and-equity and our Human Resources policies related to accommodations and supports: https://www.lakeheadu.ca/faculty-and-staff/policies/human-resources to explore all of the supports our organization provides to enable a strong and connected employment experience.

Should an applicant require accommodations for interviews or other meetings, please contact Human Resources at (807) 343-8334 or by emailing human.resources@lakeheadu.ca.

Appendix D: *Canada Research Chair Workplace Diversity Survey*

Lakehead University is strongly committed to equity, diversity and inclusion within our community and developing an inclusive work environment that reflects the diversity of the broader populations that we serve.

The University actively encourages applications from individuals representing equity seeking groups, including women, members of visible minorities, Indigenous persons, persons with disabilities, persons of any sexual orientation, gender identity or gender expression, with specific consideration given to women who self-identify in the recruitment process to further our equity, diversity and inclusion goals.

Part of our equity, diversity and inclusion strategy means ensuring our hiring practices reflect our commitment to employment equity. In order to do this, we ask you to complete the following brief Workplace Diversity Survey as part of the CRC application process. The information you provide will be used to track the numbers of applications received from members of the designated groups and will be used to report overall statistics to the CRC program. Your responses may also be used in the selection of candidates for employment. However, only individuals who qualify for the position will be considered. Your responses will be kept confidential, unless you choose to share your responses with the Search Committee.

The questions are voluntary and you can check the box "I prefer not to answer" as noted in each section. Please note that you may self-identify as a member of more than one designated group if applicable.

You have the right to review and change information relating to you at any time including "I prefer not to answer". If you have any questions, please contact Anne Klymenko, Director, Research Services (anne.klymenko@lakeheadu.ca) or by telephone at 807-343-8223.

* Required

Contact Information (Fields with an * must be completed)

1.   *Last Name:* *

2.   **First Name:** *

3.   **Current Address:** *

Credentials:

The following information is mandatory for all Tier 2 CRC Applicants.

4.   What is the date of Completion of PhD or Equivalent? ***** *Example: December 15, 2012:*
_____

*5.   University of Completion of PhD or Equivalent:******_____

Gender and Sexual Identity:

6.   Please select the gender and sexual identity that you identify with ((*check all that apply):*

◯   Female

◯   Male

◯   Non-Binary

◯   LGBTQT2+

◯   I do not identify with any of the above

◯   I prefer not to answer

Indigenous Identity:

7.   Do you identify as Indigenous; this is First Nations (North American Indian), Métis, or Inuit?

◯ Yes   ◯   No

◯ I prefer not to answer

8.   If "Yes" above, select the options that you identify with.
Check all that apply.

◯   First Nations

◯   Inuit

◯   Métis

◯   I prefer not to answer

Disabilities:

Note: Person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric or leaning impairment and: (1) Who considers themselves to be disadvantaged in employment by reason of that impairment, or (2) Who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and (3) Includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.

9.   Do you identify as a person with a disability?

◯ Yes   ◯   No

◯ I prefer not to answer

Visible Minorities:

Note: visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

10.   Do you identify as a member of a visible minority in Canada?

◯ Yes   ◯ No

◯ I prefer not to answer

If "Yes" above, select the options that you identify with:

Check all that apply.

◯   Arab

◯   Black

◯   Chinese

◯   Filipino

◯   Korean

◯   Latin American

◯   South Asian (e.e., East Indian, Pakistani, Sri Lankan, etc.)

◯   Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)

◯   West Asian

◯   I prefer not to answer

Share Information with the Search Committee:

If you have not already done so, you may wish to advise the CRC Search Committee of your status as a member of a designated group. Please indicate below if you wish to forward your responses to the Chair of the Search Committee.

11.   I wish to have my responses forwarded to the Search Committee. *****

◯ Yes ◯ No

Appendix E: Lakehead University Canada Research Chair Faculty Recruitment Summary

Consistent with the goals and objectives of the Lakehead University Employment Equity Policy, LUFA Collective Agreement, Lakehead University's CRC EDI Plan and the CRC Recruitment Guidelines, the CRC Faculty Recruitment Summary has been developed to ensure careful consideration of all applicants from **equity seeking groups, including but not limited to women, Indigenous people, visible minorities and persons with disabilities**. A review of the recruitment procedure midway through the process when candidates are shortlisted is required.

The CRC Faculty Recruitment Summary shall be completed and returned to the President with the final recommendation of the Department made in accordance with Article 19.02.04 of the Board of Governors and the Lakehead University Faculty Association Collective Agreement.

