Canada Research Chairs   Chaires de recherche du Canada

INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION ACTION PLAN: PROGRESS REPORT

Institution: Lakehead University

Contact name and information: Dr. Andrew P. Dean, Vice-President Research and Innovation

Instructions

Filling out all four sections of this report is mandatory. Institutions must email a PDF of this completed report and, if applicable, a revised copy of the institution's equity, diversity and inclusion action plan by December 15, 2018, to edi-edi@chairs-chaires.gc.ca. If an institution chooses to revise its action plan in anticipation of the assessment process, it must post an updated version of the plan on its public accountability web page.

Equity, Diversity and Inclusion Recognition

Each year, the Tri-agency Institutional Programs Secretariat recognizes an institution with exemplary recruitment, nomination and/or appointment practices that promote equity and diversity. Indicate below whether your institution would like to be considered for the program's recognition. The evaluation process for the recognition will be based on the committee's assessment of this progress report and the institution's corresponding action plan.

Yes:____X_____ No:_____

PART A: Equity and Diversity Targets and Gaps
A.1) Provide the current targets and gaps for your institution in the table below (using the target-setting tool). **Please note Target Actual Numbers inferior to 5 have been withheld per CRC requirements.**

Designated group	Target (percentage)	Target (actual number)	Representation (actual number)	Gap (actual number)
Women	33%	4	N/A	N/A
Indigenous peoples	1%	0	N/A	N/A
Persons with disabilities	4%	0	N/A	N/A
Visible minorities	15%	2	N/A	N/A

Number of currently active chairs:_____10_____

Number of empty chairs:_____1_____

Number of chairs currently under peer review:_____1_____

A.2) Provide any contextual details, such as empty chairs for which recruitment processes have started (limit 200 words):

Lakehead University submitted two new nominations (NSERC Tier 1 and NSERC Tier 2) and one Tier 1 renewal this past year. The new Tier 1 CRC was targeted to women as a special program under the Ontario Human Rights Commission (OHRC) and an internal applicant was successful. The NSERC Tier 1 CRC renewal was also held by a member from the FDG and was successful.

The Tier 2 nomination for the empty chair is for an NSERC Tier 2 Canada Research Chair; it was submitted on December 10, 2018. The nomination is a foreign nomination, as well as a chair submitted to help Lakehead University meet its CRC equity targets for women. The above table includes this nominee. The recruitment process for this nominee followed the process in place prior to September 2018. The University retained the search firm Critical Knowledge to manage the advertising and application process. The position targeted female candidates and was advertised openly and transparently. The position was advertised internationally and in venues selected to reach a broad and diverse applicant pool. Over 160 applications were received, 60 of which were from qualified female candidates.

These three chairs represent individuals from the FDGs and will contribute to Lakehead University meeting its CRC equity targets.

PART B: Results of the institution's Employment Systems Review, Comparative Review and Environmental Scan

In developing their action plans, institutions were required to develop objectives that were S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see Appendix A for the requirements that the program stipulated to develop the action plans).
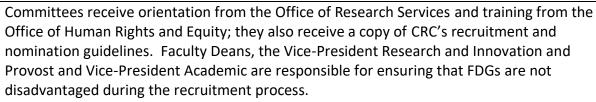
B.1) Outline the key findings of the employment systems review that was undertaken when drafting the action plan limit 250 words:

The following key findings informed the drafting of the CRC EDI plan and its objectives:

• Currently the University's Employment Equity Policy is under review and is in the process of being updated to include other equity seeking groups, in addition to women. Unfortunately, there is no institution-wide data collection mechanism at the moment for individuals from the FDGs to self-identify at the time of application. Only data on employees by gender is collected by the Office of Human Resources.
• All chairholders receive equal CRC bonuses.
• Processes for CRC recruitment and nomination are open and transparent, aligned with the faculty collective agreement and have followed CRC's recruitment and nomination guidelines. These procedures are applied consistently in all Faculties. All CRC Search
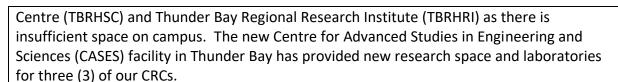
Committees receive orientation from the Office of Research Services and training from the Office of Human Rights and Equity; they also receive a copy of CRC's recruitment and nomination guidelines. Faculty Deans, the Vice-President Research and Innovation and Provost and Vice-President Academic are responsible for ensuring that FDGs are not disadvantaged during the recruitment process.

