

CRC EDI Action Plan: Trent University

Research Excellence Through Diversity

March 2022

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1.0 Land Acknowledgement

We respectfully acknowledge that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Nations for their care for, and teachings about, our earth and our relations. May we honour those teachings. We are committed to institutional practices that respond to the Truth & Reconciliation Commission Report, and with the goal to build trusting and mutually beneficial relationships with Indigenous people and communities guided by the four principles of recognition, respect, sharing, and responsibility.

[Trent University's Michi Saagiig Protocol Guidebook](#) is publicly available.

2.0 Introduction

Equity, diversity and inclusion (EDI) are foundational to the success of academic, research, and administrative pursuits at Trent University. Trent University is committed to creating an equitable, diverse and inclusive campus where all members of the community flourish as individuals and global citizens (see [Trent's Vision Statement](#)). Trent University extends this commitment to the recruitment, nomination, hiring and retention of Canada Research Chairs (CRCs) and endeavours to achieve and support a diverse representation of accomplished and promising chairholders.

This document constitutes Trent University's Equity, Diversity and Inclusion Action Plan for the Canada Research Chairs Program (March 2022). The Action Plan will guide our efforts as a University in addressing the challenges and barriers faced by individuals from underrepresented groups in the process of our chair allocations, supports and retention, and will act as a blueprint for addressing these challenges at the University overall.

We recognize that in order to address the underrepresentation of chairholders from the Four Designated Groups for our Canada Research Chairs Program at Trent University, we will need to address issues of equity, diversity and inclusion on an institutional level. Our three-part EDI review process and analysis of findings identify gaps and areas for development. Our Action Plan objectives, strategies, and measures of success aim to address equity and diversity barriers in order to build a more inclusive teaching, learning, and research environment for all members.

3.0 Equity, Diversity and Inclusion Objectives and Measurement Strategies

Three related equity, diversity and inclusion reviews have been conducted at Trent University: an Employment Systems Review, an Environment Review, and a Comparative Review. In this section of the Action Plan, we describe the process, the participants, the results, the gaps

identified that are specific to Trent University, and areas for improvement. This section of the Action Plan culminates with SMART goals including specific objectives and measurable outcomes (please see table “SMART Goals for Canada Research Chair EDI Action Plan” in Section 3.4 beginning on page 21).

3.1 Employment Systems Review

The Canada Research Chair Program employment processes are tracked carefully through two offices: The Office of Research and Innovation and the Centre for Human Rights and Accessibility. Every step of the employment process for a CRC position follows the expectations shown in the appendices of this plan. Attached as Appendix F of this Action Plan, the Trent-Canada Research Chair Program Checklist consists of a list of steps that must be followed and monitored. Two staff (one in each of the offices noted above) ensure that this process is adhered to and tracked carefully. The staff members are involved in all CRC recruitment and hiring deliberations and serve as advisors to the personnel committees.

On a broader scale, the institutional employment systems at Trent University have also been reviewed as described below.

Background

In 2018, as part of the implementation of the CRC Equity Action Plan, the University and the Faculty Association jointly undertook a review of the policies, practices, and structures related to the recruitment, hiring, and employment of Canada Research Chairs. This process included consultation with the faculty association and their members, and a review of related policies and practices, most notably the collective agreement which embodies the terms and conditions of all faculty members. The outcome was a binding Memorandum of Agreement committing the parties to advancing the institutions’ equity goals and the inclusion of a revised CRC hiring process.

In 2019, following Trent’s signing of the Dimensions Charter, the parties built on this commitment while in the collective agreement bargaining process, forming a joint Equity, Diversity and Inclusion committee of representatives from both faculty and administration with expertise in employment systems review, and human rights and equity concerns. The EDI committee has implemented a number of interim recommendations and is expected to continue its mandate through to the spring of 2022. Lastly, following feedback from the Secretariat, the Department of Human Resources and the Trent Human Rights, Equity and Accessibility Office evaluated existing formal employment practices embedded in the faculty collective agreement, to assess potential barriers and potential adverse effects on the employment of individuals from the FDGs.

Employment Systems Findings

Review of CRC Employment Processes

In 2018, as part of the revisions of the CRC EDI Action Plan, the Office of Research consulted with representatives of the faculty association and the administration. Through consultation it was determined that the existing policies and procedures that governed the recruitment, nomination, and hiring of Canada Research Chairs lacked transparency. Additionally, gaps related to recruitment and hiring were identified, which could contribute to barriers, potential barriers, and potentially adverse effects related to the employment of individuals from the four designated groups within the CRC Program. Examples were: a lack of institutional equity data to guide targets and identify gaps; the lack of inclusion of committee members from the four designated groups; formal training and guidance from equity experts; compliance with and an understanding of Tri-agency equity guidelines; and an absence of accountability measures throughout these processes at the most senior levels of the organization, including reporting responsibilities.

The result of this review was a binding Memorandum of Agreement signed in June of 2018. This binding document is a commitment to a more equitable diverse and inclusive enterprise and included a revised CRC Recruitment, Nominating and Hiring process, ensuring both compliance with the federal government non-discrimination and employment equity policies and formalizing a number of practices to address the gaps identified in the review. These included:

- representation of the four designated groups on nominating and hiring committees;
- the inclusion of an expert observer from the Office of Equity and Human Rights;
- required training of all committee members on university equity and anti-discrimination policies, unconscious bias and best practices in equity diversity and inclusion;
- defined responsibilities for senior executive sponsors [Vice Presidents and President] in achieving the organizations equity targets, including compliance with the CRC Equity Action Plan;
- the collection of data including equity targets and gaps for the four federally designated groups to guide current processes and to support future bench marking;
- Detailed reporting on the process for accountability.

EDI Subcommittee Review

Further to the implementation of the revised CRC Recruitment, Nominating and Hiring process, the University and the faculty association, in 2019 reaffirmed their commitment to the goal of advancing equity, diversity and inclusion by signing The Equity, Diversity and Inclusion Memorandum of Agreement.

This MOA acknowledges the advancements made by the organization in its commitment to the Dimensions Charter and indigenization and commits to a broader review by a joint committee comprised of faculty and administration to further advance EDI within the faculty ranks. The Vice President, Research and Innovation is a member of the Sub-Committee, which is co-

chaired by the Vice President, Human Resources and an Executive member of TUFA, and includes a Canada Research Chair representative with expertise in EDI matters, as well as other Trent faculty members with EDI expertise. This EDI joint committee began its work at the onset of the pandemic in the summer of 2020 and continues to meet approximately once a month. As part of its mandate the committee has reviewed and made interim recommendations on the following:

1. Data collection on the four designated groups for all employees, via the new Human Resource Information system allowing for aggregate reporting on an ongoing basis relative to targets;
2. A review of reporting structures, including an environmental scan of Equity leadership models and complaint mechanisms at comparable institutions;
3. A review of revised Departmental Hiring Guidelines for tenure track and LTAs positions, including the implementation of training for all hiring departments;
4. The development of an extensive inventory of existing EDI best practices across the institution documenting:
 - departmental (or unit-specific) EDI committees;
 - EDI curriculum review and development;
 - Mentoring programs/processes;
 - Departmental recruitment and hiring practices advancing EDI goals;
 - Targeted scholarships;
 - the development and/or use of EDI tools, training (e.g., unconscious bias), support, and resources.
 - other evidence of an environment of inclusion (e.g., free of bias, harassment, and discrimination); and
5. The development and implementation of a consultation process guided by an external equity consultant, with designated listening sessions for members of the four designated groups, individual interviews, and an anonymous survey with the aim of better understanding the lived experiences and issues of EDI at Trent.

Review and recommendations are ongoing, with a formal report to be provided to the Provost in advance of bargaining in 2022.

Review of Formal Employment Policies

As part of Trent's commitment to advance equity, inclusion and diversity, and ongoing efforts to refine the CRC Equity Action Plan, the Department of Human Resources and the Office of Human Rights, Equity and Accessibility conducted a review of the formal employment practices embedded in the faculty collective agreement. This employment systems review examined the key provisions in the collective agreement that impact the recruitment, selection, and retention of faculty, with the aim identifying how these policies and practices may have an unintended impact on the FDG. Findings from the review are that no compliance issues were identified in the provisions that applied to CRC employment, relative to the Ontario Human Rights Code and

the Employments Standard Act. More broadly strengths and areas for future improvement were identified as follows:

Strengths:

- There is an explicit commitment in the agreement to Employment Equity and the Federal contractor's program, with a commitment to remove any barriers that are discriminatory to the FDG for all faculty. The agreement requires notification to the Dean, and allows for decanal intervention in the recruitment process if there is a lack of representation.
- In terms of transparency, consultation with faculty on changes to policy that impact their terms and conditions of employment is required. Further this active ongoing review of employment policies for compliance ensures that policies are not unintentionally discriminatory.
- Externally funded competitive academic appointments are afforded all of the rights and entitlements in the Collective Agreement.
- Decanal accountability for equity training and human rights compliance is required for all personnel committee's and training has been provided for all tenure track hires.
- Language governing progressions through the ranks allows for an extension of the probation period to recognize family responsibilities, and the teaching support fund provides support for unexpected circumstances.
- The pan-institution Committee on Academic Personnel that recommends the reappointment tenure, permanency and promotion of all faculty completes an annual training program which includes training on biases and considering external factors in applications.
- The agreement addresses some of the inherent challenges with student evaluations of teaching and the possibility of bias within those.
- Members can access expedited progression through the ranks through merit, which was expanded from teaching and research to service.
- There are multiple complaint mechanisms embedded in the agreement to address harassment and discrimination and ensure a safe workplace including: the Workplace Violence and Harassment Policy, the Human Rights Discrimination and Harassment Policy and the grievance and arbitration processes that include both informal and formal dispute resolution processes.
- The academic compensation policy, including placement on the grid, is clear and transparent.

Areas for development:

- Requirements to ensure representation in short-listing are explicit to the inclusion of women, and further expansion to the FDG for all faculty would produce a more diverse applicant pool. While the departmental audit provides evidence this is currently occurring at the department level, it is not codified in the Collective Agreement.

- In the agreement, departmental personnel committees are required to have both gender and rank representation, however as Trent advances its diversity goals including representation from other FDGs wherever else possible, this broadened expectation for personnel committees will have a positive impact on the recruitment and retention of faculty.

Although the agreement addresses those advertisements must include an equity commitment, the prescribed advertising locations should be expended to garner more applications from FDG. With respect to barriers, potential barriers, and potentially adverse effects related to the employment of individuals from the Four Designated Groups through the CRC Program, a review of employment systems, terms and conditions of employment, employment policies, and the general employment environment determined that changes were needed. It was determined that many policies were out of date and that employment survey efforts were cumbersome and insufficient. Updates to policy were required as was more and improved data to further review the employment environment at the university. To follow through on this, the Trent University Faculty Association (TUFA) and Trent administration established the Equity, Diversity and Inclusion Sub-Committee (2020) for the University to address four key priority areas identified in the [TUFA Collective Agreement](#) 2019-2022 Appendix W (and attached to this Action Plan as Appendix E). The Vice President, Research and Innovation is a member of the Sub-Committee, which is co-chaired by the Vice President, Human Resources and an Executive member of TUFA, and includes a Canada Research Chair representative with expertise in EDI matters, as well as other Trent faculty members with EDI expertise.

According to the TUFA CA Appendix W, the EDI Sub-Committee's mandate was to 'make recommendations to the Provost on how to advance equity, diversity and inclusion within the faculty ranks' in four main areas:

1. A review of recruitment and hiring practices;
2. Workplace improvements that contribute to an environment of inclusion as well as one free of bias, harassment and discrimination;
3. Recommendations for the development of tools, training, support and resources to help all members achieve EDI goals;
4. Mentorship initiatives to eliminate inequities and obstacles faced by members.

