

**Dalhousie University**  
**Institutional Equity, Diversity, Inclusion Action Plan**  
**Canada Research Chairs**  
*Revised August 2025*

Dalhousie is committed to Equity, Diversity and Inclusiveness. In 2016, Dalhousie University adopted a Diversity and Inclusiveness Strategy comprised of both aspirational goals and practical tactics to seek to improve all aspects of University life through an equity, diversity and inclusion (EDI) lens. The Research and Innovation Enterprise at Dalhousie is fully aligned with the university's EDI goals and will propel research and innovation excellence across all disciplines.

The Diversity and Inclusiveness Strategy identifies four primary pillars of focus at Dalhousie University: Education and Research, Student Access and Success, Climate and Intergroup Relations, and Institutional Viability and Vitality (Structures).

The guiding principles that are embedded in Dalhousie's Diversity and Inclusiveness Strategy include *Inclusive Excellence, EDI Lens, Community Engagement, System-wide Attention, Coordinated Centralization* and *Continuous Improvement*. Our EDI approaches are consistently measured against these principles.

EDI are firmly implanted within Dalhousie's strategic priorities and throughout all levels of the university's research, teaching and service mission. Our institutional employment equity efforts are addressed under two of the two pillars of EDI attention under Dalhousie's strategy: Education & Research and Institutional Viability and Vitality. Dalhousie recognizes that in order to make necessary advances in EDI, the institution needs to increase recruitment of diverse candidates, but actions and activities cannot end there. In addition, we need to create a research and innovation enterprise that fundamentally supports and enables all perspectives so that all thrive.

## 1. University-wide Equity, Diversity and Inclusiveness Initiatives

Dalhousie has made a concerted effort to enhance equity, diversity and inclusiveness across the institution. Below are a number of examples of initiatives and activities that the university has undertaken to enhance EDI, with details on how these institutional initiatives have been leveraged or had an impact on Dalhousie's CRC allocation and management, as well as how they impact the recruitment and retention of new and current chairholders.

**1.1 Diversity and Inclusiveness Strategy** – In 2016, Dalhousie University introduced a new wide-reaching Diversity & Inclusiveness Strategy, which includes initiatives focused on employment equity, to address disadvantages currently experienced by individuals of the four designated groups (FDGs; women, Aboriginal/Indigenous, racially visible, and differently abled). The strategy was developed in partnership with the FDGs as well as other historically underrepresented groups on campus, notably the 2SLGBTQ+ communities. An Advisory Committee representative of the FDGs and the 2SLGBTQ+ community has been struck with Terms of Reference that require four annual meetings to consult on strategy development, initiatives and priorities. The Advisory Committee Terms of Reference are available in Appendix 1.

The Diversity & Inclusiveness Strategy commits Dalhousie to building institutional capacity for diversity and inclusiveness through a number of specific measurable objectives. Progress on these objectives is published annually. Of greatest relevance to the CRC program, Goal 4, Institutional Viability and Vitality, identifies the following objectives:

- A. **Recruiting and retaining a diverse workforce with emphasis on historically under-represented groups.** Dalhousie has developed and implemented a comprehensive recruitment and retention plan to support the success of a diverse workforce with emphasis on historically under-represented groups. Specific actions and outcomes include:
  - a. Equity strategies and Employment Equity planning into institutional planning work commenced. Since 2011, 18 of 22 identified Federal Contractors Program equity gaps have been reduced or closed. We continue to work towards closing significant gaps for people with disabilities in clerical and trades roles, for racialized professionals (including professors) and for women in senior administrative roles.
  - b. A consultation committee was struck to develop a working strategy to support leadership opportunities for underrepresented groups. The Faculty of Medicine has struck a Diversity in Leadership task force to explore professional pathways to leadership positions. The Provost's Office launched a new program focused on high-level leadership development for mid-career faculty members to explore administration and programmatic leadership. The three inaugural Provost Fellows are all individuals from the FDGs.
  - c. Updates have been made to the Employment Equity Policy, which includes identification of Sexual Orientation & Gender Identity (SOGI) as an equity seeking group.
  - d. Learning events and activities will be initiated to engage various community groups with the university's recruitment and retention efforts for faculty and staff.

- B. Integrating diversity, inclusiveness and equity goals into systems, structures, policies and practices.** Dalhousie has developed a shared understanding of diversity and inclusiveness infusing related goals into its systems, structures, and policies. Specific actions and outcomes include:
- a. Creation of a new position and recruitment of a new senior administrative leader of EDI at Dalhousie, the Vice Provost Equity and Inclusion.
  - b. Dalhousie has committed to EDI training at all levels. More than 19 Faculties and Administrative Units have participated in this training. Senate, the Board of Governors and Senior Administration have committed to and have engaged in annual EDI training.
  - c. Equity reporting has been built into multi-year budget and workforce planning processes for academic leaders at Dalhousie.
  - d. A full review and update of Human Rights related policies is underway. This includes the Employment Equity Policy (October 2017), Gender Affirmation Policy (November 2018), Sexualized Violence Policy (June 2019), and the U Sports Policy for Transgender Student Athletes (adopted March 2019).
  - e. Audit ongoing of campus spaces under the supervision of a new Accessibility Planning Specialist. Accessible washroom strategy ongoing on campus. 55 new accessible washrooms have been installed on campus over the past five years. Dalhousie's fitness facility has been renovated to include universal change rooms and showers.
  - f. Dalhousie has implemented annual President's EDI Excellence Awards as well as annual teaching awards that recognize diversity both of which are presented publicly at an annual Legacy Awards ceremony. In 2019, Dalhousie initiated the Belong Research Fellowship Awards to provide pre-tenure faculty members from equity-seeking groups, including the FDGs, with support to further research in their respective fields.
- C. Regularly monitoring, assessing and reporting diversity and inclusiveness performance metrics.** Dalhousie monitors and assesses effectiveness of diversity efforts and publishes regular reports for the purpose of institutionalizing a culture of diversity and inclusiveness planning and continuous assessment. Specific actions and outcomes include:
- a. The fourth annual faculty and staff diversity census was performed in November 2018, with results shared annually with the public. Since its launch in 2015, 4,413 faculty and staff (90%) and 106,407 students (71%) have completed the census. The faculty and staff return rate has increased by two percent annually.
  - b. Key performance indicators have been developed to align with the Diversity and Inclusiveness Strategy.
  - c. The first annual campus climate survey was launched in Spring 2019, with results to be analysed and published in Fall 2019.
  - d. New Sexual Assault Response and Complaint Triage and Response protocols have been developed, and a new client record management system has been implemented at the Human Rights and Equity Services Office.
  - e. Progress reports are published annually, with the most recent report published in Spring 2019. Survey reports and census data are made publicly available (2018 Report is available in Appendix 2).