• A process exists at Lakehead University to address academic salary anomalies. An Anomalies Report for academic staff is produced every year based on a regression analysis that compares many factors, some of which include gender and if they are a CRC. As such, the anomalies process also includes Canada Research Chairs.

• CRCs surveyed felt Lakehead's CRC recruitment process was open and transparent, indicated that they were made to feel welcome and did not have any suggestions for improving the process. Several CRCs appreciated the University supporting a research planning visit as part of the final nomination submission process, as extremely being extremely helpful in finalizing the CRC nomination application.

• All CRC searches have included an EDI expert from the Department of Human Resources or the Office of Human Rights and Equity.

• Within Faculties, hiring practices have been consistent for all CRCs, and have included members on the CRC Search Committee representing individuals from the FDGs.

• A number of CRCs who participated in the renewal process at Lakehead commented that the workload and time commitment involved in obtaining internal approval for a CRC renewal was unreasonable compared to the processes they were aware of at other universities.

• Faculty Deans surveyed did not report any perceived systemic barriers to candidates from the FDGs but did recommend that unconscious bias training continue to be required for all CRC Search Committees.

• While there is no formal requirement for institutional training around diversity and inclusion for recruitment committees or adjudication committees outside of the CRC program at Lakehead, unconscious bias and cultural competency training is available upon request from the Office of Human Rights and Equity and the Office of Aboriginal Initiatives. Lakehead University is currently developing an Institutional EDI Action Plan which will likely include a more formal approach to unconscious bias training. Unconscious bias training through the Office of Human Rights and Equity was implemented in 2017 for all CRC Search Committees.

• The Office of Research Services has consistently provided mentoring on grant writing strategies and provided research administrative support to all CRCs; the Director of Research Services has been a non-voting member on all CRC search committees to ensure all CRC searches have been consistently supported and CRC recruitment guidelines followed. Interview questions and itineraries are standardized for all CRC searches.

• There currently is not a mechanism at Lakehead to continue providing research support and protected time for research once a CRC completes their second term.

• Accommodation for persons with disabilities is dealt with on a case-by-case basis. Lakehead University's policy for Accommodating Employees with Disabilities (https://www.lakeheadu.ca/faculty-and-staff/policies/human-resources/accommodation-for-employees-with-disabilities-policy/node/49152) was updated in September 2018.

B.2) Outline the key findings of the comparative review that was undertaken when drafting the action plan (limit 250 words):

An analysis of past practices and potential barriers for FDGs was reviewed regarding the level of institutional support (protected time for research, additional research funds, office space, mentoring, administrative support and start-up infrastructure support) provided for all current chairholders, including any current measures to address systemic inequities.   Faculty Deans were surveyed to explore potential inequities or disadvantages for the FDGs. Input was obtained from current chairholders through a confidential survey (70%) response rate) and through CRC annual reports.   Institutional practices with allocation of resources (including allocation of research space, opportunities for CFI JELF infrastructure funding, etc.) were also reviewed. Key findings include:

• All Lakehead CRCs are provided protected time for research; chair holders are required to teach half the normal load in their Department/School and a minimum of 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 equal CRC bonuses: Tier 1 CRCs receive $10,000 in addition to their base salary and Tier 2 CRCs receive $5,000 in addition to their base salaries.
• 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); amounts awarded were based on demonstrated need and justification aligned with the chairholders CRC research plan. Only one NSERC Tier 2 CRC was not allocated a CFI JELF because of significant 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.
• The Office of Research Services has consistently provided mentoring on grant writing strategies and provided research administrative support to all CRCs; the Director of Research Services has been a non-voting member on all CRC search committees to ensure all CRC searches have been consistently handled. Interview questions and itineraries are standardized for all CRC searches.
• All CRC searches have included an EDI representative from the Department of Human Resources or the Office of Human Rights and Equity.
• Within Faculties, hiring practices have been consistent for all CRCs, including members of the FDGs.
• For CRCs at Lakehead, the mentoring and networking available is typically informal and offered on request.
• 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 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 three (3) of our CRCs.