SECTION I

To be completed by the Dean of the Faculty for a CRC position and forwarded to the Chair of the CRC Search Committee.

CRC Position:

_____

Department:

_____

Profile of Candidate Pool (as disclosed by candidates to the Department through CRC Workplace Diversity Survey):

Total Number of Applicants: _____

Women: _____   # Males: _____

Indigenous peoples: _____   # Visible Minorities: _____

Persons with Disabilities: _____

SECTION II

To be completed by the Chair of the Search Committee prior to submitting the shortlist to the Dean. Note: the Office of Research Services and Office of Human Rights and Equity will share the complete and confidential Workplace Diversity Survey results with the Provost's Office in order to assess if the candidate pool is sufficiently diverse.

A)   Total Number of Qualified Applicants: _____

Total Number of Qualified Candidates who agreed to share their Workplace Diversity Survey information with the Search Committee:

Male: _____   # Women: _____

LGBTQ2+: _____   # Indigenous peoples: _____

Visible Minorities: _____   # Persons with Disabilities: _____

B)   List the name and of each person selected for the shortlist (to be interviewed) and attach Curriculum Vitae. Normally, the most qualified female applicant will be interviewed.

Applicant Name:	Gender	Indicate if Applicant is a member of an Equity Seeking Group

C)   Indicate the name of the most qualified candidate from all equity seeking groups (if not included above) and attach Curriculum Vitae.

Name: _____

SECTION III

To be completed by the Dean prior to candidates being proposed for interview and after meeting with the Department Search Committee Chair to review the selection process to date.

A) Have any applicants from equity seeking groups been placed on the shortlist?
Yes _____   No _____

B) Are there qualified candidates from equity seeking groups who are not on the shortlist?
Yes _____   No _____

If yes, indicate why they are not on the shortlist: _____

_____

_____

C) After reviewing the recruitment process, are there any names to be added to the shortlist?
Yes _____   No _____

If yes, list name(s):

_____

D) Department authorized to interview?   Yes _____   No _____

Comments: _____
_____
_____

Signature of the Dean: Date:

_____   _____

Signature of Provost and Vice-President (Academic):   Date:

_____   _____

SECTION IV

To be completed by the CRC Search Committee Chair and Dean of the Faculty) following completion of interviews.

	Names of CRC Applicants Interviewed
1.	
2.	
3.	
4	

Name of candidate recommended for nomination to for a Canada Research Chair:

_____

Department/Faculty Attestation:

In submitting this nomination and signing this form, We, the Chair of the Search Committee and the Dean of the Faculty attest that the Department has followed the Canada Research Chairs Program's requirements for recruiting and nominating Canada Research Chairs as outlined on the program's website at the following link:
http://www.chairs-chaires.gc.ca/program-programme/equity-equite/recruitment-recrutement-eng.aspx.

	We have reviewed the recruitment and nomination process, corresponding documentation and the nomination package enclosed and we have ensured that (initial in the box that applies for each of the five statements):	YES	NO
1.	The recruitment and nomination requirements of the program were followed.		
2.	The nomination is aligned with the program's commitment to equity, diversity and inclusion, and the institution's equity, diversity and inclusion action plan.		
3.	The level of institutional support (e.g., level of protected time for research, research stipend, mentoring, etc.) being provided to the individual has been carefully reviewed and is comparable to other chairholders at the institution.		
4.	Documentation attesting that the recruitment and nomination process used for this nomination followed the program's requirements will be kept on file for 48 months following submission of the nomination. I understand that as part of its monitoring activities, the Tri-agency Institutional Programs Secretariat reserves		

	the right to ask for this documentation at any time within those 48 months to confirm that the program's requirements were followed.		
5.	I understand that in cases where the results of a monitoring exercise find that the program's requirements have not been followed for this nomination, the program reserves the right to withdraw the nomination, suspend future payments or terminate the award of an already active chair.		
	The following documents have been appended to the nomination, as applicable:		
a)	a copy of the publicly advertised job posting (applies to all nominations, other than renewals);		
b)	if applicable, a copy of the transparency posting (i.e., the detailed justification posting explaining why the emergency retention mechanism was used);		
c)	the original signed and dated copy of this form.		

SECTION V

In reviewing the CRC Faculty Recruitment Summary, I concur that this search procedure has been carried out in accordance with the goals and objectives of the Lakehead University Employment Equity Policy Statement, LUFA Collective Agreement and CRC Recruitment Guidelines.