Early in the process, the EDI Sub-Committee identified a need to collect reliable, inclusive and systematic baseline quantitative demographic data to better assess Trent's faculty contexts and representation as well as to meet the data collection and analysis principles of the [Dimensions Charter](#) (of which Trent is a signatory) and the [CRC EDI Action Plan](#) objectives. The Sub-Committee noted that prior data collection methods (which encouraged new employees to visit

the Centre for Human Rights, Equity & Accessibility website to complete the employment equity survey) had low participation rates.

The EDI Sub-Committee recommended two data collection projects to the Provost and Provost and Vice President, Academic. The first recommendation stated:

“... that Faculty data be collected in tandem with the Annual Performance Review (APR) ensuring that the information collected be kept confidential and separate from faculty performance reviews and personnel committees. And that all faculty will be required to complete the demographic survey in order to submit their APR however, there is an “I prefer not to answer” option on the survey.”

The second recommendation stated:

“That qualitative interviews be conducted” (as a form of Environmental Review) ... to “capture people’s experiences related to EDI and the Dimensions Charter. And that this be conducted every 5 years depending on need and/or perceived discriminatory or biased practices and preferably with questions developed after consultation with faculty.”

The EDI-Subcommittee also generated a context and explanatory statement for the survey:

“All Trent faculty are being asked to provide information on their age, gender, sex, Indigenous identity, whether they identify as a visible minority, and/or as a person with disabilities. Completing the self-identification form is mandatory, as Trent University is a signatory of the Dimensions Charter, but each category provides the option “I prefer not to answer.” By completing the self-identification form, you will help Trent better understand the composition of our faculty and inform our equity, diversity and inclusion work. No personally identifying information (e.g., your email, name and performance indicators) will be connected to your responses and only aggregate statistics will be reported, where possible. Your responses are confidential. Your reporting Dean and department chair will not have access to your individual responses.”

Data Collection Process

In early 2021, with support from EDI Sub-Committee recommendations and participation from faculty, Trent University initiated a new demographic data collection exercise to address recommendation 1 listed above. (For more information on recommendation 2 listed above, see Section 3.1.2, Environment Review.)

The EDI Sub-Committee reviewed the previous employment equity survey and the data collection strategy. It was determined that, going forward, the best way to collect this data was through the Human Resources Information System because employees are required to log into the system in order to view their paystubs and enter time off among other personnel matters. The language of the existing employment equity survey tool was also found to be outdated. The EDI Sub-Committee identified the need for the following changes during this Employment Equity Survey Review:

- Updated language: The language required review and revision to reflect matters of equity, diversity and inclusion as it is understood currently in Canada
- Improved Logic: Question trees needed to be included where subsequent questions only show as it pertains to an answer provided
- Multiple answers: Directions such as 'check all that apply' and the coding to allow for this required improvement
- Longer term adaptability: The ability to update text, questions and responses in the future was important to being able to reflect best practices for demographic data collection on an ongoing basis
- Customized reporting: Customized reporting capabilities including access to flat files for disaggregated data analyses and applying pivot tables was deemed important for more nuanced and intersectional data analyses

Members of Human Resources worked with the revisions and the system provider to implement the changes (see Appendix H for the updated Employment Equity Survey tool).

Results

On April 30, 2021, Human Resources launched the new Employment Equity Survey Module. As of December 1, 2021, a total of 1,052 responses have been received out of 2,384 total employees (a 44% completion rate). To date, 151 faculty have responded (50% of faculty).

To promote participation, on May 18, 2021 Human Resources issued a directive to hiring managers that all new employees, through their appointment letter, be asked to respond to the Employment Equity Survey during on-boarding. For employees who have not completed the survey, they will be prompted to complete the survey each time they access their employee file until the survey has been completed. Faculty who have yet to respond are also asked to respond/update their data in sync with their annual performance review.

Here we report on self-identification of faculty members with descriptions that protect the identity of members. In terms of gender, of the 151 faculty respondents, 10 more identified as women than men and these two groups represented over two-thirds of the reports. The remainder self-identified as queer, non-binary, trans, none of these or two-spirit. There was a population of respondents (approximately 10%) who chose not to self-identify.

As it relates to faculty reports in the remainder of the Four Designated Groups, approximately 10% of faculty reported as being of a visible minority group, approximately 5% identified as Indigenous, and just under 10% identified as having a disability. Further disaggregation by rank, indicated a particular need at the Associate Professor level in terms of faculty who identify as from the Four Designated Groups.

In terms of faculty sexual orientation, not currently defined as one of the Four Designated Group but does involve equity-seeking groups, faculty respondents included those who self-identify as asexual, bisexual, gay, heterosexual, lesbian, and queer.

The survey also requested information about family circumstances to assess whether different family and/or community circumstances may affect faculty contributions due to extra duties or responsibilities: 16% of faculty reported having children under 12 while another 11% reported having teenagers. Some faculty also reported having Indigenous community responsibilities.

16% of faculty reported having ill family members and another cluster had experienced a recent family member death.

Gaps, Barriers and Areas for Development

The results of the demographic data form a baseline for further review and related recommendations from the EDI Sub-committee. Gaps based on the data are identified below.

a. Family and community responsibilities

The data suggest that many faculty members are dealing with significant family (and community) responsibilities that require dedicated time, may add stress, and may affect these faculty from participating in research activity – particularly, we believe, in a time of the COVID pandemic. These added responsibilities required acknowledgement in multiple ways: The University established a Research Continuity Work Group to provide guidance to researchers who required modifications to their research program and implementation, but also to ensure safe research environments on campus and off campus. Further, for these faculty with added personal responsibilities, including for CRCs, we are actively seeking extensions to grants and titles, and in some cases, are providing alternative supports such as bridge funding for hiring additional graduate students, research assistants, and added marking support.

In the case of CRC hiring processes: (i) the personnel committees receive EDI training, an expectation of the CRC Program; and that (ii) the Chair of the Committee on Academic Personnel engage in training with the committee including discussions of the heavy lifting that candidates from the Four Designated Groups and equity seeking groups may encounter in terms of family and community responsibilities. A next step in this area is to work with EDI experts, including members of the EDI Sub-Committee, and the Chair of the Trent Committee on Academic Personnel, to adopt clear descriptions and training for personnel members.

b. Representation from members of visible minority and Indigenous groups

The data indicate that there is only a small group of faculty that identify as being of visible minority, and another small proportion of faculty that identify as First Nations, Métis or Inuit (FNMI). More comparator data is needed to fully understand Trent's gaps. However, evidence from the Employment Equity Survey Module indicates that this gap is particularly acute at the mid-career level of Associate Professor. Our goal is to foster a welcoming, inclusive and

supportive environment – across the University broadly, and in the CRC Program in particular – in order to attract, hire and retain a greater diversity of faculty who self-identify as Indigenous or as from a visible minority group. The CRC Program at Trent is now focused explicitly on seeking equity-seeking and diverse scholars for new positions as a moral imperative and to propel excellence in research and in teaching. (See our SMART goals for this CRC EDI Action Plan in Section 3.2.)

Indigenous faculty at Trent University currently receive support through the Chanie Wenjack School of Indigenous Studies, through the Elders program, community gatherings, and through their affiliation with the First Peoples House of Learning at Trent. We also have Indigenous advisory committees that include local FNMI community members, faculty and staff who provide guidance and advice on EDI matters among many other aspects of University life. In support of research activity, Trent has, what we believe to be, the only Senate Sub-Committee named the Indigenous Ethics Committee, which reviews all research involving FNMI participants and communities. The chair of the Indigenous Ethics Committee also sits on the Trent-wide Research Ethics Board which reviews all research involving human participants. Recently, a Trent Indigenous Leadership Committee has been struck to consider Trent's next steps in terms of Indigenous efforts over the next ten years. This includes a focus on Indigenous faculty renewal with leadership from the Provost and Vice President, Academic and the Dean of Humanities and Social Sciences.

As it relates to the representation of faculty self-identifying as being of a visible minority group, the Provost and Vice President, Academic has initiated an academic planning exercise that includes the guidance that academic planning and the academy will reflect principles of diversity and inclusion in all aspects of academic related operations. The Provost and Vice President, Academic has asked that each department submit a three-year plan for their academic activity and potential faculty needs. This includes attention to hiring faculty from equity-seeking groups across the disciplines. These plans are due in the spring of 2022 and will provide a roadmap for focused hiring of faculty, including racialized and Indigenous faculty. Further, the Anti-Racism Task Force has now shared a fulsome report (generated by the external consultant) of the environmental scan completed which includes recommendations, to the Provost and Vice President, Academic. The Provost and Vice President, Academic has posted the report to his website:

<https://www.trentu.ca/vpacademic/sites/trentu.ca.vpacademic/files/documents/ARTF%20Report%20and%20Recommendations%20January%2018%202022%20Final%20-%20AODA.pdf>

In sum, the report identified substantive gaps and provided 41 recommendations. These recommendations will be examined closely to identify and address EDI matters through a set of deliberate actions with leadership from the Provost and Vice President, Academic.

c. Regional barriers

Although not explicitly identified in the Employment Equity Survey data to date, we also believe that regional barriers such as location of the Trent University Peterborough Campus

being in rural Ontario, has the potential of adverse impacts on the recruitment and retention of individuals from the four designated and equity-seeking groups.

To address barriers that faculty, including chairholders, may face as it relates to the geographic location of our Peterborough Campus, we:

- explicitly welcome equity-seeking candidates who identify as being from the four designated groups in job postings, on hiring committees with balanced representation of gender and equity-seeking individuals, and during a newly developed on-boarding process in the Office of Research and Innovation for new faculty (See Section 5)
- advertise widely and additionally in career posting locations that are focused on supporting marginalized and equity seeking candidates (distribution of CRC opportunity at Trent to the [Canadian Black Scientists Network](#) for example). Note that in Trent's CRC Program, our most recent applicant pool for a Tier 2 Sciences position consisted of approximately 50 complete and competitive applications from candidates who identify as being from a visible minority group.
- discuss how files from marginalized and equity seeking candidates require a lens of recognition for leaves and added responsibilities of candidates, during EDI training of personnel committees (conducted by Trent's [Centre for Human Rights, Equity and Accessibility](#)).
- partnering activities with the [New Canadian Centre](#) through volunteer work of individual faculty (includes welcome networks for new families and individuals arriving in Peterborough), and formalized relationships with [Trent International](#) (identified in Trent Senate academic planning discussions, Fall 2021).

Attracting students from around the world has a knock-on positive effect on creating a diverse and inclusive environment on the campus overall, however efforts to attract and retain faculty in a rural setting continues to pose challenges. The [Trent Durham campus](#) on the other hand, being a part of the Greater Toronto Area and the diversity of that region is less challenged in this area. Increased integration of faculty at the two campuses through faculty research collaborations and newly formed research groups and clusters based on faculty expertise (as opposed to campus location) could enhance the campus environment of both locations.

d. Need for intersectional data analysis

Members of the EDI Sub-Committee have identified the need to engage in greater analysis of the Employment Equity Survey data in terms of intersectionality. Examining race, disability and LGBTQ2S orientation along with added family and community responsibilities and progression through the ranks are examples of multi-pronged intersectional analyses that will shed further light on faculty contexts. This work will be guided by the EDI Sub-Committee and conducted with the support of Institutional Research personnel.

The actions to reduce and remove barriers for candidates from equity-seeking groups fit into three portfolios: the Provost and Vice President, Academic, the Vice President Research and Innovation, and the Vice President Human Resources and also directly involve input and recommendations from the Trent University Faculty Association who represent our Canada Research Chairs and the faculty overall. EDI is a structural and systemic issue and so requires a collaborative structural approach.

3.2 Environment Review

Three recent Environment Reviews at Trent University are integrated and overlapping, to serve various communities in providing a greater understanding of the Trent environment overall and how people feel about their experiences at Trent, including identifying barriers, challenges, and good practices. Ultimately these three Environment Reviews were aimed at identifying areas of strength and need as it relates to matters of equity, diversity and inclusion at Trent University.