Dalhousie has enjoyed measurable success against these objectives. Progress toward achieving the Diversity & Inclusiveness Strategy goals are published annually. Additional details are available in Appendix 3 – Diversity and Inclusiveness Strategy Progress Report 2019.

Dalhousie's CRC Institutional EDI Action Plan builds upon the work that was done to develop the Diversity and Inclusiveness Strategy and aligns with the institutional objectives of Goal 4, with action items specific to the Canada Research Chairs program (section 3).

**1.2 Vice Provost, Equity and Inclusion** – As part of Dalhousie's commitment to strengthening EDI across the institution, in 2019, Dalhousie recruited its first Vice Provost, Equity and Inclusion, who is accountable for the progress and continued development of Dalhousie's Diversity and Inclusiveness Strategy. The Vice Provost provides leadership to the Human Rights & Equity Services (HRES) team and strategic advice to senior leaders and community partners throughout Dalhousie on matters related to human rights, diversity, inclusion and equity. The Vice Provost leads institution-wide diversity, equity and inclusion initiatives; and represents the institution locally and nationally on matters related to EDI at Dalhousie. The Vice Provost oversees EDI initiatives, including analysis of workplace surveys, to support the development of specific action items to address barriers.

**1.3 Employment Equity Council** - An Employment Equity Council exists on campus with representation from the FDGs and the 2SLGBTQ+ community as well as representatives from all of Dalhousie's employee groups. This group is consulted quarterly on progress towards institutional equity goals and on new equity initiatives. This Council met five times in the 2018/2019 academic year (October 2018, December 2018, February 2019, April 2019, June 2019). The group is currently working on updating Dalhousie's current census questionnaire. The Employment Equity Council Terms of Reference are available in Appendix 4. The Employment Equity Council was consulted in the development of Dalhousie's CRC Institutional EDI Action Plan and the census questionnaire updated by the Council will be used to update self-identification data capture for CRCs at Dalhousie.

**1.4 Faculty Mentorship Program** - Dalhousie's Academic HR professionals are currently developing a mentorship program focused on members of the historically underrepresented groups on campus including the FDGs and the 2SLGBTQ+ community to address disadvantages junior faculty members may experience. This program is being built collaboratively with members of the FDGs and the 2SLGBTQ+ community. It will be piloted in Fall 2019 across the institution, with Tier 2 CRCs serving as a pilot group of mentees. Once established, this mentorship program will be broadened to all faculty members from underrepresented groups and all CRCs, in particular those recruited from outside Dalhousie and Canada, in order to help address inequities identified in mentorship to CRCs (see section 2.2).

**1.5 Enhanced and Transparent Data** – Together with the Employment Equity Council and Student Affairs, the university is working to improve data collection about the presence of and challenges faced by the FDGs and the 2SLGBTQ+ community. This complements recruitment efforts detailed in the

Employment Systems Review (section 2.1 below). Dalhousie's first annual Climate Survey was circulated in April 2019 in support of this goal. A new census questionnaire is being developed in partnership with the Employment Equity Council to circulate in November 2019. The results from the Climate Survey will be compared with the results from the CRC Workplace Climate Survey (see section 2.4) to determine whether barriers identified are specific to Chairholders or are experienced by underrepresented groups across the institution.

**1.6 Dalhousie Diversity Faculty Awards** - Dalhousie recognizes that our geographic location may represent a challenge in terms of meeting equity targets. Designated group members looking for research-intensive positions may be attracted to cities that are larger, more centrally located, and more diverse themselves. However, Dalhousie is focused on increasing diversity within the university, which will, in time, contribute to increasing diversity in the region more widely. One specific strategy to help increase diversity among faculty members is the development of [Dalhousie's Diversity Faculty Awards](#) (DDFA). The DDFA program is a recruitment initiative designed to increase the number of faculty members who come from historically under-represented groups. The program was introduced in 2011 in partnership with the Dalhousie Faculty Association and augmented through collective bargaining. To date, Dalhousie has awarded seventeen DDFAs (see Appendix 5 for the full list of hires).

**1.7 CRC Committees** - Dalhousie has established a CRC Committee, led by the Vice-President Research & Innovation and the Provost and Vice-President Academic, to manage CRC allocations. This committee reviews and comments on proposals submitted for internal allocation of CRC slots. In addition to reviewing for alignment with Dalhousie's Research and Innovation Strategic Direction, the committee examines the proposals with an equity focus as it relates to the various supports to be offered, such as start-up packages, supportive research environment, mentorship, space commitment, teaching release and other supports.

Specific to the CRC EDI Action Plan, a CRC EDI Advisory Group has been formed that includes a Senior Administrator from Research, representatives from Human Resources, Research Services and the Human Rights and Equity Services Office, and Chairholders from the FDGs and the 2SLGBTQ+ community. This group advises the CRC Committee on EDI practices as they relate to the CRC program and allocation of chairs. Additionally, the group identifies institutional activities and discusses how they should be applied in relation to CRCs and/or any actions needed to ensure they are specific and relevant to the CRCP. The group will support revisions to Dalhousie's CRC Institutional EDI Action Plan, as needed, and the development of progress reports.

**1.8 Dalhousie's commitment to EDI and the UN Sustainable Development Goals** – In alignment with Dalhousie's Research and Innovation Strategic Directions to leverage our research strengths to solve complex global issues, we have developed five Signature Research Clusters, and two over-arching research themes grounded in the United Nations Sustainable Development Goals for 2030. These include many goals, such as Gender Equality, No Poverty, Reduced Inequalities and Peace Justice and Strong Institutions, that have meaningful overlap with our institution's EDI goals. We apply these

principles to all of the FDG as well as people who identify as 2SLGBTQ+ and have a commitment to an intersectional understanding of diversity and inclusiveness. Dalhousie intentionally uses its CRC allocation strategically to ensure that our Chairholders are themselves diverse, and also that the work being carried out by our CRCs thematically supports a diverse and inclusive research enterprise.