Signature of Vice-President (Research and Innovation):   Date:

_____   _____

Signature of Provost and Vice-President (Academic)   Date:

_____   _____

Appendix F: Recent Call for CRC Allocations

![Lakehead University logo]

M E M O

Date: Wednesday, March 27, 2019

To: Dr. David Barnett, Acting Dean, Faculty of Law
             Dr. Michel Bédard, Dean, Faculty of Health and Behavioural Sciences
             Dr. Elizabeth Birmingham, Dean, Faculty of Social Sciences and
             Humanities
             Dr. Bahram Dadgostar, Dean, Faculty of Business Administration
             Dr. John O'Meara, Dean, Faculty of Education
             Dr. Hassan Nasser, Acting Dean, Faculty of Engineering
             Dr. Todd Randall, Dean, Faculty of Science and Environmental
             Studies Dr. Ulf Runesson, Dean, Faculty of Natural Resources
             Management
             Dr. Roger Strasser, Founding Dean, Northern Ontario School of
             Medicine
             Directors, Research Centres

From: Dr. Andrew P. Dean, Vice-President, Research and Innovation

Re: Call for Proposals for New Tier 2 SSHRC or CIHR CRC

Lakehead University will have a vacant Tier 2 Canada Research Chair available in August 2020 that will be allocated in a SSHRC or CIHR research area. The Office of the Vice-President, Research and Innovation is seeking proposals from Faculty Deans and Research Centres proposing a thematic research area for the CRC that is aligned with the University's research priorities. Specifically, we encourage applications for a new CRC Tier 2 in the research areas of social justice, social determinants of health and well-being and/or research that advances our understanding of Truth and Reconciliation Commission's Calls to Action in collaboration with Indigenous Peoples.

Through this new Canada Research Chair, Lakehead University continues to actively foster a dynamic and inclusive research and academic environment. We are actively supporting research in the area of social justice and leading the way in cultivating a diverse research ecosystem, world-class learning and training opportunities that are closely integrated with research and pro-active community engagement.

Proposals for Tier 2 CRCs will only be considered in areas of established research strength at Lakehead University, with established graduate programs, critical mass and recognized excellence nationally and internationally. We strongly recommend that proposals for Tier 2

CRCs have the opportunity to enhance interdisciplinary and collaborative research and build upon already successful research initiatives. Please note that the recruitment and retention of outstanding candidates representing the Four Designated Groups (FDGs) – Women, Visible Minorities, Indigenous People, People with Disabilities - is a priority as indicated in **Lakehead University's Equity, Diversity and Inclusion Action Plan** (https://www.lakeheadu.ca/research-and-innovation/about/canada-research-chairs). The availability of this CRC position will be advertised openly and internationally. Internal and external qualified candidates from the FDGs will be encouraged to apply.

Faculty Deans and Centre Directors are asked to distribute the call for CRC Tier 2 proposals widely to all faculty members, Department/School Chairs and to Centre members. Proposals must follow the format outlined in Appendix A.

Faculty Deans and Centre Directors are asked to review and rank all proposals indicating in a cover letter the rationale for the ranking and confirming that they agree to follow CRC's September 2018 Requirements for Recruiting and Nominating Canada Research Chairs. Faculty Deans and Centre Directors are asked to submit their proposals to the Office of the Vice-President, Research and Innovation no later than **April 15, 2019**. We are hoping to select the research area in April and work with Faculty Deans and Research Centres to complete the recruitment process by October 2019 (CRC nomination deadline) with an anticipated start-date of August 1, 2020.

A CRC Advisory Committee will review and recommend the successful CRC proposal to the President. The Committee will include: the Vice-President, Research and Innovation; Provost and Vice-President Academic; Associate Vice-President, Research and Graduate Studies; Dean of the Faculty of Graduate Studies; Chair of the Senate Research Committee; one current Canada Research Chair; Director, Research Services (non-voting); and Acting Director, Human Rights and Equity (non-voting).

Should you have any questions about the CRC program or recruitment process at Lakehead, please contact Anne Klymenko ext. 8223 or email to Anne.Klymenko@lakeheadu.ca.