Overview of the Environment Reviews

a. Department/Unit Inventory

The Dimensions Charter Working Group (called for by the Vice President, Research and Innovation) was established in 2020 with the following composition approved by the EDI Sub-committee, and reporting to the EDI Sub-committee: 1 CRC and member of the EDI Sub-Committee (of the joint faculty-management committee); 1 Indigenous scholar; 1 representative from the Centre for Human Rights, Equity and Accessibility; 1 faculty member at large with experience in EDI matters; and, the Vice President, Research and Innovation. The purpose of the Dimensions Charter Working Group was to assess Trent activity and needs as it relates to the 8 principles of the Dimensions Charter. As part of this work, the Dimensions Charter Working Group conducted an inventory of current practices with departments, centres and units in 2021.

b. Listening Sessions on Anti-Racism for the Trent Community

The Anti-Racism Task Force was established in 2020 by the Provost and Vice President, Academic and composed of representative faculty, students and staff from across the institution. The task force identified the need for an environmental scan of Trent University across the whole institution as it relates to anti-racism. The Task Force hired an external consultant who facilitated a series of listening sessions with faculty, as well as other focus groups. The listening sessions were conducted in 2021.

c. Faculty Interviews

The faculty interview process was initiated by the EDI Sub-committee upon determination that there was a need for hearing more specifically from faculty about their experiences at Trent. As

previously noted, this is a committee of faculty representatives including a CRC as well as administration established in 2020, and co-chaired by the VP Human Resources and a member of the Faculty Association Executive. The committee vetted and hired an external consultant, who is a Canadian expert on EDI matters, particularly as they relate to the academy, faculty and research. Faculty Interviews regarding their experiences are being conducted by the external consultant with individuals and small groups of faculty between November 2021 and January 2022.

Process, Participants, Results, Gaps and Areas for Development

a. Departmental/Unit Inventory

Process - The Dimensions Charter Working Group (previously defined in Overview), identified the need to gather information on EDI related activities of departments and units at Trent University because there was a lack of collective knowledge regarding EDI related activities of the departments and units. As such, in August 2021, a request was issued to all Deans, Chairs & Centre Directors from the office of the Vice President Research & Innovation, to announce that the Dimensions Charter Working Group was collecting Information in the form of a short inventory to better identify and understand equity, diversity and inclusion activities and practices already in progress in departments and units.

Participants - Approximately half (21) of the departments/units at Trent responded to the inventory either in writing or through a one-to-one interview with the Chair of the department/unit.

Results - Data were organized into four broad themes.

- (1) Current broad activities – Departments reported on activities such as reviewing departmental policies in light of EDI principles, establishing hiring practices that focus on equity-deserving groups, and establishing departmental EDI committees.
- (2) Curriculum and coursework reviews and revisions - 6 departments described extensive individual course approaches including the use of principles of Universal Design for Learning as well as including the works and voices of scholars and others that are traditionally underrepresented in the discipline. A course on the philosophy of law, for example, now “provides students with opportunities to engage with questions about the law that are related to gender and race” and to consider Indigenous legal contexts.

One Canada Research Chair explained their approach to coursework as follows:
“...I invited students to participate in the Scholars’ Strike against state-sanctioned violence perpetuated toward Black people, Indigenous people, and People of Colour. Students were invited to reflect on possible policy implications of the Scholars’ Strike seminar they watched as a way to begin the course. Anchoring the course in these scholarly presentations set the stage for us to investigate how policymaking continues to protect the interests of some people, while

contributing to exclusions and harms faced by others ... I offered examples from my research and my own life, encouraged students and my T.A. to do the same, and invited members of my participatory youth research team to give a paid lecture on youth, power and issues of representation.”

On a departmental level, 8 departments described extensive curriculum changes and reviews. An example department reported that:

“as part of our EDI initiatives, the department decided to promote the teaching of critical race theory and racial and social justice by designating these areas as a priority for an LTA (and a Tenure Track position in future) for the 2021-22 academic year. Although they have courses in these areas, there remains much room for growth.”

- (3) Outreach - Research Centres and departments reported extensive EDI outreach activity. For example, one of the Trent Research Centres reported that the Centre:

“ensures that EDI Dimensions Charter Principles are included in all membership application evaluation practices – they take into consideration that applicants may not speak or write in English as a first language and are very open to members’ applications from countries outside of Canada that bring diverse backgrounds and diverse research to the Center’s membership.”

This same Research Centre, which hosts several Canada Research Chairs, listed 8 events from 2017 to present that focused on the inclusion of diverse populations of older adults.

- (4) Staffing and Personnel – Faculty and staff hiring processes and principles are reported to be shifting to a greater commitment to equity-seeking hires. As one department recognized, the CRC Program is enacting these principles “... we are committing to furthering equity, diversity, and inclusivity at the University with the recent hiring of a Canada Research Chair, for example”. But there remain gaps – with one department explaining that upcoming retirements could tip their faculty balance to entirely white, cis-gender, heterosexual men unless equity hires are ensured. With the demographic data showing a low representation of faculty who are Indigenous or of visible minority at the Associate Professor level (see Employment Equity Survey data), this attention to new faculty positions for candidates from equity-seeking groups will be critical.

Some departments reported that recent postings at Trent specifically called for candidates who self-identify as a member of an equity-deserving group.

“This represents the beginning of a focus on equity-deserving groups in our future hires... and a hiring process that included requiring committee members to take implicit bias training and to take into consideration the equity criteria stated in the job ad when reviewing the candidates’ files. The criteria and processes were adapted from [another department’s] Hiring Process used in 2021, which themselves were taken from CRC practices...”.

As evidenced in this statement, we are observing departments adopting CRC EDI hiring practices as good process for their respective personnel committees.

Gaps and Areas for Development: Two gaps have been identified through the Inventory process at Trent. First is a process gap. The inventory process had about 50% participation from departments/units. The EDI Sub-Committee has been made aware of the participation rate as it relates to the extra demand placed on departments to respond to the call. Determining other, less labour-intensive methods for gathering data on EDI practices will be explored. The second gap is the need for further work in hiring faculty from the four designated groups, with related EDI training for personnel committees – and with the greater adoption of CRC EDI hiring processes.

The Inventory also signaled a need for the EDI Sub-Committee to find ways to share best practices identified in the Inventory more broadly with all deans, chairs, faculty and departments. For this inventory cycle, best practices will be featured not only from the Inventory itself but based on other expertise of the EDI Sub-Committee, external consultants, and related resources. Recommendations from the EDI Sub-Committee and the Anti-Racism Task Force also speak to actions that enable departments, units, centres, programs and administrators to engage more deeply in EDI work.

Anti-Racism Task Force (ARTF) for the Trent Community

Process: A consultant, external to Trent University, was hired after a vetting process by the Anti-Racism Task Force (ARTF). As described in the report, the ARTF was tasked to consider the present environment of equity, diversity and inclusion at Trent University and formulate recommendations for improvement by:

- Evaluating the campus environment (learning, living, working) as experienced by racialized students, faculty and staff, with a view to identifying the present University race-related culture which may include steps such as data collection and other means as determined by the Task Force;
- Identifying institutional and other barriers (systemic and individual) faced by racialized members of the Trent community;
- Recommending an Anti-Racism Action Plan to remove these identified barriers and provide a comprehensive move-forward agenda to ensure equity, diversity and inclusivity at Trent.”

Listening Sessions

“As part of the consultation process undertaken by the Trent University Anti-Racism Task Force (ARTF), twenty-six listening sessions were conducted between April 26, 2021, and September 28, 2021. An additional listening session was held for the Black Student Support Group on October 19, 2021. The purpose of the sessions was to allow campus community members to share their observations and experiences related to structural and individual racism at Trent. Open sessions were offered for all members of the university community. In addition, closed

sessions were provided to groups based on campus role (i.e. senior administration, students, staff, and faculty) and/or racialization (i.e. BIPOC persons). Each type of session was offered in equal numbers. Participation in sessions ranged from as many as 19 to as few as 1. Sessions were offered in the spring (Block 1) and the fall (Block 2).” (ARTF Report, page 7) Anti-Racism Task Force The external facilitator used an open dialogue approach with the following prompt:

"What we discuss is up to you. Generally, I would like to hear about your personal, first-hand experiences related to race at Trent (this can include personal experiences others have shared with you), any suggestions you have about achieving racial equity and justice at the institution and if there is anything you appreciate, perhaps would like to see expanded, related to current anti-racism efforts."

Faculty participated in ‘closed’ listening sessions and other sessions were held for Senior Administrators, staff, students and the Board of Governors. Participants, including faculty, stated that they came to the sessions to better understand the experiences of others, and indicated that they wanted to be part of the change required to make Trent University more diverse, equitable, and anti-racist. However, many voiced skepticism about the University’s commitment to change.

Results, Gaps and Areas for Development

The facilitator of the faculty listening sessions reported that “participants raised concerns regarding the process for reporting and providing redress for racism on campus. They also expressed the desire to have someone senior identified within the University to coordinate and lead equity, diversity, inclusion, and anti-racism efforts. In addition to these overarching areas of concern, eight themes emerged from comments. These included: (1) pride in Trent’s leadership in indigenizing education; (2) deep concern regarding overt racism in Peterborough, and subtle bias in the selection of key positions in the university; (3) the prevalence of microaggressions on campus; (4) a need for greater support for the involvement of racialized faculty in key positions and students in campus life; (5) the necessity of comprehensive, coordinated anti-racism training, for all Trent staff, faculty and students, with some targeted for role and identity, (6) the importance of representation, (7) a desire to create multicultural milieu on campus and (8) the need for meaningful institutionalization of anti-racism across the institution using an intersectional approach.” (ARTF report, page 8)

The Anti-Racism Task Force findings are consistent with other faculty data collected for the Environment Review. Two categories of gaps were identified in the Anti-Racism Task Force report that relate specifically to the CRC Program:

- Representation and hiring (see Objectives 1 and 5 in this Action Plan)
 - As it relates to Indigenous research and scholarship, the need for an Indigenous Initiatives Strategy that supports research and scholarship with adequate funding.
 - As it relates to hiring of faculty, the need to expand faculty diversity at Trent University through a range of hiring and recruitment actions.
- Training and professional development (see Objective 3 in this Action Plan)

- For all members of the Trent community including faculty, the need for meaningful, coordinated, and ongoing training on implicit bias, micro-aggressions, antiracism and allyship.
- The need for clearer tracking measures to ensure that EDI training is occurring.
- The need for additional safe spaces for professional development and initiatives that support the social well-being of racialized faculty, such as mentorship programming as well as greater opportunities to attend and participate in panels and grant opportunities that increase the use of inclusive pedagogies and decolonize the curriculum.
- Faculty comments indicated a desire for professional development to be made available to instructors at all levels (e.g., graduate teaching assistants, limited term instructors and full-time faculty) beginning as part of a robust orientation

In an initial response to the faculty-identified need for professional learning, a two-day workshop was designed and implemented for faculty through the Office of Research and Innovation and the Centre for Teaching and Learning. The two-day workshop was facilitated by an external equity, diversity, and inclusion expert and focused on base-level training as well as strategies for decolonizing curriculum. The two-day session had over 50 faculty in attendance, evidence that faculty are indeed interested in these efforts.

The Office of Research and Innovation has also launched an education program that is virtual, on-demand and asynchronous. The research office worked with an external EDI expert to create four online video modules on EDI considerations as they relate to research. The modules include:

- Advanced EDI Perspectives in Higher Education
- EDI in the Research Environment
- EDI in Research Methodologies
- EDI in Curriculum and Pedagogy

These modules are in editing stage and will be posted to the Trent Office of Research and Innovation website (<https://www.trentu.ca/ori/home/equity-diversity-inclusion>) by March 2022. Other resources, policies and procedures for the Trent community are also posted on the Centre for Human Rights, Equity and Accessibility at: <https://www.trentu.ca/chrea/about-centre/resources>. There is of course, much more work to be done. As an ongoing commitment to consulting with faculty, another external consultant has been contracted to continue a series of additional closed listening sessions with faculty as follow-through to recommendations from the EDI subcommittee.