**1.9 Tri-Agency's Dimensions EDI Charter** – Dalhousie has signed up as an early adopter of the Dimensions EDI Charter. The university views the Charter as a set of guiding principles that help promote inclusive excellence and which take an intersectional approach to equity, diversity and inclusion. As an Affiliate Institution, we will work towards meeting all the requirements of the Charter.

## **2. Review of the Environment and Climate for Canada Research Chairs at Dalhousie**

From 2016-2019, Dalhousie has conducted reviews both at the institutional level and specific to CRC Chairholders, as described below. The information gathered from these reviews helped to identify barriers and areas for improvement, as well as determine appropriate action items, detailed in the Action Plan in section 3.

### **2.1 Employment Systems Review**

An employment systems review was conducted in the spring of 2016. Goals were set through the end of 2019 following this review. Another review will be undertaken in the fall of 2019 to develop Dalhousie's equity goals for the next three years (2019-2022). We commit in our 2019 employment systems review to engaging our CRCs particularly as opposed to only including them in our general faculty focus groups.

In 2016, group and individual meetings were arranged to hear from staff and faculty from underrepresented groups on campus including the FDGs on barriers and gaps related to recruitment, hiring, career progression, training and development, retention and accommodation. Discussion groups and individual consultations were held for both faculty and staff on Dalhousie campuses in Halifax and Truro, for the groups: women, Aboriginal/Indigenous, racially visible, differently abled and persons of minority sexual orientation/gender identity. A Senate working group discussion on barriers for academics was also facilitated.

This employment systems review resulted in a shortlist of barriers that appeared most significant. Development of responsive measures is part of our work supporting employment equity goals and Federal Contractor's Program compliance for 2016-2019.

Barriers that were identified through the employment systems review that relate to faculty and CRC positions are listed in section 3, along with corresponding actions to be taken.

### **2.2 Comparative Review of Institutional Support for Current Chairholders**

In Fall 2017, and updated in Summer 2019, a comparative review of the level of institutional support provided to all current chairholders at Dalhousie was performed by the Office of Research Services through analysis of institutional commitments promised to active Chairholders. The types of support examined in the review included: protected time for research, the provision of salary and benefits (beyond what is provided through the CRC program), research stipends, office and research space, mentoring, administrative support and infrastructure support (equipment and/or renovations). Information was compared across the following groups: all chairholders, within research areas (CIHR, NSERC, SSHRC), and within Tier 1 and Tier 2 chairholders. Additional considerations included whether the Chairholder was in their first or second term of the CRC, and professional designations. Analysis was performed to compare institutional support provided to men vs. women, racially visible vs. non-racially visible, Indigenous vs. non-Indigenous. Below is a summary of the results. Only results of groups with 5 or more Chairholders have been reported to protect confidentiality.

Salary and Benefits: All Chairholders at Dalhousie receive salary and benefits (beyond funding through CRC) from the university. While outliers were identified related to the amount of salary support provided by the institution, overall the level of salary support provided was similar according to career stage.

Research Stipends, Research Space and Office Space: All Chairholders receive research stipends or start-up funds, research space (if needed) and office space.

Mentorship: 72% of chairholders received mentoring. A difference was noted between Tier 1 and Tier 2 chairholders, where the level of mentorship was found to be 50% vs 95%, respectively. This difference was particularly pronounced in CIHR and NSERC Chairholders, where only 50% and 29% of Tier 1 Chairholders, respectively, indicated receiving mentorship.

Administrative Support: Women chairholders reported receiving less administrative support than men (75% vs 91%, respectively), a difference that carried through to Tier 2 Chairholders (75% Tier 2 women vs 90% Tier 2 men).

Infrastructure Support: A difference was noted in the number of Chairholders receiving infrastructure support for racially visible (RV) Chairholders, both overall (79% for all Chairholders vs 60% RV Chairholders) and amongst Tier 2 Chairholders (82% for all Tier 2 Chairholders vs 60% RV Tier 2 Chairholders). This discrepancy, however, was attributable due to varying equipment needs for individual Chairholders and was not identified as a barrier.

Human Resources reviews all CRC letters of offer and monitors salary levels to ensure they are within the Dalhousie Faculty Association negotiated levels. Dalhousie also institutes pay equity analysis to ensure that individuals from underrepresented groups including the FDGs continue to receive competitive and fair salaries.

The allocation of start-up funds, laboratory space, and Canada Foundation for Innovation John R. Evans Leaders Fund (CFI JELF) is monitored and reviewed at the time of internal allocation of CRCs to faculties. If inequities are observed, particularly when a search is intended to be targeted to an underrepresented group, including the FDGs, the CRC Committee will request that the Faculty adjust the institutional commitments to better align with typical commitments made to other CRCs in a related field.

At Dalhousie, teaching release and allocations to apply for CFI JELF are managed by the faculties. While there is no formal policy to establish minimums or standards, CRCs typically receive a 50% decrease in teaching as compared to a regular tenure-track hire, and faculties have prioritized CRCs to receive a CFI JELF allocation.

The university and the faculties will continue to monitor institutional commitments provided to chairholders at the time of nomination for new applicants, and through review of annual reports. The Office of Research Services will provide reports to faculties to identify any inequities and request a plan to address them.



## 2.3 Environmental Scan

The University conducted its latest workplace survey in the spring of 2017. This was the fifth workplace survey the university has done since 2009. Further information about Dalhousie's Quality of Work Life (QWL) Survey is available here: <https://www.dal.ca/news/2017/06/22/connected--healthy-employees-and-workplaces-achieving-success-to.html>. Specific questions are asked in the survey regarding the experience of Dalhousie's climate as a workplace, and employees' perception of Dalhousie's commitment to EDI.

Three main areas for improvement were identified: respectful workplace, physical activity and resilience. These three have been the subject of focussed attention under the Work Well strategy. Supports, including providing resilience training for faculty and staff under Dalhousie's learning calendar, the development of a respectful workplace toolkit app that is a part of the DalSAFE programming and free memberships at our fitness facilities, have been implemented.

In addition, the results of the QWL survey have been disaggregated to compare the overall results with the results for equity groups on campus, including the FDGs. Some differences were noted. These include fewer respondents of Aboriginal and African (Black) heritage reporting optimal physician and workplace health as well as a higher number of respondents of African (Black) heritage experiencing Dalhousie as disrespectful workplace. One of the 2018/19 priorities under the Diversity and Inclusiveness strategy is *Develop a wellness strategy to respond to the differences identified among groups in disaggregated QWL reports*. Consultation with equity groups on campus, including the FDGs are currently underway in order to better understand the differences and to respond to them appropriately.