• Lakehead University's internal allocation process for CRCs includes central review of Faculty commitments and resources to support the proposed CRC, safeguarding against inequitable institutional support amongst our CRCs within a given Faculty. It was noted that the Faculty of Science and Environmental Studies was the only Faculty that provided additional start-up funds to new CRCs beyond the standard annual CRC Research Grant.

B.3) Outline the key findings of the environmental scan that was undertaken when drafting the action plan (limit 250 words):

Lakehead University conducted the last Campus Climate Surveys in 2002, 2004, 2006, 2008, and 2013; information specifically regarding the CRCs as a separate demographic within the academic staff complement was not collected. Therefore, we were unable to undertake a complete environmental scan for the CRC EDI Action Plan.

Lakehead University is scheduled to roll out its next Employee Experience Survey in October 2019; it will be more comprehensive and focused on diagnosing the employee (faculty and staff) experience at Lakehead University. Metrics@Work has been retained as the survey provider. Following completion of the survey period, Metrics@Work will compile portfolio-based reports to inform senior leaders of the current state and to guide the formation of actionable next steps. Survey questions around equity, diversity and inclusion will form part of the survey and CRCs will be added as a demographic. The survey will be open for approximately 3 to 4 weeks, with an expectation of staged presentation and dissemination of results beginning in late November 2019, moving into early 2020. The results of the survey will also be used to monitor the University's progress in meeting the objectives of our CRC EDI Action Plan.

B.4) Provide an overview of who was consulted in the drafting of the action plan. What form did the consultation/engagement with members of the four designated groups (i.e. women, persons with disabilities, Indigenous peoples and visible minorities) and other underrepresented faculty take? What equity diversity and inclusion (EDI) experts were consulted? Note: Do not to disclose any third party personal information (limit 250 words):

> The Canada Research Chairs Equity, Diversity and Inclusion Working Group was responsible for guiding the drafting of the CRC EDI plan. Members included:
> Associate Vice-President, Research and Graduate Studies (Chair); Director, Office of Research Services (non-voting); Director, Office of Human Rights and Equity (non-voting); 6 faculty members including Canada Research Chairs, at least 4 of whom self-identify as members of an equity-seeking group; President of Faculty Association; Vice-Provost Aboriginal Initiatives; and Chair, Senate Research Committee (see Appendix A of the CRC EDI Action Plan).
> In addition, the following groups were consulted in the drafting of the CRC EDI Action Plan:
>
> EDI Experts
> Office of Human Resources
> Office of Human Rights and Equity
> Faculty member specializing in human rights from the Lakehead University Law School
> Office of Aboriginal Initiatives
>
> Other Groups
> Senate Research Committee
> Office of the Provost and Vice-President Academic
> Current Canada Research Chairs (see attached survey questions)
> Faculty Deans (see attached survey questions)

PART C: Objectives, Indicators and Actions

Indicate what your institution's top six key EDI objectives are, as well as the corresponding indicators and actions (as indicated in the action plan). For each objective, outline what progress has been made, with reference to the indicators. Use the contextual information box to communicate any progress made to date for each objective.