3.3 Comparative Review

To date, Trent University has submitted 22 successful chair applications, with 2 currently pending, and has successfully submitted 12 renewals with 3 renewals pending. A comparative

review of all Chairs at Trent University was undertaken in the early fall of 2020 by the Office of Research and Innovation in collaboration with the Office of the Provost and Vice President, Academic and the Trent University Deans. The review assessed chairholder salary placement, protected time for research, allocation of space, administrative support, and access to funding, and also checked these against the Trent University Faculty Association Collective Agreement.

Comparative Salary Placement

The review determined that Canada Research Chairs were consistently appointed to the faculty salary grid based on experience and rank, as per the terms of the [Trent University Faculty Association Collective Agreement](#). The review also determined that the grid is consistently applied when recruiting CRC faculty already employed as tenure track faculty at Trent and to those newly recruited to Trent University. All chairs were paid a salary from within their rank grid.

Process for Salary Placement: The placement of all new TUFA faculty on to the Salary Grid is consistent for all levels of faculty hired to the University, including senior level positions and Canada Research Chairs. The applicant's curriculum vitae serves as the primary document for determining salary step. The Dean may follow-up with the applicant to clarify or confirm details of the applicant's previous experience or employment. The appointment letter will also include a brief statement providing the basis for assigning a member's specific salary placement on the salary grid [TUFA CA III.6.1(I)].

Principles for Salary Placement

- The University and TUFA are committed to fair and equitable salary placement.
- The parties recognize the value of prior academic service at Trent and/or at other institutions of higher education.
- The parties further recognize the potential value of prior employment experience in relevant professional contexts.

Gap Identified: Transparency and accountability in the process was identified as a gap in the existing system in 2017. To address this gap, the Trent University Deans were collectively tasked with developing transparent guidelines, and faculty are placed on to the TUFA Salary Grid at a salary step that is based on Guidelines for New Faculty Salary Placement, jointly created by the University's Deans in March of 2017.

Using the guidelines, placement on the salary grid is determined by the Dean in consultation with the Provost & Provost and Vice President, Academic; a process that is consistent with the provision of the Trent University Faculty Association (TUFA) Collective Agreement.

As further dictated by the "Trent University Policy on the Professional Expense Fund", as well as Clause IV.15 of the Trent University Faculty Association Collective Agreement, all chairholders have been provided the same amount of allowance for Professional expenses. And as dictated

by Clause IV.8 of the Trent University Faculty Association Collective Agreement, all chairholders are also provided accesses to the Teaching Assistance Fund for financial support for teaching and marking responsibilities.

Gaps Identified and Areas for Development: The guidelines were noted as an improvement, and they address equality matters (all faculty have access to the same resources and opportunities) successfully. However, matters of equity (accounting for different needs and circumstances of equity-seeking faculty), such as accounting for parental leaves and community-based and invisible service responsibilities are not addressed in the guidelines. 2022 signals a collective bargaining year, and review of the Collective Agreement, the grid itself and equity-related barriers faculty may face will be discussed during that bargaining process. The SMART objectives in this Action Plan also identify next steps in terms of training for personnel committees.

Protected Time for Research

All Trent University CRCs are provided protected time for research; chairholders are required to teach not more than half the normal load in their Department/School (should not be less than 1 FCE per year). Faculty Deans have 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). Further, careful consideration of administrative service loads is given to Chairs, particularly in their first term, with no-to-limited University level committee work.

Allocation of Space

Research spaces are allocated by the respective Dean. The Dean, or their representative, meets with chairholders to identify the specific needs of their research program, including project scope and magnitude, to determine space requirements. Based on the individual needs of the applicant, and the nature and type of research, appropriate space is allocated. Examples are outlined in the table below:

Considerations	Examples
Amount of space requested by chairholder	Large equipment, number and type of anticipated HQP, accessibility considerations
Type of space appropriate to needs of chairholder	Wet lab, dry lab, meeting space
Service requirements	Specific water or HVAC needs, proximity to other labs and equipment, availability of adequately serviced space, potential renovation costs
Space utilization	Research activity of current occupant, alternative spaces and locations
Location of researcher	Downtown, North Campus, Durham

Gap Identified and Areas for Development: Three gaps have been identified. First, Canada Research Chairs in the social sciences and humanities that require significant laboratory space,

must be given equitable space. Related to this, five years of strong student enrolment growth at Trent has increased the need for research, academic, and programming space across all our campuses and all disciplines. Second, Trent has aging buildings and infrastructure. In some cases, the preferred location of a Canada Research Chair's research space has not aligned with the facilities and infrastructure in that location. And third, the Office of Research and Innovation identified the need for greater attention to space allocations during the Canada Research Chair application process itself.

To address the three gaps noted above, actions are taking place as follows:

To help address the space constraints and infrastructure needs, Trent University has renewed the university wide space committee to determine where new spaces and infrastructure are most needed. The Director of the Office of Research and Innovation is a member of this committee. The space review process has also included the hiring of an external consultant to work with a subgroup of the Space Committee to review existing space uses, identifying needs with space users, and preparing recommendations with comparator institutional data as part of the report in the form of a benchmarking exercise. As we look at our needs for new space, we will also be looking at utilization to determine whether current spaces are being utilized most effectively and efficiently. The results of the exercise will be reported to the Vice President, Finance and Facilities, who was also the co-chair of the Anti-Racism Task Force.

This process will also include assessing space for Canada Research Chairs in terms of labs, training facilities and workspace. Advocacy on behalf of the chairholders is primarily situated in the Office of Research and Innovation, and takes items in the table above into account but also includes EDI considerations of space including the following criteria:

- Space that is welcoming and conducive to a diverse lab of researchers
- Space that fits with the research program of the Canada Research Chair (being in an appropriate location to match nature of the work, such as working in and with local marginalized communities)
- Space that accounts for the needs of personnel from equity-seeking groups who require full access to resources such as well-equipped workstations and benches

To begin to address space allocations earlier in the Canada Research Chair candidacy process, as of 2021, the Office of Research and Innovation schedules meetings to discuss and collaborate with Deans to ensure that space needs are identified during the application process. We have also initiated a new protocol where each incoming chairholder, during the application stage and regardless of discipline, meets with their respective Dean and the Office of Research and Innovation to discuss space and to begin the planning process tied to Canada Foundation for Innovation and John Evans Leadership Fund applications and any other on-boarding grants.

Administrative Support

The Office of Research and Innovation is providing clear administrative services in the following:

- Mentoring on grant writing strategies
- Direct support from Research Facilitators with experience in cognate disciplines
- Detailed review of grant applications
- On-boarding meetings for new faculty and chairholders with members of the Office of Research
- Regular updating of all faculty, including chairholders through Tuesday Updates on granting opportunities
- Conducting contract negotiations for non-Tri-agency grant opportunities
- Assistance with the Recruitment of Research Personnel and Students

During recruitment stages for Canada Research Chairs this also includes:

- A member of the Office of Research is a non-voting member on all CRC search committees to ensure CRC searches follow CRC recruitment guidelines. Interview questions and itineraries are standardized for all CRC searches and address CRC EDI requirements.

Gaps Identified and Areas for Development: Existing Canada Research Chairs have indicated in one-to-one meetings with the Director of the Office of Research and Innovation or Vice President Research and Innovation that their application process and onboarding process lacked sufficient and timely communication.

Efforts to improve communications during the application and onboarding stages include the following (initiated in 2021 with a revised implementation team in the Office of Research and Innovation): During the application stage, the Office of Research has initiated a support team approach where the cognate dean, the Research Facilitator, and the Director of the Office of Research and Innovation all work with the candidate to provide support and guidance. These meetings occur frequently (approximately every 3 weeks), in addition to ad-hoc and one-to-one meetings, as a way of keeping the application process on track, with timely and adequate communications. Further, in 2021 the Vice President Research and Innovation instituted project maps, where timelines, deliverables and responsibilities are identified to ensure timely and clear communications. Sharing the timeline maps with Canada Research Chair applicants helps to set a clear and manageable plan to realize the submission of applications.

During the on-boarding stage, the Vice President Research and Innovation has initiated meetings with chairholders to discuss how they are doing. In these meetings the VPRI asks three main questions: How are you settling in with space, personnel and your research program? Where are you experiencing challenges? How can the Office of Research support you better? Subsequently, there may be additional meetings held with the Director and other Research or Finance personnel based on needs identified by the chairholder.

Access to Research Funding

At Trent University, Tier I Canada Research Chairs receive funding consistent with their Tier I Canada Research Chair colleagues. Tier II Chairs receive funding consistent with their Tier II

Canada Research Chair colleagues. This has been discussed and verified with applicable Deans and verified with Research Finance. All new Chairs had, and continue to have, access to infrastructure support through the University's Canada Foundation for Innovation John R. Evans Leaders Fund envelope. The program encompasses chairholders from the Four Designated Groups.

Further Review of Trent University Faculty Association Collective Agreement

Parity

A joint committee on parity is established and includes TUFA faculty and members of senior administration. The committee meets on a regular basis to discuss concerns and exchange information with respect to parity and related equity matters, including for faculty members who are Canada Research Chairs. The Trent University faculty salary scale is determined each year based on parity calculations and requires approval by the Joint Committee on Parity. Trent University's Department of Human Resources leads the process for determining parity calculations and final approval is required by the Joint Committee on Parity, which includes Trent faculty and senior administrators. Once the Committee has approved parity, further sign-off is required by the Vice Presidents of Finance and Human Resources.

The Trent University Faculty Association Collective Agreement outlines the process for maintaining parity and correcting disparity.

Disparity has been corrected beginning in 2006. Each contract year thereafter, an across-the-board scale adjustment equal to the disparity between average salaries at Trent and average salaries in the Ontario system with comparator institutions and based on Statistics Canada data. There are 12 universities in Ontario in our current comparison group for determining parity. A new parity exercise, through Statistics Canada, will be implemented in Spring 2022.

Merit

The process by which merit is awarded follows the collective agreement, the Committee on Academic Personnel (COAP) Guidelines for Submission of Recommendations for TUFA Merit Awards, and best practices established by COAP. All full-time faculty members, including CRC's as well as probationary members in their second year are eligible to apply for merit. Thirty merit awards may be awarded in each academic year, with no fewer than eight awards in each of research and teaching, and 4 awards in service, all for exceptional contributions. All merit awards are single career development increments (faculty members move up one step on the salary scale as permitted).

The process is multi-level and includes:

- Departmental recommendation deeming faculty member to be meritorious in research, teaching or service
- Dean confirmation of faculty eligibility to receive merit based on 'meeting expectations' in previous three years of Annual Performance Reviews

- Committee on Academic Personnel, comprised of faculty members from all divisions, review of submissions and ranking of files, if more than thirty are received
- Provost and Vice President, Academic receives recommendations from the Committee on Academic Personnel and forwards to Board of Governors for final approval.

To begin to address matters of equity, the Committee on Academic Personnel, comprised of faculty representatives and chaired by a non-voting dean, abides by a set of best practices to help maintain an equitable process of file review including:

- Letters from Personnel Committees are important to provide context for applications including from those of equity-seeking groups
- Deliberations include consideration of productivity, quality of work, impact and magnitude of contribution, and the nature of the research, taking into account the nature and impacts of career interruptions
- Compensation is not a determinant
- Teaching Intensive faculty and Canada Research Chairs will not be held to a higher standard when applying to merit in their respective categories of teaching and research

Gaps and Areas for Development

In the Comparative Review, we see equality as a well- developed aspect of Trent’s approach, including for chairholders. On the other hand, equity considerations are an area where further work should continue. The deliberate and consultative approach of the Trent EDI Sub-Committee, making recommendations to the Provost and Vice President, Academic, is the main structure by which this work is being undertaken. Three areas for further attention are: (1) greater articulation of how career interruptions are being accounted for in hiring, tenure, promotion and merit considerations; (2) greater articulation of how the development of trust and relationship building when working in and with marginalized communities and Indigenous communities takes time and can be accounted for in hiring, tenure, promotion and merit considerations; and (3) greater accounting for the heavy lifting of equity seeking researchers can be accounted for in hiring, tenure, promotion and merit considerations. Guidance in these descriptions and processes must come from the researchers themselves, EDI experts, and work with and through the EDI Sub-Committee which includes equity-seeking faculty.