A separate survey was launched in 2019 to assess Campus Climate independently for students, staff and faculty. The Campus Climate Survey was tailored to Key Performance Indicators developed under the Diversity and Inclusiveness Strategy. Results are currently being compiled and a report will be published in Fall 2019. The survey questions are available in Appendix 6.

## 2.4 Working Climate Survey for Canada Research Chairs at Dalhousie

As a complement to the institutional employment systems review and environmental scan, in Summer 2019, Dalhousie conducted a working climate survey to specifically assess the barriers and needs of CRCs. The survey addressed areas including professional climate, mentoring, resources and support, and service, leadership and recognition (the full list of questions is available in Appendix 7). The survey was sent by Human Resources to all active Chairholders, and results were submitted anonymously. With a response rate of 67%, the survey reinforced some of the barriers identified through institutional initiatives. In particular, the following areas for improvement were identified: increased commitment to recruiting diverse faculty members, the need for a formal mentorship program, and an enhanced understanding of university policies. Follow up steps involve comparisons with institution-wide data, as well as interviews with groups and individual Chairholders.

### 3. Action Plan and Indicators

Through analysis of the Employment Systems Review (2.1), the Comparative review of support provided to Chairholders (2.2), the Environmental Scan (2.3) and the Working Climate survey for CRCs (2.4), a number of systemic barriers and areas for improvement were identified. The objectives of Dalhousie's CRC Institutional EDI Action Plan aligns with the objectives of the institution's Diversity and Inclusiveness Strategy. Specific action items have been developed and are referenced below in response to the barriers and areas for improvement identified through the employment systems review, comparative review of support provided to current CRC Chairholders, environmental scan, and workplace climate survey to address identified barriers and areas for improvement. Additional details on current status and responsible unit are provided in section 3.2.

#### 3.1 Systemic Barriers and Areas for Improvement

Hiring committees need to review the role of equity/diversity representation and the role or need for an equity/diversity advocate. *(objective 1.2, action items 1,2,3)*

A need was identified to recognize institutional contributions by historically underrepresented faculty members, and CRCs in particular, who may experience increased administrative responsibilities, and feel overburdened. *(objective 1.2, action item 9 and objective 2, action 3)*

A need was identified for university-wide Human Resources and strategic workforce planning, incorporating the employment equity goals and measures. *(objective 1, action items 1-5; Institution-wide, employment equity planning has also been built into multi-year budget planning for Deans of Faculties)*

A need was identified for increased managerial and supervisory skills and knowledge in accommodation in both hiring and employment. *(objective 2, action item 9)*

A need was identified for university-wide coordination and updating of accessibility and mobility needs on campus, including access to buildings, offices and meeting spaces. *(objective 2, action item 10)*

A need was identified to better acknowledge inclusion and the value of strengths brought to the Dalhousie community by the recruitment and hiring of a diversity of applicants, for example, valuing staff and faculty who have diversity work experience, speak multiple languages, etc. *(objective 1.2, action item 9)*

A need was identified for academic postings and hiring processes to include, value and assess community experience, service, accountabilities and research methodologies. *(objective 1.1, action item 4 and objective 1.2, action item 3)*

A need was identified for standardization of hiring practices across the university to allow for diversity and equity accountabilities and monitoring results. *(objective 1.2, action item 3, objective 2, action item 1)*

A need was identified for broadening the definition of qualifications to include non-traditional scholarship and traditional ways of knowing in job postings and similarly in the hiring process. This barrier affects faculty, including CRCs, related to career progression, recruitment and hiring in all designated groups. *(objective 2, action item 3)*

Formal mentorship was identified as necessary for both Tier 1 and Tier 2 CRCs, particularly for those new to Dalhousie. *(objective 1.2, action item 6)*

The level of institutional supports, in particular administrative support and mentorship, differ across chairholders. The follow-through on institutional commitments made in the nomination has not always been realised. Enhanced ongoing monitoring of institutional supports is needed. *(objective 1.2, action items 5-6)*

Differences were noted within the Quality of Work Life survey for underrepresented groups, including the FDGs. Consultation with underrepresented groups and development of a strategy that responds to these differences is needed. *(objective 3, action item 1)*

Oversight of ongoing CRC recruitments requires a higher-level focus to provide a second look at job advertisements, short-listed candidates, and job offers. *(objective 2, action item 4)*

Institutional EDI surveys and initiatives could be tailored such that results may be applied with a CRC lens and focus. *(objective 3, action items 6-7)*

### 3.2 Objectives, Action Items and Indicators

**Objective 1. Recruiting and Retaining a Diverse Workforce with Emphasis on Historically Under-Represented Groups.** Dalhousie will develop and implement a comprehensive recruitment and retention plan to support the success of a diverse workforce with emphasis on historically under-represented groups. This objective will be achieved by increasing diversity of faculty, including CRCs, and staff at all levels (1.1), and by aligning HR practices and policies with diversity and inclusiveness goals (1.2).

**1.1** Increase the diversity of faculty and staff at all levels, including CRC positions, to ensure Dalhousie meets or exceeds its equity targets. Current CRC equity targets for the FDGs are: 30% women, 15% racially visible people, 4% persons with a disability, and 1% Indigenous people.