Key Objective 1:
To develop an institutional EDI plan that is appropriately resourced to effectively implement the CRC EDI plan and enable Lakehead University to meet CRC equity targets.
Corresponding actions:
1.1 Establish a **Lakehead University CRC Equity and Diversity Advisory Committee** that will meet annually to review progress in meeting the objectives outlined in this Action Plan, including success in meeting CRC Equity and Diversity Targets. Should the CRC Equity and Diversity Advisory Committee not see progress in meeting the objectives and targets outlined in this plan, it may undertake an assessment of the University's overall recruitment and retention strategy for CRCs by reviewing CRC advertisements, CRC Search Committee minutes and meeting materials, etc.   1.2 Develop an equity and diversity statement to be reflected where appropriate in the University's Strategic, Academic and Research Plans (June 2018);   1.3 Establish a **Presidential EDI Action Plan Task Force** to develop and implement an institutional EDI action plan following the call to action outlined in ***Universities Canada's 2017 Inclusive Excellence Principles and Indigenous Education Principles*** (August 2018).   1.4 Undertake targeted consultations with key groups on the draft institutional EDI plan (January 2019);   1.5 Develop and finalize the Institutional EDI Plan and align CRC EDI plan if necessary (March 2019).   1.6 Seek approval of the Institutional EDI plan from Lakehead's Executive Team Working Group (ETWG) and launch communication to university community (March 2019)   1.7 Update the Employment Equity Policy (Dec 2019)   1.8 Conduct an employee experience survey which will also collect data for CRCs from the FDGs at Lakehead (November 2019); and   1.9 Develop an institutional employment application tracking system, including a self-identification form for equity seeking groups, that collects data for all faculty recruitment, including CRCs (December 2020).
Indicator(s):
Approval and implementation of the institutional EDI Action Plan by Lakehead University's Executive Team Working Group.

Progress:
In 2018, Lakehead University established a President's Taskforce on Equity, Diversity and Inclusion. A new objective was added to the CRC EDI Action Plan to reflect key institutional EDI actions that are needed to support a successful CRC EDI program. 1.1 Establish a **Lakehead University CRC Equity and Diversity Advisory Committee** (**Achieved** - see Appendix A in Action Plan). The Committee met in December 2017 and 2018 to provide input into the Institutional EDI Action Plan as well as to hear progress made towards achieving CRC equity targets. The committee was pleased with the progress made to date in nominating and renewing CRC from the FDGs. 1.2 Develop an equity and diversity statement to be reflected where appropriate in the University's Strategic, Academic and Research Plans (June 2019); (**Achieved -** December 2018). An EDI commitment is embedded in the University's Strategic Plan and the draft Academic Plan and draft Research Plan 1.3 Establish a **Presidential EDI Action Plan Task Force** (**Achieved** - August 2018 – see Appendix B in the CRC EDI Action Plan). 1.4 Undertake targeted consultations with key groups on the draft institutional EDI plan (**Achieved** – currently underway and to be completed by end of January 2019).

Next steps:
1.1 Develop and finalize the Institutional EDI Plan and align CRC EDI plan if necessary (March 2019). 1.2 Seek approval of the Institutional EDI plan from Lakehead's Executive Team Working Group (ETWG) and launch communication to university community (March 2019) 1.3 Update the Employment Equity Policy (Dec 2019) 1.4 Conduct an employee experience survey which will also collect data for CRCs from the FDGs at Lakehead (November 2019); and 1.5 Develop an institutional employment application tracking system, including a self-identification form for indigenous peoples and other equity seeking groups, that collects data for all faculty recruitment, including CRCs (December 2020).

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
As mentioned in the CRC EDI Action Plan, the existence of an Institutional EDI Action Plan is necessary to support the success of Lakehead's CRC EDI program and progress. The establishment by the President of an Institutional EDI Action Plan Task Force to develop the institutional plan is a major achievement this past year for our CRC EDI program. The availability of data collection systems university-wide, an employment equity policy that covers all FDGs and an employee experience survey will also help inform and contribute towards the successful achievement of our CRC EDI objectives.