Sincerely,

Andrew P. Dean, Ph.D.
Vice-President (Research and Innovation)
t: 807.343.8201 | e: vpresearch@lakeheadu.ca

cc.   Dr. Moira McPherson, President
        Dr. David Barnett, Interim Provost and Vice-President (Academic)
        Dr. Batia Stolar, Associate Vice-President, Research and Graduate Studies
        Dr. Chander Shahi, Dean, Faculty of Graduate Studies
        Adam Shaen, Associate Vice-President, Human Resources
        Emilie Cameron, Director of Academic Relations
        Anne Klymenko, Director, Research Services

CRC Call for Proposals 2019 Cont'd - Proposal Format (maximum 3 pages)

Proposals for a new CRC allocation should address the following:

- Overview of proposed area of research focus for the CRC; please note that proactive efforts must be made to identify a diverse pool of potential applicants; the targeted field of research must be sufficiently broad in nature to attract a large candidate pool from the FDGs, specifically women.
- Fit with Lakehead University's current research priorities (please refer to the attached Research Plan Priorities.
- Description of the research environment outlining current research strengths and opportunities for collaboration with other researchers working in the same or related areas in the university (e.g., existing clusters of Research Chairs, Research Centres).
- Description of available infrastructure required to support the potential research area, (including any space requirements) and identification of resources available through the proposed Faculty/Centre. The Faculty's commitment and strategies for providing the CRC candidates from equity-seeking groups with mentoring, start-up funds, Graduate Assistantships, office space and research space should be specified.
- Description of the existing graduate programs to support the CRCs.
- Estimation of the size of the candidate pool (internal and external) and details on the planned recruitment strategy, including a potential list of advertising venues (professional societies and associations of designated groups) to reach a broad and diverse pool of candidates, specifically women. Please note that in order to receive a Canada Research Chair allocation, the successful Department/Faculty must agree to follow the September 2018 CRC Requirements for Recruiting and Nominating a Canada Research Chair: http://www.chairs-chaires.gc.ca/program- programme/equity-equite/recruitment-recrutement-eng.aspx.
- Other strategies within the Faculty to ensure candidates from the designated equity-seeking groups are integrated into a supportive research environment for long-term success and retention.

Lakehead University Research Priorities
- ☐ First Nations, Métis, and Inuit Research
- ☐ Health and Well-Being
- ☐ Informatics, New Materials and Technologies
- ☐ Resources, Sustainability, and the Environment

Appendix G: CRC EDI Consultation Survey to Canada Research Chairs

NOTE: Not all individuals were asked all questions, dependent upon time and the direction of the interview. Additional probes were used to ensure full collection of views, with a focus on recruitment and retention within the CRC Program.

As you are aware, Lakehead University is revising the CRC EDI Action Plan. As a chairholder, your experiences and opinions are an important part of the development of the Lakehead University plan to address these requirements. I realize that you may have already participated in the survey in December 2018. We would like to expand on those questions and get more of your opinions on how to improve internal processes. We also want to be able to incorporate your specific feedback into the development of the CRC EDI plan revision.

- The initial survey highlighted that the recruitment/advertising process that Lakehead University was using depended upon traditional sources frequently used for faculty recruitment. To increase the range of candidates, how do you think this process could be improved? Are there specific advertising or recruitment strategies that could be used within your discipline area that would encourage more members of the designated groups to apply?
- Each faculty has a slightly different method of interviewing and assessing candidates, depending upon the specific position focus and requirements. What part of this process increased your interest in becoming a CRC at Lakehead University? How could the process be improved?
- There are many pros and cons of asking candidates to self-identify during the recruitment/selection process. The standard for CRC EDI approved plans is a multiple- choice form, which does not accompany an application unless the candidate requests. This form is required for all CRC positions (although a candidate can select 'prefer not to answer'). What do you think that Lakehead University could include, or do, to encourage more of the candidates to self-identify?
- The CRC renewal process is both extensive and time consuming, at both university and CRC levels. Are there supports that the university could provide to assist you with this process? Would a 'renewal mentor' be a support you would (or would have) find beneficial?
- The survey noted that for those disciplines that conduct research with community partners, identifying and developing partnerships was, in some cases difficult, depending upon the area. How could your faculty or the university assist with the development of partnerships for research projects and funding opportunities?
- There is a great deal of variation in how CRCs are retained, following the CRC position (whether Tier 1 or 2). What kinds of supports would encourage you to continue at Lakehead University? What sort of succession plan should be in place?
- What organizational barriers to you think exist that will limit the ability of Lakehead University to increase CRC diversity?

- What do you see as being the positive changes related to the CRC program that have occurred in the past year? What would you like to be the next positive change for your CRC position(s)?
- What did I not ask that you think we should consider in the development of the CRC EDI plan?

Initial Survey with Chairs (2018)

Lakehead University is required to review our CRC Equity, Diversity and Inclusion (EDI) procedures as part of our CRC EDI Action Plan. Please take a moment to complete this questionnaire. All results will be analyzed for these purposes only and to identify potential systemic barriers to the recruitment and retention of CRCs from the Four Designated Groups (FDGs) - women, visible minorities, Aboriginal People (Indigenous) and people with disabilities. Your response will be kept confidential in the Office of Research Services. Please respond by_____. Thank you!