	Action	Indicator	Baseline/Current Status	Responsible Unit (Implementation/Tracking)
1	Target CRC job advertisements to candidates towards members of historically underrepresented groups on campus, including the FDGs. (Spring 2018)	Increase in identification of diversity candidates considered for CRC positions, increase recruitment vehicles to attract wider candidate pools.	Since Summer 2018, 18 CRC searches have been targeted at candidates from underrepresented groups, including the FDGs.	Implementation: VPRI and Provost & VPA  Tracking: Human Resources
2	As potential retention opportunities, identify existing faculty members from the underrepresented groups, including the FDGs, who meet CRC criteria. (Updated August 2025)	Increase in the number of internal diversity candidates nominated for a CRC.	Since Summer 2018, 5 existing faculty members from underrepresented groups, including the FDGs, have been identified as potential CRC candidates.	Implementation: Faculty Deans  Tracking: Office of Research Services
3	Prioritize allocation of available Chairs for the recruitment of diversity candidates. (September 2018)	Increase in the number of diversity candidates selected through the CRC recruitment process.	In September 2018, all available Chairs were prioritized for recruitment of candidates from the underrepresented groups, including the FDGs. This will be maintained for the foreseeable future. We believe that equity supports our goal of excellence, and	Implementation: VPRI and Provost & VPA  Tracking: Office of Research Services

			attracting star researchers who are diverse will enhance our research enterprise.	
4	Require Faculties to propose strategies to ensure a diverse applicant pool when recruiting for CRC positions with recognition for nontraditional career paths. (November 2018)	Increase in the variety of venues and methods of dissemination of the job advertisements.	Dalhousie includes the following statement in all advertisements for CRC chairs: "Dalhousie recognizes that career paths can be diverse and that career interruptions may occur. Applicants are encouraged to include, in their cover letter, an explanation of the impact that any career interruptions may have had on their record of employment and/or research achievement."	Implementation: Faculty Deans and Search Committee Chairs  Tracking: Human Resources
5	Promote cluster hires to support the recruitment of diversity candidates within similar research areas. (May 2019)	Development of a community of support for diversity hires within a common research area.	In response to the new Chairs allocated to Dalhousie by CRC, a cluster hire strategy was implemented across the faculties of Medicine, Health and Computer Science.	Implementation: VPRI and Provost & VPA  Tracking: Office of Research Services

**1.2** Align Human Resources (HR) practices and policies for CRCs (hiring, recruitment, promotion, performance management, succession planning) with diversity and inclusiveness goals.

	<b>Action</b>	<b>Indicator</b>	<b>Baseline/Current Status</b>	<b>Responsible Unit</b>
1	CRC Search Committees must be diverse and include members from historically under-represented groups, including the FDGs. (ongoing)	100% of CRC search committees include representation from under-represented groups, including the FDGs.	100% of CRC search committees include at least two underrepresented groups. This will be maintained.	Implementation: Faculty Deans and Search Committee Chairs  Tracking: Human Resources
2	Participation of an Equity representative for CRC Search Committees. (ongoing)	Recruitment processes are safeguarded against bias and an increase in candidates from the underrepresented groups, including the FDGs, are shortlisted.	All CRC search committees are required to include an EDI representative. Committees are required to sign a letter to confirm that all requirement requirements were met, including those related to EDI. This will be maintained.	Implementation and Tracking: Human Resources
3	Human Resources provides EDI and unconscious bias training to CRC Search Committee members. (ongoing)	Increase in the number of faculty members across the University receiving EDI and unconscious bias training.	Training provided to all CRC search committees highlights the need to recognize non-traditional career paths and to focus on competencies in an effort to reduce barriers to access for diverse applicants. The training program has been reviewed by the Employment Equity Council.	Implementation and Tracking: Human Resources
4	CRC job advertisements must be posted internationally and in targeted publications to encourage a more diverse applicant pool. (ongoing)	Increased number of applications received from members of historically under-represented groups, including the FDGs.	New tracking indicator to be monitored going forward.	Implementation: Faculty Deans, Search Committee Chairs and Human Resources  Tracking: Human Resources

5	Review by Human Resources of all offers to faculty members, giving consideration for equity regarding all terms of employment (for example, protected time for research, salary and benefits, additional research funds). (ongoing)	Improved equity across all areas of institutional support provided to diversity CRC candidates.	Pay equity was implemented in 2017. Ongoing monitoring of pay equity, and other supports with any discrepancies flagged to Deans.	Implementation and Tracking: Human Resources
6	Development of a formal mentorship program focused on individuals who self-identify with underrepresented groups, including the FDGs. (pilot launch in Fall 2019)	Mentorship program in place and faculty members from underrepresented groups including the FDGs engaged.	Pilot initiative to include up to 22 CRCs.	Implementation: Human Resources and Faculty Deans  Tracking: Human Resources
7	Monitor, review and discuss with Deans retention strategies offered to faculty members from underrepresented groups including the FDGs. (ongoing)	Development of programs to support increased retention of CRCs, and in particular those from the underrepresented groups including the FDGs.	Newly established activity.	Implementation: Faculty Deans and Human Resources  Tracking: Human Resources
9	Development of awards, training programs and a lecture series to support the recognition of non-traditional career paths and research. (2018)	Enhanced understanding and recognition of alternative career paths and research methods amongst faculty and staff.	The President's EDI excellence award for faculty and staff was instituted in 2018, to be awarded annually to staff and faculty showing leadership in EDI. Teaching awards have been created for faculty who show EDI leadership in the classroom. Dalhousie now sponsors a high- profile annual <i>Viola Desmond Legacy Lecture</i> series where diverse perspectives are profiled.	Implementation and Tracking: Human Resources and Vice Provost, Equity and Inclusion

**Objective 2. Integrating Diversity, Inclusiveness and Equity Goals into Systems, Structures, Policies and Practices.** Dalhousie will develop a shared understanding of diversity and inclusiveness infusing related goals into its systems, structures, and policies.

	<b>Action</b>	<b>Indicator</b>	<b>Baseline/Current Status</b>	<b>Responsible Unit</b>
1	Standardize hiring practices for CRC positions across the university to allow for diversity and equity accountabilities and monitoring results. (ongoing)	Identification and course correction of anomalies in the hiring practices.	Employment equity processes are standardized in hiring across campus. Human Resources reviews the CRC recruitment process and advises search committees, documents and addresses anomalies. Monitoring is ongoing.	Human Resources
3	Introduction to the Dalhousie Faculty Association collective agreement recognition of non-traditional scholarship and traditional ways of knowing in the consideration of tenure or promotion. (2018)	Increased success in tenure or promotion of faculty from underrepresented groups, including the FDGs.	A training program has been developed in partnership with the Provost and Vice President Academic, Human Resources and Senate to provide context and education for academics who are participants in collegial review processes on the requirements of this expanded definition of scholarship at Dalhousie.	Human Resources
4	Develop a CRC Committee to manage and oversee CRC allocations. (January 2019)	Improved monitoring of internal allocation of CRCs, as well as recruitment and nomination practices, ensuring EDI principles	Monthly updates of CRC recruitments and nominations with the need	VPRI and Provost & VPA