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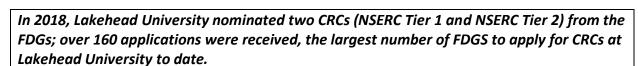
Key Objective 2:
To embed EDI considerations and best practices within our procedures for CRC allocations, recruitment and renewals

Corresponding actions:
2.1 Publicly share and raise awareness of Lakehead University's CRC Equity, Diversity and Inclusion Plan with all Faculty Deans and CRC Search Committees (December 2017);

2.2 Update Lakehead University's guidelines and procedures for the recruitment of CRCs to reflect the new September 2018 CRC Requirements for the Recruitment and Nomination of CRCs, as well as address (September 2018);

2.3 Incorporate EDI considerations when responding to institutional calls for new CRC allocations (December 2017).

2.4 Develop a CRC advertisement template that speaks to Lakehead's commitment to an open and transparent recruitment process and one that encourages applications from all equity-seeking groups (December 2017);

2.5 Widely advertise available CRC positions internationally and to professional societies and associations that engage equity-seeking groups (ongoing);

2.6 When necessary, retain a Search Consultant to assist with the recruitment of CRCs in areas and disciplines under-represented by equity-seeking groups (ongoing);

2.7 Ensure all CRC Search Committees and CRC Renewal committees have appropriate representation from equity-seeking groups in accordance with CRC's new Requirements for Recruitment and Nominations of CRCs (January 2019);

2.8 Work with the Office of Human Rights and Equity to deliver human rights and unconscious bias training to all individuals involved in the management of CRCs, recruitment, nomination and renewal processes (ongoing); and

2.9 The Office of Research Services will collect data from all CRC applicants and nominees using the CRC Employment Equity Self-Identification form until which time the University implements an institution-wide data collection system; the ORS will ensure confidentiality and privacy in the process of collecting this information (January 2018).

Indicator(s):
Increase in the diversity of CRC applicant pools and candidate's shortlisted and selected from the FDGs.

Progress:

In 2018, Lakehead University nominated two CRCs (NSERC Tier 1 and NSERC Tier 2) from the FDGs; over 160 applications were received, the largest number of FDGS to apply for CRCs at Lakehead University to date.

    2.1 Publicly share and raise awareness of Lakehead University's CRC Equity, Diversity and Inclusion Plan with all Faculty Deans and CRC Search Committees (**Achieved** commencing December 2017 and ongoing);

    2.2 Update Lakehead University's guidelines and procedures for the recruitment of CRCs to reflect the new September 2018 CRC Requirements for the Recruitment and Nomination of CRCs, as well as address (**Achieved** - September 2018);

    2.3 Incorporate EDI considerations for institutional calls for new CRC allocations (**Achieved** in 2017).

    2.4 Develop a CRC advertisement template that speaks to Lakehead's commitment to an open and transparent recruitment process and one that encourages applications from all equity-seeking groups **(Achieved** December 2017 and ongoing);

    2.5 Widely advertise available CRC positions internationally and to professional societies and associations that engage equity-seeking groups (**Achieved** and ongoing);

    2.6 When necessary, retain a Search Consultant to assist with the recruitment of CRCs in areas and disciplines under-represented by equity-seeking groups (**Achieved** January 2018 and ongoing);

    2.7 Ensure all CRC Search Committees and CRC Renewal committees have appropriate representation from equity-seeking groups in accordance with CRC's new Requirements for Recruitment and Nominations of CRCs (**Achieved** – new CRC search in 2019 will follow September 2018 *Requirements for Recruitment and Nomination of CRCs*);

    2.8 Work with the Office of Human Rights and Equity to deliver human rights and unconscious bias training to all individuals involved in the management of CRCs, recruitment, nomination and renewal processes (**Achieved** – for all CRC Search Committees established after September 2017 and ongoing); and

    2.9 The Office of Research Services will collect data from all CRC applicants and nominees using the CRC Employment Equity Self-Identification form until which time the University implements an institution-wide data collection system ensuring confidentiality and privacy in the process (**Achieved** January 2018 - (see Appendix C: Self-Identification Form).

Next steps:

The next CRC Search is scheduled to take place in the Spring of 2019 for a SSHRC Tier 2 CRC becoming empty September 2020. We will continue to monitor recruitment processes using *CRC's Requirements for Recruitment and Nominations* in effect September 2018.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

For the first time, as evidence of its commitment to meeting its CRC equity targets by December 2019, Lakehead University retained a professional Search Firm with experience recruiting candidates from the FDGS. Two positions were advertised to prioritize hiring of female CRCs for both an NSERC Tier 1 and NSERC Tier 2 position. Lakehead used all available

supports to meet our CRC equity targets, including those available under the Ontario Human Rights Commission (OHRC) - Special Programs - with the goal of meeting equity targets by December 2019 as required by the CRC Program.