3.4 Objectives and Measurement Strategy

Based on Trent’s reviews and identified areas of need for development, the following chart summarizes Trent’s 5 main objectives related to the Canada Research Chair Program and Trent more broadly. Importantly, as an overall objective for the Canada Research Chair Program, we are committed to hiring top scholars who identify as being from one of the Four Designated Groups and preferably in terms of intersectionality (Crenshaw), more than one equity seeking group and that surpass our minimum targets.

The ultimate goal is for every Canada Research Chair to be hired based on their excellence and to address underrepresentation among chairholders. Trent aims to be a welcoming and inclusive environment in which a CRC will thrive.

SMART Goals for Canada Research Chair EDI Action Plan

Objective 1: Recruitment and Retention for Research Excellence

Measurable Objective	Aligned (with Identified Areas of Need)	Realistic	Timely	Responsible	Evidence of Success
Set and monitor equity targets for all faculty hiring Ensure all postings encourage candidates from equity seeking groups including the four designated groups	Increasing representation of Trent faculty from the four designated groups across disciplines has been identified as an area for development through the Employment Systems Review and Environment Review via the Anti-Racism Task Force	Provost has requested that all departments submit a 3-year plan for faculty needs, including goals for recruiting faculty belonging to the Four Designated Groups	Plans submitted spring 2022	VP Academic	Departments submit multi-year plans annually; Departmental Plans will be driven by the University's EDI guiding principle.
Focus all new Canada Research Chairs on recruitment and retention of equity seeking scholars	Increasing representation of the four designated groups among Canada Research Chairs at Trent is identified through target setting and through the Employment Systems Review and Environment Review via the Anti-Racism Task Force	Beginning in 2020, all new Chair activity at Trent has focused on hiring of equity seeking scholars from the four designated groups	Implemented 2020, ongoing	VP Academic, VP Research and cognate Deans	(i) CRC EDI targets are met: 2022 – minimum of 2 Visible Minority chairholders; 4 Women chairholders 2025 – minimum of 2 Visible Minority chairholders; 4 Women chairholders. 2027 – minimum of 2 Visible Minority chairholders; 5 Women chairholders. 2029 – minimum of 3 Visible Minority chairholders; 5 Women chairholders; (ii) All hired chairholders will identify as belonging to one of the FOUR DESIGNATED GROUPS; and have an understanding and belief in EDI (iii) The addition of 1 Indigenous chairholder by 2029
Increased integration of faculty at the two campuses through faculty research collaborations including one new Research Organization	Development of an inclusive research environment that begins to work on Regional Barriers identified in the Employment Systems Review	At least one new Research Organization is within the capacity of the institution; Influencing clustering of researchers and membership to Groups, Centres and Institutes is of high priority to the VP Academic and the VP Research	Meeting with Dean and Head of Trent Durham in fall 2021, Formation of working group in 2022	Vice President, Research and Innovation; Provost and Vice President, Academic and cognate Deans	(i) 1 new Research Organization is formed on community-based research, with a focus on social justice and work with marginalized groups (ii) 2 existing Research Organizations expand membership to include faculty from both Durham and Peterborough campuses, including equity seeking individuals

Objective 2: Enhanced Data Analysis and Collection Cycles

Measurable	Aligned (with Identified Areas of Need)	Realistic	Timely	Responsible	Evidence of Success
Examine data sets from reviews with focus on intersectionality analysis and equity-seeking member experiences	Increased intersectional data analysis as a need identified in the Employment Systems Review	Further analysis to be directed by experts on the EDI Sub-Committee (committee structure in place); Ongoing demographic collection the employment VIP system in place; Summaries of faculty interviews with external consultant being collated by consultant	EDI Sub-Committee to identify analysis strategy in January 2022; Demographic data collection now automated and ongoing – with annual analysis through Human Resources	Co-Chairs of EDI Sub-Committee and Human Resources	Report on intersectionality data analysis from EDI Sub-Committee, April 2022
Establish data collection cycles for Environmental Scans focused on EDI experiences	See Employment Systems Review	Consultation with EDI experts within Trent and with external consultants is readily in place through the EDI Sub-Committee, the Anti-Racism Task Force and the Dimensions Charter Working Group membership	January – March 2022	VP Human Resources, VP Academic and VP Research	Data collection cycles for environmental scans established by March 2022
Implement further refinements of Employment Equity Survey tool and related reporting features.	Employment Systems Review highlighted need for greater analysis of intersectionality	Consultation with provider related to enhanced reporting capacity, after consultations with community and EDI experts	April - June 2022	VP Human Resources	Funds are allocated to reporting enhancements of the Employment Equity Survey tool. Ultimate outcome: Enhanced reporting features available for 2022-2023 academic year.
Consultation with equity seeking chairholders on CRC EDI Action Plan	Recommended by the CRC Program to the Office of Research and Innovation as a best practice	There are few chairholders at Trent University and these CRCs meet regularly with members of the Office of Research and Innovation; Formalizing consultation on the CRC EDI Action Plan itself is a natural fit.	Ongoing Formal consultations February 2022 – August 2022	VP Research and Director of the Office of Research and Innovation	All equity-seeking chairholders willing to review the CRC EDI Action Plan will have done so; Input will be collated for revisions to the living CRC EDI Action Plan on an ongoing basis

Objective 3: Expanded Training and Professional Development Resources

Measurable	Aligned (with Identified Areas of Need)	Realistic	Timely	Responsible	Evidence of Success
Inventory of best practices is established and	In the Environment Review, the Dimensions Charter Inventory and	Data from the initial Environment Review (Inventory	Initial data collection completed	EDI Sub-Committee and the	(i) Aggregated list of best practices shared with deans, department chairs and

distributed, with Professional Development follow-up	the EDI Sub-Committee identified the goal of making good practices and resources available to faculty	component) will be aggregated with evidence-based good practices provided by members of the EDI Sub-Committee; Professional Learning opportunities will follow through Trent Centre for Teaching and Learning	2021, sharing of best practices spring 2022 (in print and as professional development)	Centre for Teaching and Learning	Research Organizations by Spring 2022 (ii) The Centre for Teaching and Learning offers additional PD opportunities in consultation with deans beginning in the Spring of 2022 (attendance will be tracked to assess uptake)
Four (4) enhanced EDI training modules will be made available to the Trent University community For managers and chairs, establish an EDI training program and funds specific to leadership roles	Based on the Environmental Reviews of the Anti-Racism Task Force, the EDI Sub-Committee, and the Dimensions Charter Working Group, Trent University hired Senomi Solutions (https://www.senomisolutions.com/), a diversity consulting company, to amplify and develop EDI training modules for students, faculty and staff.	All four sessions will be delivered by the external consulting firm, and then captured for on-demand use. This is a realistic way to ensure that good resources are not only shared during particular events or dates, but continuously. Video and slides have been combined for a more dynamic presentation format.	Recorded, August and Fall 2021 Posting to begin, March 2022 All materials in deliverable online format posted by March 2022 Leadership EDI training fund established by Spring 2022	Developed by Senomi Solutions; Sharing of content through the Office of Research Leadership fund: through Human Resources	All recorded EDI training and development modules available through SharePoint and Yuja (links from ORI website); Metrics for viewership and access on these recordings will be documented through the Yuja / SharePoint systems. Specifically, these will include: 1. <i>Advanced EDI Perspectives in Higher Education (1 session)</i> 2. <i>EDI in the Research Environment (1 session)</i> 3. <i>EDI in Research Methodologies (1 session)</i> 4. <i>EDI in Curriculum and Pedagogy (based on 2 day workshop)</i> Leadership fund in use for EDI training beginning 2022-2023
100% of all faculty and personnel involved with all faculty hires (including the CRC allocation and recruitment processes) will receive training on EDI and unconscious bias. This training will be revised regularly	The CRC Program expects all members of personnel committees to undergo EDI training. Based on the reviews to date, at Trent we are extending this to all personnel committees at the institution. The workshops address inclusive hiring processes, matters of unconscious bias including affinity bias, as well as the processes, policies, and procedures, established by Trent University, related to the hiring of academics.	CHREA has a system for collecting data on the number of faculty and personnel involved in the processes and monitors the percentage of these who have completed the training. Participants will be requested to provide feedback on the content and format of the training for improvement through an anonymous survey.	Ongoing: Initiated October 2018, for the CRC Program and in 2020 for all personnel committee (1)	Centre for Human Rights, Equity and Accessibility in collaboration with Human Resources	(i) EDI Training data will demonstrate 100% of personnel committees have participated in EDI training (ii) New, up-to-date training materials are posted and used in training sessions
Provide training materials to the Committee on Academic Personnel and other tenure, promotion and merit committees on EDI	The Comparative Review identified the need for additional information and training for personnel committees	Members of the Committee on Academic Personnel participate in a training session in the fall of each academic year. The proposed additional	Training materials developed in Summer 2022 in consultation with EDI experts of the	VP Research and VP Academic	Training materials are developed and all members of the Committee on Academic Personnel participate in the training beginning in the Fall of 2022.

considerations related to family and community responsibilities for equity-seeking candidates, including chairholders		training module on EDI considerations can be embedded in that training. Faculty receive blocks in their calendars in order to be available for this committee.	EDI Sub-Committee and external consultant; Training ready for Fall 2022 implementation		
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Objective 4: Space Allocation Improvements

Measurable	Aligned (with Identified Areas of Need)	Realistic	Timely	Responsible	Evidence of Success
Initiate and complete a space Benchmark Exercise	Space was identified in the Comparative Review as an area for development, particularly as it relates to procuring space with limited facilities for Canada Research Chairs.	Space Committee has been established and external consultant has been hired; Written report is due March 2022 as a deliverable.	End of March 2022	VP Finance and Property	External Report on Space Utilization and Needs submitted with recommendations for consideration by the VP Finance and the President and Vice President group. This will include recommendations on new, repurposed and restored spaces.
Establish process for CRC space allocation during application phase and during onboarding sessions	The planning for space needs of Canada Research Chairs was identified as needing a more deliberate process in the Comparative Review.	Processes that are in the Standards of Procedure of the Office of Research and Innovation include this step and stage for CRCs to ensure this occurs. Once, chairholders are in place and during the onboarding stage, the Vice President Research and Innovation has initiated one-to-one meetings with chairholders to discuss how they are doing. In these meetings the VPRI asks: How are you settling in with space, personnel and your research program? And how the Office of Research and Innovation further support you?	Initiated with new CRC allocation, Fall 2021 with expectation to continue this process with each incoming CRC	Office of Research and Innovation in collaboration with deans	As of 2021, the Office of Research and Innovation schedules meetings to discuss and collaborate with Deans to ensure that space needs are identified during the application process.