		have been taken into consideration to support recruitment and retention	for course correction identified early.	
5	Improve monitoring practices for institutional commitments, including salary and benefits, research stipends, research and office space, mentoring, administrative support, and infrastructure support. (ongoing)	Identification of any gaps or inequities in the level of institutional support provided to Chairholders.	Comparative review of supports to chairholders performed in 2017 and updated in 2019. To be performed annually going forward.	Office of Research Services
6	Enhance the current EDI and unconscious bias training provided to search committees through development of a workshop series and the development of video training. (December 2020)	Workshop and video training developed, tested and implemented	Newly established activity.	Human Resources
7	Development of educational materials to support faculty and staff with the integration of EDI principles and practices. (December 2020)	Materials developed and delivered to faculty and staff	Newly established activity.	Vice Provost Equity and Inclusion
8	Develop and implement an institution-wide EDI training program with accountability for training at all levels from Senior administration through individual faculty and staff employees. (ongoing)	Increased managerial and supervisory skills and knowledge in accommodation in both hiring and employment.	The implementation of this program is in progress. As of July 2019, the Board of Governors, Senate and over 19 Faculties and Administrative Units have participated in EDI training. Dalhousie's Senior Administration has committed to annual EDI training, which has begun.	Human Resources

9	Perform a campus-wide accessibility audit. (ongoing)	Improved access to buildings, offices and meeting spaces on campus.	Currently 3.3 million square feet (57%) of campus space have been audited and 2.5 million square feet remain to be audited. 55 new accessible washrooms have been installed on campus since 2015.	An institution wide committee, with representation from members of historically underrepresented groups on campus including the FDGs, has been struck with accountability for improved accessibility.
10	Adoption of the Diversity and Equity Assessment Planning (DEAP) Tool for Researchers at Dalhousie university (supported by the CRC EDI stipend).	Tracking outreach on the DEAP tool, tracking uptake of the tool, and collecting user feedback about the experience of using the tool.	The tool has been introduced in the Faculty of Science and is being developed to support CRCs and other researchers across all faculties.	Faculty of Science, Office of the Vice President Research & Innovation

**Objective 3. Regular Monitoring, Assessing and Reporting Diversity and Inclusiveness Performance.** Dalhousie monitors and assesses effectiveness of diversity efforts and publish regular reports for the purpose of institutionalizing a culture of diversity and inclusiveness planning and continuous assessment.

	Action	Indicator	Baseline/Current Status	Responsible Unit
1	Hold discussions and workshops with faculty, and in particular with underrepresented faculty, including the FDGs, and CRC Chairholders. (ongoing)	Enhanced understanding of the barriers and needs of underrepresented groups, including the FDGs. Development of a wellness strategy to respond to the differences identified among groups in disaggregated QWL reports.	Results from Campus Climate Survey to be analysed in Fall 2019. New Employment Systems Review to be performed in Fall 2019.	Vice Provost Equity & Inclusion and Human Resources
2	Perform a Campus Climate Survey tailored to Key Performance Indicators developed under the	Identification of areas for climate improvement across the institution and development of specific action items to address issues identified	Results to be analysed in Fall 2019.	Vice Provost Equity & Inclusion and Human Resources

	Diversity and Inclusiveness Strategy. (Spring 2019)			
3	Require that applications for CRC job postings include a completed Self-Identification Questionnaire. (ongoing)	Ensure that submission of a completed Self-Identification Questionnaire remains at 100%.	Applications must include a completed Self-Identification Questionnaire in order to be submitted.	Human Resources
4	Promotion of Dalhousie's census "Be Counted", including specific outreach to CRC Chairholders by the VPRI. (annually)	Increased ongoing self-identification by CRC chairholders.	Current census participation is at 90%. Emphasis will continue to be placed on encouraging self-identification by Chairholders.	Implementation: VPRI Tracking: Human Resources
5	Continued monitoring of representation of historically underrepresented groups including the FDGs at the undergraduate, graduate and post-graduate levels across research disciplines. (ongoing)	Identification of the need for and implementation of program- or research discipline-specific EDI initiatives to improve participation by under-represented groups, including the FDGs	Faculty of Computer Science has developed "We are all CS", an initiative designed to attract diverse students and postgraduates.	Human Rights and Equity Services or Registrar's Office
6	Development of CRC EDI Advisory Group, consisting of representation from the Offices of the VPRI, Research Services, Human Resources, and two CRC Chairholders from equity-seeking groups. (Spring 2019)	Integration between ongoing institutional EDI initiatives and CRC EDI initiatives, CRC equity plans built into development of overall Dalhousie EDI and employment equity strategies.	CRC EDI Advisory Group to be consulted in upcoming workplace survey.	VPRI and Provost & VPA
7	Annual review of progress towards EDI action items. (annually)	Identification of successes, potential gaps or necessary course corrections.	To be performed annually with results made public on Dalhousie's CRC Public Accountability and Transparency webpage.	Office of Research Services

## 4. Management of Canada Research Chair Allocations

Dalhousie has established the following procedures and processes for the management of the Canada Research Chair allocations.

**4.1 Allocation of Canada Research Chairs:** At Dalhousie, Canada Research Chairs are used to enhance priority research areas of the university and strengthen the collaborative, multidisciplinary research environment. When CRC positions become available, Deans are informed and requested to develop proposals. The proposals are submitted to and reviewed by the CRC Committee. Dalhousie's Guidelines for Allocation of Canada Research Chairs is posted online:

<https://www.dal.ca/content/dam/www/research-and-innovation/support-for-researchers/crc/crc-guideline-allocation.pdf>

These guidelines outline how Dalhousie manages its allocation of chairs, the decision-making process for determining in which faculty, department, research area to allocate its chair positions, who is involved in these decisions and who approves these decisions.

Dalhousie's [Academic Recruitment Guidelines](#), which apply to all academic searches including those for CRCs, require diversity of committees, ensure that the Employment Equity Policy (Appendix 8) is followed, instruct committees to keep clear records of deliberations, applications and all communications related to searches, which can be examined if necessary. All Canada Research Chair positions are normally posted externally and internally.