Key Objective 3:
To make available to all CRCs formal support systems to ensure their success and retention.
Corresponding actions:
3.1 Development of a more formal CRC mentorship support system: Faculty Deans in collaboration with the Office of Research Services will develop a more formal mentoring program (beyond what is available in individual units); the program will be voluntary and focus on addressing specific challenges, pressures and expectations for new CRCs and the potential isolation that may be experienced by FDGs. The VPRI will meet with all CRCs at least annually to discuss their progress and any concerns they may have with the research environment; 3.2 Work with Faculty Deans to develop mentorship opportunities for promising Early Career Researchers and Tier 2 CRCs in their second term that may be eligible for upcoming CRC opportunities (ongoing); 3.3 Implementation of a CRC Orientation Program: All new CRCs will be invited to the New Faculty Orientation which includes opportunities to meet other new faculty, including those from the FDGs. CRCs from the FDGs will also be encouraged to meet with the Director of Human Rights and Equity and advised about Lakehead's EDI initiatives, local networks and programs available. All CRCs will also meet with the Director of Research Services (ORS) to discuss strategies and opportunities to successfully achieve their CRC Research plan objectives, to discuss research and innovation services available, as well as supports to assist with partnership development; 3.4 Annual surveys: Confidential surveys of chairholders will identify support services accessed, any ongoing barriers for the FDGs, inform the need for changes to support systems and track progress in sustaining a positive work environment for the FDGs; and 3.5 Continue to promote and celebrate successes of all CRCs. (ongoing).
Indicator(s):
Indicator: increased institutional support systems and services
Progress:

3.1 Development of a more formal CRC mentorship support system (**Under development**);

3.2 Work with Faculty Deans to develop mentorship opportunities for promising Early Career Researchers and Tier 2 CRCs in their second term that may be eligible for upcoming CRC opportunities (**Achieved** and ongoing);

3.3 Implementation of a CRC Orientation Program: All new CRCs will be invited to the New Faculty Orientation which includes opportunities to meet other new faculty, including those from the FDGs. CRCs from the FDGs will also be encouraged to meet with the Director of Human Rights and Equity and advised about Lakehead's EDI initiatives, local networks and programs available. All CRCs will also meet with the Director of Research Services (ORS) to discuss strategies and opportunities to successfully achieve their CRC Research plan objectives, to discuss research and innovation services available, as well as supports to assist with partnership development (**Achieved –** September 2018)

3.4 Annual surveys of CRCs: Confidential surveys of chairholders will identify support services accessed, any ongoing barriers for the FDGs, inform the need for changes to support systems and track progress in sustaining a positive work environment for the FDGs (**Achieved** and ongoing); and

3.5 Continue to promote and celebrate successes of all CRCs. (**Achieved** and ongoing).

Next steps:
Continue to develop a more formal CRC mentorship support system in collaboration with Faculty Deans, and the Office of Human Rights and Equity.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
At a small university, availability of mentors from the FDGs is limited; however we will continue to work to find supports for new CRCs and CRCs from the FDGs to ensure they can succeed at Lakehead for the long-term. Spousal hiring continues to be a challenge at Lakehead University, but we are committed to using our networks to assist families successfully settle in the City.

Key Objective 4:
To meet or exceed CRC equity targets
Corresponding actions:
4.1   Lakehead University will use all available supports to meet our 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 (Dec 2017 and ongoing until equity targets met);   4.2   Provide regular reports from the Vice-President Research and Innovation to the Executive Team Working Group on progress in recruiting a diverse candidate pool for open CRC positions, as well as the University's progress in meeting CRC equity targets through the CRC Equity and Diversity Annual Report (annually); and

4.3   Explore institutional retention strategies and mechanisms for Tier 1 and Tier 2 CRCs by reviewing on an ongoing basis CRC support packages to ensure they continue to be competitive (i.e., start-up infrastructure, CRC bonuses, CRC research grant, etc.) (ongoing).