Objective 5: Reducing Systemic Barriers

Measurable	Aligned (with Identified Areas of Need)	Realistic	Timely	Responsible	Evidence of Success
Provide training to the Committee on Academic	Although the Employment Review found bias training to be a strength of the committee training, the Comparative Review found that addressing	External consultant and EDI Sub-Committee members make recommendations	Initiated in Spring of 2022	VP Academic and Chair of the Committee on Academic	(i) Training module completed by working group. (ii) The Committee on Academic Personnel

Personnel on how to account for the potential added responsibilities, career interruptions and/or community-based research relationship building as it relates to equity seeking candidate files	specific equity barriers faced by equity seeking faculty, including added responsibilities as it relates to tenure, promotion and merit require further development Note that guidance in these descriptions and processes should be grounded in consultation with equity-seeking faculty and EDI experts	on what training and resources should be made available. A working group is established under the direction of the EDI Sub-Committee to prepare the materials. The Chair of the Committee with support from the Office of Research and Innovation provides the training.	Completed fall, 2022	Personnel, with resource support from VP Human Resources and VP Research and Innovation	participates in the more in-depth training for the next (fall 2022) and subsequent rounds of committee membership (each fall)
Creation of an Indigenous Research Handbook	Identified by the Dimensions Charter working group and the report of the Anti-Racism Task Force	Direct consultations with Indigenous community partners and Chanie Wenjack School of Indigenous Studies	Initiated March 2022 Draft for review October 2023	VP Research and Innovation, VP External Relations and Development, Dean School of Graduate Studies	Publishing of an Indigenous Research Handbook to accompany existing Indigenous Protocol Handbook

4.0 Leadership, Transparency, and Institutional Accountability

4.1 Broad EDI Support at Trent University

The Centre for Human Rights, Equity and Accessibility (CHREA) is the central support structure for EDI at Trent University and is essential to providing the expertise, resources, education, training and accountability to the office of Research and Innovation as it relates to the CRC EDI Action Plan. CHREA leads conversations and initiatives related to human rights at Trent University. The work of the CHREA office includes:

- Monitoring and advising on Trent University's Accessibility Policy and compliance with the Accessibility for Ontarians with Disabilities Act (AODA).
- Monitoring and advising on Trent University's Discriminations and Harassment Policy and responding to reports and complaints made pursuant to the Policy.
- Supporting the Presidential Advisory Council on Human Rights, Equity, and Accessibility (PACHREA) and its subcommittees.
- Providing education and outreach to the Trent University Community on issues related to human rights, equity, and accessibility.

Mandatory training is provided to TUFA hiring/selection committees and for CRC Search Committees, titled "Equity, Bias and Best Practices for Search Committee Members". They are jointly facilitated by Tara Harrington, the Human Rights Advisor and Stephanie Williams (VP, Human Resources, who covers the collective agreement side of things). The training covers Trent's Employment Equity policy, different contexts & roles, how to promote equitable hiring practices, implicit bias and how to mitigate bias. It is important to note that when required, direct facilitation of an exit interview, including for a Canada Research Chair, is carried out by the Human Resources Office.

In addition, throughout the year, CHREA also offers AODA Training & Accessible Documents trainings (done by the Accessibility Advisor) as well as "Valuing Diversity, Respecting Individuals and Supporting Equity" training and "Positive Space" training (done by the Special Projects Coordinator) for students, and student support staff, but it is open to all, including any interested faculty.

The Centre also provides coaching and advice on human rights in related aspects:

- Gender-neutral washrooms;
- Free speech and Academic Freedom Employment Equity;
- Indigenous, religious, and cultural support (e.g. Smudging) Accessible campus way-finding and maps;

- The duty to accommodate based on creed, disability (including electromagnetic sensitivity), family status and gender identity Emergency procedures for those with disabilities;
- Trent policies.

4.2 Institutional Accountability and support for EDI and the CRC EDI Action Plan

Lateral Scope

To ensure authority, expertise and breadth of representation across the university academic work, the EDI Sub-Committee is comprised of senior administration members, the faculty association executive, and faculty who conduct research in the sciences, social sciences, humanities, and in professional programs. The EDI Sub-Committee includes members from under-represented equity groups and of various ranks, with a commitment to and focus on equity concerns in their work, recognizing however that further consultation must be broad. Membership includes faculty from Gender and Women's Studies, Philosophy, Indigenous Studies, Biology, Nursing, Geography, members of the executive of the faculty association, a Canada Research Chair from the Sciences, the Vice-President Human Resources, the Vice President of Research and Innovation, the Dean of Nursing, and the University's Equity Officer.

Concerns relating to the Trent CRC Program or general EDI concerns

Trent University aims to address concerns a person may have in regard to equity, diversity and inclusion, including the monitoring and reporting of such concerns. Equity, diversity, or inclusion concerns a person may have about the Canada Research Chairs Program, including the recruitment and allocation processes, should be directed to and will be handled by the Vice-President, Research and Innovation, and the Office of Research and Innovation at Trent University. As per Trent University's Policy on the Allocation of Canada Research Chairs, the Nomination of Canada Research Chairs, and the Trent University Action Plan, the Vice-President Research and Innovation, is the designated body to ensure that the University is compliant with the policies and procedures established internally and by the Canada Research Chairs Program.

For issues surrounding the CRC Program as it relates to teaching and institutional service expectations, the first point of contact is the chair of the department or the director of the program in which the CRC holds their appointment, or as needed, the Dean. Depending on the severity of the complaint, it may be brought to the Provost's Office who will work with Deans, and the Directors or Chair to address the concern.

The Trent University Faculty Association (TUFA) also manages and responds to complaints about equity, diversity and inclusion matters brought to its attention by its members. More

information on the resources that TUFA provide can be found in the Trent University Faculty Association Collective Agreement. All general inquiries or concerns related to equity, diversity or inclusion should be directed to, and will be handled by the Equity Officer in the Trent University Centre for Human Rights, Equity, and Accessibility. Concerns will be addressed through the Resolution Procedures (Part II), as laid out in the "[Discrimination and Harassment Policy](#)".

Further information can also be found in the [Employment Equity Policy document](#) (VP, Human Resources).

4.3 Governance and Leadership

At Trent, we have adopted a shared commitment model. As previously noted, in 2020 Trent the Anti-Racism Task Force. This Task Force is a key part of Trent's commitment to ensuring that all members of Trent's campus community can share their experiences safely and are valued and treated with dignity and respect. The Task Force evaluated the campus environment (learning, living and working) as experienced by racialized students, faculty, and staff, with a view to identifying the present University race-related culture which may include steps such as data collection and other means as determined by the Task Force. The report submitted to the Provost and Vice President, Academic in December 2021 identifies institutional and other barriers (systemic and individual) faced by racialized members of the Trent community. The Task Force will also recommend an Anti-Racism Action Plan to remove the identified barriers and provide a comprehensive move-forward agenda.

In 2021, the EDI Sub-committee has also demonstrated leadership with EDI expertise, including initiating a faculty consultation process and employee data collection exercise. This process is consistent with the Dimensions Charter Principles, and the CRC EDI Action Plan. Demographic data collection is now facilitated by the University's recent implementation of a Human Resource Information System. More in-depth qualitative consultation by external facilitators through focus groups will enable a safe environment for expressing concerns. Recommendations related to EDI matters will be reviewed by the Provost and Vice President, Academic as well as the President/Vice President Executive Group. Internal and external expertise combined with senior administration support, the focus of the Faculty Association, and the Board, demonstrates Trent's overall commitment to this priority. The expertise of the Trent University Centre for Human Rights, Equity and Accessibility is also central to this work. The figure below attempts to illustrate components of Trent's EDI work and how they knit together through a shared commitment of responsibility and leadership.

4.4 EDI Action Plan Accountability

As per Trent University's standard operating procedure for the allocation of Canada Research Chairs, the President/Vice-President Executive Committee is responsible for the approval of the

Institutional Equity, Diversity and Inclusion Action Plan. The Vice-President, Research and Innovation, in consultation with the University Equity Officer (Human Rights Advisor at the Centre for Human Rights, Equity and Accessibility), the office of the Provost and Vice President, Academic and the Department of Human Resources, is responsible for developing the Institutional Equity, Diversity and Inclusion CRC Action Plan. The Research Policy Committee will review major revisions to the plan on a regular basis and prior to seeking annual approval from the President/Vice-President Executive Committee.

5.0 Management of Canada Research Chair Program and Allocations

5.1 Policies and Processes for CRC Recruitment

Trent University's policies and processes for recruiting Canada Research Chairholders can be found in three publicly available documents. The documents, appended here, are: "Standard Operating Procedure for the Allocation of Canada Research Chair" (Appendix A); "Canada Research Chair Recruitment, Nominating and Hiring Process" (Appendix B); "Procedure for the Renewal of a Canada Research Chair" (Appendix C).

5.2 Safeguards to ensure openness and transparency

The University has put a number of safeguards in place to ensure that processes related to the CRC program are open and transparent.

CRC Annual Planning Document is presented to the President/Vice-President's Executive Committee (PVP)

The CRC Annual Planning Document includes a report on the effectiveness of EDI efforts at Trent University and how these relate to the national statistics. The President/Vice-President's Executive Committee includes President and Vice Chancellor; Vice President, Academic and Provost; Vice President Research and Innovation; Vice President External Relations and Development; Vice President Finance and Administration; Vice President Human Resources; and Vice President, Communications and Enrolment.

Standard Operating Procedures, including Trent's CRC Utilization Chart will be publicly available

All procedures and policies related to the CRC process at Trent will be publicly accessible. Web pages include documents, policies, and procedures. The administration will consistently (at minimum on an annual basis) evaluate and update these documents to adjust to best practices in CRC Program management, as well as best practices in EDI.

Review of the contribution of the CRC nominee to fulfilling equity targets for Trent University

Following the allocations phase, recommendations to approve a nominee will require equity data to evaluate whether a nominee will contribute to fulfilling the institutional CRC targets. This process will be managed by the Office of Research and Innovation in partnership with the University Equity Officer. This collaborative effort will collect data on the percentage of recommendations supported by equity data for the competition and feedback will be provided to the committee to guide EDI considerations for the nomination. Nominations will not proceed unless accompanied by equity data.

5.3 Management of Chair Allocation and Corridor of Flexibility

The Vice-President, Research and Innovation (VPRI) is responsible for managing Trent University's allocation of Canada Research Chairs (CRC), including the implementation and administration of the University's CRC EDI Action Plan.

Managing Trent's allocation includes tracking of regular and special chairs, reclaiming lost chairs or deactivating chairs lost as part of the reallocation exercise, establishing and monitoring equity targets, managing the corridor of flexibility, and reporting to the Tri-Agency Institutional Programs Secretariat. A detailed description of the allocation process can be found in the Standard Operating Procedure for the Allocation of Canada Research Chairs document (Appendix A), which outlines the approval process, persons involved, and accountability.

CRC Equity Targets

Trent is committed to hiring members of the Four Designated Groups only as chairholders for the next 8 to 10 years. Our targets are as follows:

2022 – minimum of 2 Visible Minority chairholders; 4 Women chairholders

2025 – minimum of 2 Visible Minority chairholders; 4 Women chairholders.

2027 – minimum of 2 Visible Minority chairholders; 5 Women chairholders.

2029 – minimum of 3 Visible Minority chairholders; 5 Women chairholders; 1 Indigenous chairholder.

5.4 Process for CRC Renewals, Advancement, and Phase Out

The Vice-President, Research and Innovation is responsible for managing Trent University's CRC renewals and advancement. Where necessary, the VPRI is also responsible for the phase out of any Chairs. A description of the process can be found in Trent's Canada Research Chair Recruitment, Nominating and Hiring Process document (Appendix B).

5.5 Process for Determining Support Levels

The Process for determining support provided to Canada Research Chairs is facilitated collaboratively between the Office of Research and Innovation and the office of the respective Dean.

Protected Time for Research

All Trent University CRCs are provided protected time for research; chairholders are required to teach not more than half of the normal load in their Department/School (should not be less than one full course equivalent per year). Faculty Deans have 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 with marginalized populations). Further, careful consideration of administrative service loads is given to Chairs, particularly in their first term, with no-to-limited University level committee work.

Allocation of Space and Equipment

Research spaces are allocated by the respective Dean. The Dean, or their representative, meets with chairholders to identify the specific needs of their research program, including project scope and magnitude, to determine space requirements. Based on the individual needs of the applicant, and the nature and type of research, appropriate space is allocated. Examples are outlined in the table below:

Considerations	Examples
Amount of space requested by chairholder	Large equipment, number and type of anticipated HQP
Type of space appropriate to needs of chairholder	Wet lab, dry lab, meeting space
Service requirements	Specific water or HVAC needs, proximity to other labs and equipment, availability of adequately serviced space, potential renovation costs
Space utilization	Research activity of current occupant, alternative spaces and locations
Location of researcher	Downtown, North Campus, Durham

Advocacy on behalf of the chairholders is primarily situated in the Office of Research and Innovation, and takes items in the table above into account but also includes EDI considerations of space including the following criteria:

- Space that is welcoming and conducive to a diverse lab of researchers
- Space that fits with the research program of the Canada Research Chair (being in an appropriate location to match nature of the work, such as working in and with local marginalized communities)
- Space that accounts for the needs of personnel from equity-seeking groups who require full access to resources such as well-equipped workstations and benches

Considerations for equipment are also made during the space allocation process. All new CRCs are offered funding via Trent University's Canada Foundation for Innovation John R. Evans Leaders Fund envelope.