**4.2 Corridor of Flexibility:** Decisions regarding the use of Dalhousie's [corridor of flexibility](#) in managing its allocation of chairs is discussed by the Vice-President Research and Innovation and Provost & Vice-President Academic, with a recommendation made to the President for final decision. The following criteria are taken into consideration when deciding to use a flex move:

- Alignment with an area of strategic importance to the institution
- Potential to grow expertise in an area of strategic importance to the institution
- Potential to address EDI targets

**4.3 Renewal of Tier 1 and Tier 2 Chairholders:** Canada Research Chairs are renewable once for a seven year (Tier 1) or a five year (Tier 2) term. The decision to renew a Chair begins approximately one year prior to the final deadline to submit a renewal application to CRC, with a meeting between the Vice-President Research and Innovation, the Provost and Vice-President Academic and the appropriate Dean(s). If a renewal is deemed possible, the responsible Faculty will form a committee to complete an internal review of the Chairholder. This review will address the scholarly qualities of the Chairholder, the integration of the Chairholder with the university's strategic priorities and the Chairholder's performance in relation to the CRCP selection criteria. The committee will provide a recommendation to the Dean. The Dean will review and communicate the committee's recommendation to the Vice-President Academic, who will communicate the final decision to the Dean. The complete decision-

making process and criteria for determining whether Tier 1 and Tier 2 Chairholders will be submitted for renewal is outlined in the [Dalhousie Canada Research Chair Renewal Process](#).

**4.4 Advancement of Tier 2 Chairs to Tier 1:** Advancement of Tier 2 Chairs to Tier 1 would be discussed by the Vice-President Research and Innovation and Provost & Vice-President Academic and a recommendation would be made to the President for final decision. This would only take place under exceptional circumstances or only if the decision resulted in addressing a gap in EDI targets.

In order to advance a Tier 2 Chair to a Tier 1, the Tier 2 Chairholder would be required to apply for an available Tier 1 CRC job posting open to internal applicants. The applicant would be required to be assessed by a Search Committee and evaluated as being an outstanding researcher, acknowledged as a world leader in the field, in accordance with the requirements for a Tier 1 CRC. This process would occur in an open and transparent manner, in accordance with [CRC's recruitment and nomination requirements](#).

**4.5 Phasing out Chairs:** Decisions regarding whether to phase-out chairholders in the event where the institution loses a chair due to the [re-allocation process](#) would be discussed by the Vice-President Research and Innovation and Provost & Vice-President Academic. A recommendation would be made to the President for final decision.

Criteria to determine which chairs would be phased out include:

- Chairs in their second term, nearing their end-date and without the possibility of renewal
- Chairs in their first term, nearing their end-date

If the above options are not possible, and a Chair must be phased out early, the institution would consider the following in making the decision:

- Alignment with Dalhousie's Research and Innovation Strategic Direction
- Chairholders' existing and potential research contributions
- CRC EDI targets

**4.6 Level of Support Provided to Chairholders:** The Dean and/or Department Chair negotiate the employment package with the applicant and include the support to be provided in the final letter of offer. At Dalhousie, it is expected that CRCs teach half of a normal teaching load. CRCs are usually offered an opportunity to apply to the Canada Foundation for Innovation John R. Evans Leaders Fund (JELF) Program for research infrastructure, although this is at the discretion of the Dean, as the Faculty manages its own JELF allocation.

**4.7 Safeguards and Measures to Ensure a Fair Recruitment and Negotiation Process:**

**Unconscious Bias and Equity, Diversity and Inclusion Training:** Human Resources provides mandatory training during the search process to CRC search committees on how to recognize and avoid a multitude of unconscious cognitive biases. Particular attention is given to those biases that most affect applicants from the FDGs. The same training is offered annually to academic leaders. Dalhousie's Academic

Recruitment Guidelines, as well as the mandatory EDI and unconscious bias training that all search committees receive from Human Resources during the search process, stress that candidates must not be disadvantaged by career gaps due to parental or health related leaves or for the care and nurturing of family members.

**Measures to Ensure Individuals are not Disadvantaged due to Career Gaps:** All advertisements for CRC chairs include text recognizing the diversity of career paths and encouraging applicants to explain the impact of any career interruptions. Dalhousie includes the following statement in all advertisements for CRC chairs: “Dalhousie recognizes that career paths can be diverse and that career interruptions may occur. Applicants are encouraged to include, in their cover letter, an explanation of the impact that any career interruptions may have had on their record of employment and/or research achievement.” These measures are monitored by the HR Advisor, who reviews shortlists and applicant evaluations carefully to ensure that applicants with career gaps are not being disadvantaged.

**Safeguards in Negotiations:** Human Resources reviews all offers to faculty members, giving due consideration for equity regarding all terms of employment. This serves to protect individuals from the FDGs from being 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.).

## 5. Collection of Equity and Diversity Data

Dalhousie has instituted an annual employee census called *Be Counted*. Self-identification information has been collected for 90 percent of our permanent part time and full-time employees. Self-identification information is invited from all job applicants. Since 2011, Dalhousie has closed or reduced 18 of the 22 equity gaps that were identified in the most recent multi-year equity planning exercise (2016).

Information gathered from the census is used to inform the application of Dalhousie's Employment Equity Policy towards individual searches and is passed along to search committees during EDI training. The priorities with regards to hiring faculty from underrepresented groups is modified for each Faculty and/or Department according to the individual gaps faced. For CRC searches, these Faculty and Departmental gaps are taken into consideration along with the CRC equity targets and gaps. There is no formal policy to address the compound nature of intersectionality. A candidate that self-identifies with more than one underrepresented group will be considered under the group that is less well-represented. Search Committees are advised to take into consideration intersectionality of candidates and how that may have impacted their career path.

The Dalhousie Diversity Faculty Awards (DDFA, see section 1. 6) has been designed to address gaps in underrepresented groups specific to units. In 2019, this program will continue to focus on recruiting persons who self-identify as racially visible and Indigenous people, with a particular emphasis on African Nova Scotians and Mi'kmaq candidates.

Advertisements for all positions, including CRCs, require that applications include a completed Self-Identification Questionnaire (SIQ), and include a link to the SIQ. Candidates who do not include the SIQ are reminded to do so in the email acknowledging receipt of their application. The Questionnaire repeats the wording of Dalhousie Strategic Priority 5.2, To foster a collegial culture grounded in diversity and inclusiveness, and explains that the purpose of collecting this information is to inform Dalhousie's *Employment Equity Policy*. It is twice stated explicitly on the Questionnaire that all responses are confidential.

Following completion of the Dalhousie Be Counted Census, to further enhance self-identification rates amongst CRC Chairholders, the VPRI sends a reminder directly to Chairholders to complete or update their self-identification information.