Indicator(s):
Meet CRC equity targets by December 2019.

Progress:
In 2018, several key recruitment strategies were introduced for the first time contributing to a decrease in our equity gap for female CRCs. 4.1   Lakehead University will use all available supports to meet our 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 (**Partially Achieved** – see contextual information); 4.2   Provide regular reports from the Vice-President Research and Innovation to the Executive Team Working Group on progress in recruiting a diverse candidate pool for open CRC positions, as well as the University's progress in meeting CRC equity targets through the CRC Equity and Diversity Annual Report (**Achieved** and ongoing); and 4.3   Explore institutional retention strategies and mechanisms for Tier 1 and Tier 2 CRCs by reviewing on an ongoing basis CRC support packages to ensure they continue to be competitive (i.e., start-up infrastructure, CRC bonuses, CRC research grant, etc.) (**Ongoing**).

Next steps:
Continue to monitor progress towards meeting equity targets for all FDGs.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
Lakehead University's equity gap for women within the CRC program was reduced from 14.4% (December 2017) to 5.9% (December 2018). We expect to meet our equity targets by December 2019. In response to CRCs input into the CRC EDI Action Plan, a more streamlined renewal process was introduced in 2018.

PART D: Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities/successes, as well as best practices that have been discovered to date in developing and implementing the institutional equity, diversity and inclusion action plan (limit: 500 words):

In the past year, Lakehead University has made great strides towards meeting its CRC EDI targets. The following best practices have had a significant impact in our progress towards this goal:

1) Embedding EDI considerations in the call for internal proposals for allocation of new/empty CRCs;
2) Utilizing supports available to the University through the Ontario Human Rights Commission – namely the use of special programs to recruit CRCs from the FDGs that have been underrepresented at the University.
3) Utilization of an external search firm with experience recruiting candidates from the FDGs;
4) Providing training on unconscious bias to all CRC Search Committees;
5) Including representation from the FDGs on all CRC Search Committees;
6) The collaboration and close working relationship between the Office of Research Services, Office of Human Rights and Equity and Office of Human Resources in implementing the CRC EDI plan and monitoring progress;
7) Ongoing monitoring throughout the process that CRC searches have followed CRC's Recruitment and Nomination Guidelines.

With respect to equity, diversity and inclusion initiatives at the institutional level, the establishment of the President's EDI Task Force was seen by the CRC EDI Task Force as a successful initiative needed to support the success of the CRC EDI Action Plan. The President is to be commended for her vision and commitment to equity, diversity and inclusion at Lakehead University.

Appendix A - Institutional Equity, Diversity, Inclusion Action Plan Requirements

To remain eligible for the program, all institutions with five or more chair allocations must develop and implement an equity, diversity and inclusion action plan. This plan must guide their efforts for sustaining the participation of and/or addressing the underrepresentation of individuals (based on the institution's equity gaps) from the four designated groups (FDGs)—women, Indigenous peoples, persons with disabilities and visible minorities—among their chair allocations. Institutions are expected to develop the plan in collaboration with individuals from each of the FDGs, chairholders, faculty and administrators responsible for implementing the program at the institution.

It is important to note that institutions can only address their gaps once chair positions become available (i.e., when their current chairholders' terms end). However, it is expected that institutions will manage their chair allocations carefully in order to meet their equity and diversity targets, which includes choosing not to renew Tier 2 or Tier 1 chairholders as necessary. Institutions must have action plans posted on their websites as of December 15, 2017. They must also email a copy of their action plan by email to the program at edi-edi@chairs-chaires.gc.ca. If an institution fails to meet these requirements by the deadlines stipulated, **the program will withhold peer review and payments for nominations submitted to the fall 2017 intake cycle, and to future cycles as necessary, until the requirements are fulfilled**.

Institutions must inform the Tri-agency Institutional Programs Secretariat when they revise or update their action plans by emailing edi-edi@chairs-chaires.gc.ca.