Administrative Support for CRCs

The Office of Research and Innovation provides administrative services in the following:

- Mentoring on grant writing strategies
- Direct support from Research Facilitators with experience in cognate disciplines
- Detailed review of grant applications
- On-boarding meetings for new faculty and chairholders with members of the Office of Research and Innovation
- Regular updating of all faculty, including chairholders through Tuesday updates on granting opportunities
- Conducting contract negotiations for non-Tri-agency grant opportunities
- Assistance with the recruitment of research personnel and students

5.6 Safeguards to ensure EDI in the process

EDI in the Allocation Process

Host departments, schools, or research organizations are required to demonstrate that equity, diversity and inclusion were considered in the development of the proposal, including how the proposed Chair will encourage applications from applicants who identify as a visible minority.

Inclusive Job Postings

Trent University is better able to advance the pursuit, creation, and dissemination of knowledge through teaching and research if all members from the Four Designated Groups are represented within the community. To encourage a diversity of applications, and to encourage those from members of the Four Designated Groups, Trent University includes the following statements in its CRC advertisements:

Trent University is actively committed to creating a diverse and inclusive campus community and encourages applications from all qualified candidates and especially welcomes applications from women, members of racialized communities, Indigenous persons, persons with disabilities, persons of all sexual orientations and genders, and others who may contribute to the further diversification of ideas.

Recruitment will be guided by the Canada Research Chairs Equity, Diversity and Inclusion Practices, the Trent University Canada Research Chair Equity, Diversity and Inclusion

Action Plan and by the University's commitment to employment equity and diversity. 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 is mandatory.

All Candidates are required to complete and submit a self-identification form alongside their application. By identifying, CRC applicants allow Trent University, and the Canada Research Chair Program, to measure the levels of diversity and collect data for all groups to ensure any systemic barriers within our policies and processes can be identified. The collected forms, and their associated data, will be kept confidential, and only accessed on a need-to-know basis by members of the selection committee and, for nominees selected, by the Canada Research Chair Program Office.

Trent University recognizes the impacts that interruptions (e.g., parental leave, extended leave due to illness, etc.) can have on a person's career and research achievements, and these leaves will be carefully considered when reviewing the candidate's record. Candidates are encouraged to explain in their application how career interruptions may have impacted them.

Trent University offers accommodation for applicants with disabilities in its recruitment processes. If you require accommodation during the recruitment process or require an accessible version of a document/publication, please contact the Office of Research and Innovation.

Representation on Hiring Committees

Representation from members of the Four Designated Groups on hiring committees is an important component of the University's CRC recruitment process. Recognizing the University's intention to increase representation of members of the Four Designated Groups among all faculty, and to account for the additional load that representation on these committees puts on members of the Four Designated Groups, consideration is given for release from teaching or administrative responsibilities to encourage and support participation on hiring committees.

Collection of Equity and Diversity Data

All CRC applicants are expected to complete and submit a self-identification survey, alongside their applications. Through this self-identification process, CRC applicants can identify as a member of any of the Four Designated Groups or opt out from responding. Trent University uses this data to assess the diversity of applicants, develop initiatives to address underrepresentation, and evaluate the success of these initiatives. Applicant data will not be shared publicly. The Self-Identification form is published on Trent University's Office of Research and Innovation website. All applicants must complete and submit a copy of Trent University's Self-Identification form alongside their application.

Upon receiving an application for an open CRC position, that does not include a completed copy of the survey, the Office of Research and Innovation will send the applicant a blank copy for the candidate to complete. A copy of the Self-Identification Form can be found in Appendix D. Responses to the self-identification questions remain confidential and are viewed only by individuals who are engaged in the hiring process.

Equitable and inclusive interview process

The interview format will consist of a presentation of one's scholarly work, an interview with the Selection Committee, meetings with the appropriate Dean(s), Department Chair(s), students and colleagues and the Vice-President, Research and Innovation. Considerate attention will be given to ensuring that Interview formats are inclusive of applicants with alternative means to demonstrate their scholarly excellence. Measures will be taken to encourage and increase community participation in CRC interview formats. Formats utilized as part of the interview process will be diverse, with increased opportunities to account for the difference in communication and presentation styles. Accommodations for applicants with accessibility needs will be readily available. As a form of Universal Design, interview questions will also be provided in writing to the candidate during the interview.

Additionally, during recruitment stages for Canada Research Chairs, a member of the Office of Research and Innovation will serve in a non-voting capacity to ensure searches follow CRC recruitment guidelines. Interview questions and itineraries are standardized for all CRC searches and address CRC EDI requirements.

Additional details with respect to safeguarding EDI in the recruitment, nominating, and hiring process are listed in the Canada Research Chair Recruitment, Nominating and Hiring Process document, including information on responsibilities of committee members to undertake training on the importance of EDI and on unconscious bias. Training also includes information on considerations for parental, caregiving, and health related leaves in evaluating applications.

Comprehensive CRC Program summaries

Trent University will collect and report on year over year data summaries that allow for analysis of progress on applications related to Four Designated Groups. Data from self-identification is collated to assess diversity and to reflect on strategies toward fulfilling any identified gaps and challenges to inclusivity. The goal is to observe a positive trend line that develops, showing the percentage increase in the number of self-disclosures and percentage increase in the number of Four Designated Groups selected for interviews.

6.0 Strategy for Collecting Equity and Diversity Data

All CRC applicants are required to complete and submit a self-identification survey, alongside their applications. Through this self-identification process, CRC applicants are able to identify as a member of the FDGs or opt out from responding. Trent University uses this data to measure diversity, develop initiatives to address underrepresentation, and evaluate the success of these initiatives.

Self-Identification Form

The Self-Identification Form (Appendix D) is published on Trent University's Office of Research and Innovation website. All CRC applicants must complete, and submit, a copy of Trent University's Self-Identification form alongside their application. Upon receiving an application for an open CRC position, that does not include a completed copy of the survey, the Office of Research and Innovation will send the applicant a blank copy for the candidate to complete.

Handling of Self-Identification Data

Responses to the self-identification questions remain confidential and are viewed only by individuals who are engaged in the hiring process.

7.0 Appendices

- Appendix A: Standard Operating Procedure for the Allocation of Canada Research Chair
- Appendix B: Canada Research Chair Recruitment, Nominating and Hiring Process
- Appendix C: Procedure for the Renewal of a Canada Research Chair
- Appendix D: Trent University Self-Identification Form
- Appendix E: TUFA CA 2019-2022 Appendix W Equity, Diversity and Inclusion
- Appendix F: Trent - Canada Research Chair Program Checklist
- Appendix G: Trent CRC Sample Interview Selection Criteria
- Appendix H: HR Employment Equity Survey tool
- Appendix I: MOU 2018 for Externally-Funded Academic Appointments

Appendix A: Standard Operating Procedure for the Allocation of Canada Research Chair

Category: Research Policy

Approval: PVP

Responsibility: Office of Research and Innovation

Date: October 2017

The Vice-President, Research and Innovation (VPRI) is responsible for managing Trent University's allocation of Canada Research Chairs (CRC) including the implementation and administration of the University's "Equity Action Plan". Managing Trent's allocation includes tracking of regular and special chairs, reclaiming lost chairs or deactivating chairs lost as part of the reallocation exercise, establishing and monitoring equity targets, managing the corridor of flexibility, and reporting to the Tri-Agency Institutional Programs Secretariat.

On an annual basis, the VPRI will draft a CRC Strategic Planning document, endorsed by the Research Policy Committee, for presentation to PVP, which will include:

- The start and end dates of all assigned CRCs;
- Renewal dates for both Tier I and Tier II assigned CRCs;
- A list of unfilled chairs or chairs available for reallocation;
- The status of special chairs;
- An update on the corridor of flexibility;
- A report on Trent University's equity targets, identification of gaps and the status of the Equity Action Plan;
- Recommendation for allocations and reallocations including alignment with the Strategic Research Plan and the Equity Action Plan.

The President/Vice-President Executive Committee (PVP) is responsible for the allocation of all Canada Research Chair positions and the Equity Action Plan. The President/Vice-President Executive Committee (PVP) comprises of the President and Vice-Chancellor, University Secretariat, Provost and Vice-President (Academic), Vice-President (Finance and Administration), Vice-President (External Relations and Advancement), and the Vice-President (Research and Innovation). PVP will review the planning document and assign future allocations and reallocations (i.e. split a Tier I into two Tier IIs, use the corridor of flexibility to make a special chair a SSHRC chair, remove or keep an allocation within a faculty, etc.).

PVP will issue an internal call for proposals to nominate a Canada Research Chair. The call will be issued to all department chairs, program directors, and research organizations. The call for proposals will require statements about the advancement of the Strategic Research Plan and the Equity Action Plan.

PVP will constitute a CRC allocations Committee which will include the VPRI (chair), a representative from the External Relations & Advancement Office, a representative from the Research Policy Committee, a Dean (selected by the Dean's), and the Director, Office of Research and Innovation (who will fulfill an advisory/secretary role).

The CRC Allocations Committee will review all proposals to nominate/host a CRC and make a recommendation to the PVP. PVP will review the recommendations and either award the opportunity to nominate to a specific strategic area, research organization or department, or ask the CRC allocations Committee to review the proposals a second time. PVP can also ask that the internal call be reissued to include additional selection criteria.

PVP will advise the CRC allocations Committee of their decision. The decision will be communicated to the Provost's Planning Group (PPG) by the provost. The VPRI will communicate the decision to the Research Policy Committee. The Office of Research will prepare a letter to be signed by the President awarding the opportunity to nominate/host a CRC. The Office of Research will also notify all those unsuccessful in securing the right to nominate and provide feedback from the CRC allocations Committee with a view to strengthening future submission.

Appendix B: Canada Research Chair Recruitment, Nominating and Hiring Process

Category: Research Policy

Approval: PVP

Responsibility: Office of Research and Innovation

Date: June 18, 2018

1.0 Preamble

This process document is intended to outline the roles, responsibilities and process for the Recruitment, Nomination, and Hiring of Canadian Research Chairs and other such externally funded competitive faculty positions. The Government of Canada and Canada Research Chairs Program (CRCP) are committed to excellence in research and research training for the benefit of Canadians.

The Canada Research Chairs Program is also committed to achieving a more equitable, diverse and inclusive Canadian research enterprise that is essential to creating the excellent, innovation and impactful research necessary to seize opportunities and for responding to global challenges, and to the federal government's policies on non-discrimination and employment equity. These external policies and requirements may change from time-to-time and may require a review of the process documented herein for compliance.

Throughout this document "CRC Departmental Nominating and Hiring Committee" shall refer to the department committee(s) composed of, and tasked with, hiring a faculty member who will hold an appointment in one or two departments(s)/school(s), whereas "CRC Multi-Department Nominating and Hiring Committee" shall refer to an ad hoc committee formed to make a hiring recommendation in regard to a CRC or other such externally funded competitive position where the ultimate home department is not known when the search is initiated "CRC" shall be understood to mean a Canada Research Chair or other externally-funded competitive faculty appointment.

2.0 Roles

- 2.1 Both a CRC Departmental Nominating and Hiring Committee and a CRC Multi-Department Nominating and Hiring Committee (hereafter, "the Committee") are tasked with making recommendations on a CRC search.
- 2.2 The Committee shall be composed of at least three TUFA members and, where possible, should include members of the four designated groups (women, Indigenous peoples, persons with disabilities, and members of visible minorities).
- 2.3 Additionally, up to three observers (one from each of the Office of Research and Innovation, the Office of the Dean of Arts and Sciences, and the Office of Human Rights, Equity) shall sit on the Committee. These representatives shall be non-voting members of the Committee and shall be present only to ensure proper process in each of their respective areas has been followed. These representatives are advisory and do not participate in the selection process.