- What are some of the challenges that you perceive in recruiting CRC candidates from the FDGs? Note: You may wish to consider the following when answering (institutional reasons (perceived and real); geographic reasons; and availability of candidates, recruitment processes.
- How did you hear about the CRC you currently hold? Did anyone from the university discuss the position with you to encourage you to apply?
- Do you feel that Lakehead's current recruitment practices encourage applicants from the FDGs?
- What was your interview process like for the CRC? Was there anything during the interview process that you particularly appreciated or did not like or that made you feel uncomfortable?
- Do you have any suggestions to encourage FDG candidates to self-identify? From your perspective as a CRC what do you see as the challenges of self-disclosure during the CRC application stage, or post-hiring stage? Any suggestions about how departments, faculties or university can deal with them?
- What type of grantwriting support did you receive from the Faculty/ORS when you were nominated for a CRC or CRC renewal? Any suggestions for improvement?
- During the first term of your CRC, please describe the mentoring your received? Was this sufficient? If not, what would you have liked to see?
- Have you ever mentored a fellow CRC on their application or shared a copy of your CRC application with a potential nominee?
- Have you gone through LU's CRC Renewal process? If so, when? If so please describe the process, and aspects you appreciated and disliked?
- Do you have any other suggestions for LU to improve its practices with regards to search processes, hiring, advertising and retention of FDG CRCs, with regard to equity, diversity/inclusion?

Appendix H: CRC EDI Consultation Survey to Faculty Deans

> <u>NOTE</u>: Not all individuals were asked all questions, dependent upon time and the direction of the interview. Additional probes were used to ensure full collection of views, with a focus on recruitment and retention within the CRC Program.

Follow-up Survey with Deans (2019)

> As you are aware, Lakehead University is revising the CRC EDI Action Plan. As a Dean, your experiences and opinions are an important part of the development of the Lakehead University plan to address these requirements. I realize that you may have already participated in the survey in December 2018. We would like to expand on those questions and get more of your opinions on how to improve internal processes. We also want to be able to incorporate your specific feedback into the development of the CRC EDI plan revision.

- When looking at the supply of candidates for CRC positions within your faculty, what do you see as the pipeline issues related to the designated groups? Please comment on each of the 4 groups.
- How could the recruitment process be improved to target a more diverse candidate pool?
- While there are some consistencies with the CRC recruitment process, there are also variabilities. In what areas does your faculty require unique considerations?
- How would you suggest increasing the diversity on the search committee? What do you see as being the concerns with a more diverse search committee or with recruiting members?
- When determining CRC salary, start up support and funds, how is EDI considered within that process? How much negotiation occurs?
- Would your faculty have the resources to provide a mentoring program to a new CRC?
- Do you have concerns with the retention of your CRC? What kinds of supports could improve the possibility of retention?
- What organizational barriers to you think exist that will limit the ability of Lakehead University to increase CRC diversity?
- What do you see as being the positive changes related to the CRC program that have occurred in the past year? What would you like to be the next positive change for your CRC position(s)?
- What did I not ask that you think we should consider in the development of the CRC EDI plan?

Initial Survey with Deans (2018)

> Lakehead University is required to review our CRC Equity, Diversity and Inclusion (EDI) procedures as part of our CRC EDI Action Plan. Please take a moment to complete this questionnaire. All results will be analyzed for this purpose only and to identify potential systemic barriers to the recruitment and retention of CRCs from the Four Designated Groups (FDGs) - women, visible minorities, Aboriginal People (Indigenous) and people with disabilities. Your

response will be kept confidential in the Office of Research Services. Please respond by_____. Thank you!

With regards to challenges **related to equity, diversity and inclusion**, as a current Faculty Dean with CRCs in your Faculty, what are your thoughts on the following:

- The process Lakehead uses to allocate CRC positions?
- How the area of expertise is chosen for the CRC position?
- How Lakehead advertises CRC positions? What innovative approaches have you attempted to get FDG applicants to apply?
- Do you have any suggestions about how CRC ads could be better worded to encourage FDG participation?
- How do you ensure that all search committee members have undertaken unconscious bias training?
- Within your unit who actually supports the applicant when they submit their nomination application to the CRC secretariat?
- Do you have a mentoring program for new Faculty hires? Please describe?
- Any suggestions for LU to improve recruitment practices with regards to hiring CRC applicants from the FDGs.