On December 15, 2018, institutions will be required to report to the program using the Equity, Diversity and Inclusion Progress Report, and publicly on their public accountability and transparency web pages, on the progress made in implementing their action plans and meeting their objectives.

The action plan must include, at a minimum, the following components:

1) Equity, Diversity and Inclusion Objectives and Measurement Strategies

- impactful equity, diversity and inclusion objectives, indicators, and actions that will enable swift progress towards:
  - addressing disadvantages currently experienced by individuals of the FDGs; and
  - meeting the institution's equity targets and goals by December 2019—aggressive objectives must be set using this timeline based on the number of chair allocations that are (or will become) available in the institution within the next 18 to 24 months (the 18 months starts as of December 15, 2017, when the action plan is implemented).
- objectives should be S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on:
  - an employment systems review to identify the extent to which the institution's current recruitment practices are open and transparent; barriers or practices that could be having an adverse effect on the employment of individuals from the FDGs; and corrective measures that will be taken to address systematic inequities (an example of corrective measures that could be taken by institutions in Ontario is provided on the Ontario Human Rights Commission website);

- a comparative review—by gender, designated group, and field of research—of the level of institutional support (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to all current chairholders, including measures to address systemic inequities;
- an environmental scan to gauge the health of the institution's current workplace environment and the impact that this may be having (either positive or negative)on the institution's ability to meet its equity, diversity, and inclusion objectives, and measures that will be taken to address any issues raised; and
- the institution's unique challenges based on its characteristics (e.g., size, language requirements, geographic location, etc.) in meeting its equity targets, and how these will be managed and mitigated.
- institutions will be required to report to the program and publicly on the progress made in meeting their objectives on a yearly basis.

2) Management of Canada Research Chair Allocations

Provide a description of:

- the institution's policies and processes for recruiting Canada Research chairholders, and all safeguards that are in place to ensure that these practices are open and transparent;
- how the institution manages its allocation of chairs and who is involved in these decisions (e.g., committee(s), vice-president level administrators, deans / department heads);
- the institution's decision-making process for determining in which faculty, department, research area to allocate its chair positions, and who approves these decisions;
- the decision-making process for how the institution chooses to use the corridor of flexibility in managing its allocation of chairs, and who approves these decisions;
- the decision-making process and criteria for determining whether Tier 2 and Tier 1chairholders will be submitted for renewal and who is involved in these decisions;
- the process and criteria for deciding whether to advance individuals from a Tier 2 chair to a Tier 1 chair, and who is involved in these decisions;
- the process and criteria for deciding which chairholder(s) will be phased-out in the case where the institution loses a chair due to the re-allocation process, and who is involved in these decisions;
- the decision-making process for determining what level of support is provided to chairholders (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.), and who within the institution is involved in these decisions;
- safeguards taken to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.);
- measures to ensure that individuals from the FDGs are not disadvantaged when applying to a chair position in cases where they have career gaps due to parental or health related leaves or for the care and nurturing of family members; and
- training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for chair positions (acknowledging that research has shown unconscious bias

can have adverse, unintended and negative impacts on the overall success/career of individuals, especially those from the FDGs).

3) Collection of Equity and Diversity Data

Provide a description of:

- the institution's processes and strategies for collecting and protecting data on the FDGs(both applicants to chair positions and successful candidates);
- the institution's strategies for encouraging individuals to self-identify as a member of the FDGs; and
- an example of the institution's self-identification form as an appendix.

4) Retention and Inclusivity

Provide a description of:

- how the institution provides a supportive and inclusive workplace for all chairholders(including those from the FDGs) and how this is monitored (e.g., survey of chairholders, monitoring why chairholders leave the institution);
- the procedures, policies and supports in place that enable the retention of individuals from the FDGs;
- the process by which the institution manages complaints from its chairholders/faculty related to equity within the program;
- the contact information of an individual or individuals at the institution responsible for addressing any equity concerns/complaints regarding the management of the institution's chair allocations; and
- a mechanism for how concerns/complaints are monitored and addressed, and reported to senior management.