An example of Dalhousie's Self-Identification Questionnaire is included in Appendix 9.

## 6. Retention and Inclusivity

**6.1 Dalhousie Provides a Supportive and Inclusive Workplace:** Dalhousie is committed to providing a supportive and inclusive workplace for all chairholders (including individuals from the FDGs). Our strategic priority around improved Climate and Intergroup Relations focusses on initiatives that will ensure that our commitment to EDI is well and widely communicated and understood on campus. <https://www.dal.ca/cultureofrespect/diversity-strategy.html>

Human Resources is currently developing onboarding and mentorship programs that are focused on faculty members in historically underrepresented groups including the FDGs. Consultation with faculty groups to inform the details of these programs has already taken place, with a tentative launch date of Fall 2019. While informal mentorship already exists in many units within Dalhousie, this will ensure that FDGs university-wide are included in all types of support. The mentorship program will have an initial focus on research, however the form and nature of the program may vary greatly in response to the needs of the mentee. Human Resources have asked Deans to approach current CRC chairholders and members of equity seeking groups who wish to be mentees. Faculties will identify potential mentors. Human Resources will oversee the mentor-mentee relationships and determine whether further assistance is needed. A survey will be sent out at the end of the academic year to evaluate the pilot program and adjustments will be made accordingly.

*Monitoring Strategies:* Dalhousie will monitor and keep records of all chairholders who decide to leave the university, and will perform exit interviews and/or questionnaires to discern their reasons for leaving (within the requirement for privacy). Any departures from the university that concern a chairholder's status as the member of an historically underrepresented group including the FDGs will be subject to review by Human Resources. In an effort to retain chairholders at the institution, Deans will consult with Human Resources to determine whether there are additional measures that can be taken (i.e. salary stipend) in order to retain the researcher at the university.

**6.2 Procedures, Policies and Supports in Place that Enable the Retention of Individuals from the FDGs:** Dalhousie's recently appointed Vice Provost Equity and Inclusion will work together with the Vice President, Research and Innovation, Human Resources and academic leaders on campus to ensure that we are continuing to work towards a supportive campus climate for historically underrepresented groups on campus including the FDGs.

In addition to developing a mentorship program for historically underrepresented groups on campus including the FDGs, Dalhousie also institutes pay equity analysis to ensure that individuals from underrepresented groups including the FDGs continue to receive competitive and fair salaries. All pay equity gaps identified in Collective Bargaining with the Dalhousie Faculty Association in 2017 were eliminated. Pay equity analysis across all groups will be routinely undertaken as part of collective bargaining going forward. Dalhousie's benefits to all of our faculty help members of historically underrepresented groups including the FDGs, such as parental leave and telework options. Dalhousie is proud to have a robust accommodation policy for all employees to eliminate or reduce discrimination.



Dalhousie continues to incorporate thinking on diversity and inclusiveness into all areas of the university.

The collective agreement between the board of governors of Dalhousie University and the Dalhousie Faculty Association 2017 – 2020 “that governs most faculty appointments has been modified to specifically incorporate the Boyer model of scholarship and to recognize non-traditional scholarship and traditional ways of knowing. Tenure and promotion committees at Dalhousie may now include representation from the Mi’kmaq and African Nova Scotian communities when a faculty member belonging to one of these groups applies for tenure or promotion. Dalhousie has begun training committees in the recognition of non-traditional career paths and research, so that they can more fairly assess a variety of dossiers from faculty in the FDGs. Dal is currently hosting a lecture series with speakers addressing how to assess non-traditional research and community work, and related topics.

As previously indicated, a Campus Climate Survey was introduced in 2019 to assess the experience that faculty, staff and students have on our campuses with specific attention to issues relating to experiences of discrimination and respect at Dalhousie (See Appendix 6).

### **6.3 Process by which Dalhousie Manages Complaints from its Chairholders/Faculty Related to Equity:**

Dalhousie’s Human Rights and Equity Services has oversight of the following policies (which include procedural instructions):

- [Statement on Prohibited Discrimination](#)
- [Employment Equity Policy](#)
- [Sexualized Violence Policy](#)
- [Personal Harassment Policy](#)

Human Rights and Equity Services monitors and addresses concerns and complaints and reports to senior management regarding the above-mentioned policies.

Equity concerns or complaints regarding the management of the institution’s chair allocations may be directed to:

Lisa DeLong  
Director, Human Rights and Case Management  
Human Rights and Equity Services  
Tel: 902-494-6672  
Email: [lisa.delong@dal.ca](mailto:lisa.delong@dal.ca)

Graham Gagnon, PhD  
Vice President Research and Innovation (acting)  
Tel: 902-494-6513  
Email: [ovpri@dal.ca](mailto:ovpri@dal.ca)

## **7. Annual Review and Accountability**

Dalhousie is committed to providing yearly reports on the CRC EDI Action Plan and provide updates on the progress made in addressing the action items listed above. The CRC EDI Action Plan will be reviewed on an annual basis to revise the action items, as new and additional information is obtained through ongoing and future environmental scans, surveys and census data. This review will be conducted by the CRC EDI Advisory Group (section 1.7), with the goal of providing progress reports to the CRC Program and the Dalhousie community, including CRCs. Additionally, Dalhousie develops annual reports on progress related to the Diversity & Inclusion Strategy and commits to including CRC Equity reporting as part of the ongoing reporting practice.

Dalhousie's CRC EDI Action Plan has been reviewed and approved by the following institutional representatives:

- President and Vice Chancellor
- Provost and Vice President Academic
- Vice President Research and Innovation
- Vice Provost, Equity and Inclusion
- Assistant Vice President Research Services
- Assistant Vice President Human Resources
- Director, Human Rights and Equity Services

## **Appendices**

- 1. Terms of Reference, Strategic Direction 5.2, Diversity and Inclusiveness Advisory Committee**
- 2. 2018 “Be Counted” Census Report**
- 3. Diversity and Inclusiveness Strategy Progress Report (March 7, 2019)**
- 4. Employment Equity Council Terms of Reference**
- 5. Dalhousie Diversity Faculty Awards**
- 6. Dalhousie Campus Climate Survey**
- 7. Working Climate Survey for Canada Research Chairs at Dalhousie**
- 8. Dalhousie’s Employment Equity Policy**
- 9. Dalhousie Self-Identification Questionnaire**