- 2.4 The Office of Research and Innovation will play an advisory role with respect to the guidelines established by the Tri-agency Institutional Programs Secretariat for the selection and nomination of Canada Research Chairs. These guidelines will be shared with the President/Vice-President Executive Committee (PVP) and the Committee members.
- 2.5 The Dean's Office will play an advisory role with respect to tenure-track hiring practices and adherence to the TUFA Collective Agreement. Committee Members will be made aware of the relevant provisions in the TUFA Collective Agreement.
- 2.6 The Office of Human Rights, Equity and Accessibility will play an advisory role with respect to Trent University's Discrimination and Harassment Policy, Employment Equity Policy, Accessibility Policy, and the Equity Action Plan. Committee members will be trained on the relevant policies as identified in the Institutional Equity, Diversity, and Inclusion Action Plan.

3.0 Selection Process

- 3.1 Departments, schools, Centres and/or institutes, or strategic research teams awarded the opportunity to nominate a Canada Research Chair will be so informed by the Office of Research and Innovation.
 - 3.1.1 If the CRC nomination has been awarded to an academic department/school, the existing Personnel Committee or a Hiring Committee struck by the department consistent with its own practices and with Article VI.2 will constitute the CRC departmental Nominating and Hiring Committee, with the addition of appointed observers as described above. If the CRC nomination has been awarded to two academic departments with the intention of hiring a jointly-appointed member, the Hiring Committee shall be elected by the two departments with an equal number of members (at least 3) from each. This committee will constitute the CRC Departmental Nominating and Hiring Committee with the addition of appointed observers.
 - 3.1.2 If the CRC nomination is not limited to one department or to be shared by two departments, the Office of Research in consultation with the appropriate Dean's office, will coordinate the election of the CRC Multi-Department Nominating and Hiring Committee in a manner consistent with the requirements of Article VI.2 and this document. Specifically, the CRC Multi-Department Nominating and hiring Committee must comprise, at least, three TUFA members elected by, and from among, the TUFA members in the relevant decanal/professional divisions. Members with complementary expertise to that of the position to be posted should be encouraged to stand for election.
- 3.2 Consistent with Articles III.8.3.1 and VI.2.1 of the TUFA Collective Agreement, the Committee should have representatives from more than one rank and gender. To ensure compliance with the federal government's policies on non-discrimination and employment equity the Committee should be expanded, where possible to include the federally-designated groups. Where the Committee does not comprise faculty members of more than one rank and gender, the decanal representative to the Committee and the Committee's faculty chair shall mutually agree to the

- addition of up to two faculty members to ensure diversity with regard to both rank and gender on the Committee.
- 3.3 Conflicts of interest shall be addressed as per the TUFA Collective Agreement Articles I.2.5 Conflict of Interest and VI.8 Quorum and Voting Rules for Personnel and Tenure Committee.
 - 3.4 With the exception of the representative members, all members of the Committee, including the Chair, shall have an opportunity to vote subject to their participation in all components of the search, and having completed necessary training as outlined at the commencement of the search process.
 - 3.5 Committees comprising faculty members from more than one department may not include student representatives.
 - 3.6 The committee will appoint a Chair from amongst the TUFA members on the committee, except where the Committee is the existing personnel committee of a single department and already has an appointed Chair. The Chair will coordinate the work of the Committee as well as liaise between the Office of Research and Innovation, the Dean's Office, and the Office of Human Rights, Equity and Accessibility.
 - 3.7 In the case of a single department CRC Departmental Nominating and hiring Committee, the Chair will deliver the recommendation of the Committee to the Vice-President Research and Innovation.
 - 3.8 In the case of a CRC Multi-Department Nominating and Hiring Committee, the Chair will deliver the recommendation of the Committee to the personnel committee of each department in which the proposed candidate will hold their appointment. On Receipt of this recommendation, each personnel committee will review the proposed candidate's CV to confirm the unit's prospective acceptance of the candidate's qualifications, based upon prevailing criteria and standards.
 - 3.8.1 Upon receiving confirmation of the candidate's suitability from the prospective home department, the Chair of the CRC Multi-Department Nominating and Hiring Committee will deliver the recommendation of the Committee to the Vice-President, Research and Innovation.
 - 3.9 The Vice-President, Research and Innovation, receives the Committee's recommendation, and delivers the recommendation to the Provost and the President for approval. The recommendation will include a statement on the Equity Action Plan.
 - 3.10 The Vice-President, Research and Innovation, notifies the Committee of the decision made by the Vice-President, Research and Innovation, Provost and the President for approval. The recommendation will include a statement on the Equity Action Plan.
 - 3.11 The Vice-President, Research and Innovation, notifies the Committee of the decision made by the Vice-President, Research and Innovation, Provost, and President and, if the decision is to hire the recommended candidate, contacts the appropriate Dean to begin the appointment process identified in the TUFA Collective Agreement (III.5.2) specific to Externally-funded, Competitive Academic Appointments.

- 3.12 The Committee, Office of Research and Innovation, and the CRC nominee are responsible for drafting the Tri-agency Institutional Programs Secretariat nomination materials.
- 3.13 If the Committee's Recommendation is not approved by the Vice-President, Research and Innovation, Provost, and President, the Vice-President, Research and Innovation, will notify the Committee Chair. The Committee may choose to recommend another candidate from the applicant pool, or can advise the Vice-President, Research and Innovation, that they are unable to make another recommendation without reopening the search. In the event that a subsequent nominee is not identified, the process is halted and the Vice-President, Research and Innovation, will advise the Committee and relevant departments if the search will be renewed or the CRC allocation redirected.
- 3.14 For approved hires, the appropriate Dean will extend a conditional offer of appointment (with a teaching load consistent with any requirements imposed by the granting agency) to Trent University. This offer of appointment will be contingent on a successful CRC nomination. As a means of recruitment and retaining excellent candidates, the proposed hire will normally be offered a one-year limited term appointment with a teaching load consistent with the guidelines of the granting agency. Employment offers made to a candidate will otherwise be in compliance with university hiring procedures for tenure-track faculty.

4.0 Responsibilities

- 4.1 The Committee is responsible for:
 - 4.1.1 Understanding the University's commitment to equity, diversity, inclusion, accountability and transparency as articulated in the institutional Equity Action Plan, including equity targets and gaps for each of the federally designated groups;
 - 4.1.2 Participating in training on the importance of equity, diversity and inclusion within the program, and on the negative impact of unconscious bias on the career paths of individuals from the federally designated groups;
 - 4.1.3 Review the Canada Research Chairs program document, "Equity, Diversity and Inclusion; Best Practices for Recruitment, Hiring and Retention";
 - 4.1.4 Drafting an advertisement for the position in keeping with the Equity, Diversity and Inclusion: Best Practices for Recruitment, Hiring and Retention statement, to attract a diverse community of applicants;
 - 4.1.5 Establishing hiring criteria and establishing interview format and questions;
 - 4.1.6 Preparing a shortlist of candidates to be interviewed;
 - 4.1.7 Conducting interviews and ranking of candidates;
 - 4.1.8 Preparing a written recommendation to the Vice-President, Research and Innovation, which includes equity information specific to applicant pool and those selected for interviews;

- 4.1.9 In the event that a Tier II justification is required, the Committee is responsible for preparing the justification for submission to the Tri-Agency Institutional Program Secretariat;
- 4.1.10 Working with the Office of Research and Innovation to prepare the institutional sections of the CRC nomination dossier;
- 4.1.11 Drafting a file report detailing the selection process and efforts made to follow the Equity Action Plan and meet institutional equity targets;
- 4.1.12 In the case of CRC Multi-Department Nominating and Hiring Committees, the Committee shall consult with the successful candidate on their preferred home department(s).
- 4.2 The Office of Research and Innovation is responsible for:
 - 4.2.1 Advertising the Committee of the University's Equity Action Plan, equity targets and gaps for each of the federally designated groups;
 - 4.2.2 Coordinating training for the committee in collaboration with the University's Equity Officer;
 - 4.2.3 Sharing the University's CRCP utilization spreadsheet, the type of flex moves used to date, and which allocations are available;
 - 4.2.4 Finalization of the advertisement (including review by the Office of Human Rights, Equity and Accessibility);
 - 4.2.5 Advertising widely in a manner that encourages diversity in the applicant pool and is consistent with Article III.8.2 "Advertisement" of the TUFA Collective Agreement, including internationally and to professional societies and associations of designated groups;
 - 4.2.6 Management of the nomination process including receiving applications and letter of reference, tracking and recording self-disclosures, collecting data on the participation of individuals from the federally-designated groups, scheduling meetings, addressing conflicts of interest and confidentiality, recording all meeting proceedings, liaising with the Tri-agency Institutional Programs Secretariat, scheduling of interviews and travel arrangements for applicants, all correspondence with applicants, and reporting to the Tri-agency Institutional Programs Secretariat the institutional process followed to nominate chairs.

5.0 Contact Officer

- 5.1 Vice-President, Research and Innovation
- 5.2 Director, Office of Research and Innovation

6.0 Date of Next Review

- 6.1 March 2023

Appendix C: Procedure for the Renewal of a Canada Research Chair

Associated Policy: Standard Operating Procedure for the Allocation of Canada Research Chair and the Standard operating Procedure for the Nomination of Canada Research Chairs

Policy Sponsor: Director, Office of Research and Innovation

Date: November 2016

Purpose:

The Canada Research Chairs Program is committed to excellence in research and research training and to ensuring access to opportunities for all qualified candidates. The goals of excellence and equity are both compatible and mutually supporting. The Office of Research, in collaboration with the Dean's Office and the Centre of Human Rights, Equity and Accessibility, is responsible for guiding the Canada Research Chair renewal process.

Procedure:

Overview:

The following are not considered renewals, but rather new nominations:

- Nomination of a Tier 2 chairholder to a Tier 1 chair;
- Nomination of an individual to replace a current or former chairholder; and
- Nomination of a chairholder at one institution to a Canada Research Chair at another institution.

Tier 1 Chairs can be renewed once and are eligible for renewal in their sixth year.

Tier 2 Chairs can be renewed once and are eligible for renewal in their fourth year.

Step 1: Determination

As per the language in the current chairholder's initial letter of appointment, a second term is a possibility subject to the chairholder's interest and a satisfactory report on activities. The Vice-President, Research and Innovation (VPRI), in consultation with the associated Dean, will determine if the current chairholder is interested in pursuing an additional term as a Canada Research Chair. If not, the CRC will become available for reallocation as per Trent University's "Standard Operating Procedure for the Allocation of Canada Research Chair".

Step 2: Review of Reported Activities

Following the incumbent expressing their desire for renewal, the VPRI, the associated Dean, and the Department Chair will review the report on activities and recommend to PVP that the incumbent should be able to apply for renewal of position from the CRC Secretariat.

It is expected that this process will respect the principles of peer-review, the established criteria for the nomination of a Tier 1 or Tier 2 Canada Research Chair, and Equity, Diversity and Inclusion Principles.

If the review of reported activities is deemed unsatisfactory, the VPRI, the Dean and the Department Chair will convene a meeting with the current chairholder to discuss the report.

The current chairholder may grieve as per the procedures outlined in the TUFA Collective Agreement.

If the review of reported activities is deemed satisfactory, a recommendation will be made to PVP to recommend renewal of the Chair.

Step 3: Vacated Chair

In the event that a current chairholder is not recommended for renewal, the CRC will become available for reallocation as per Trent University's "Standard Operating Procedure for the Allocation of Canada Research Chair".

Related Policies, Procedures and Guidelines:

- Standard Operating Procedure for the Allocation of Canada Research Chair
- Standard operating Procedure for the Nomination of Canada Research Chairs

Date for Next Review:

- November 2021

Appendix D: Trent University Self-Identification Form

Thank you for your interest in joining the Trent University community. Trent University is actively committed to creating a diverse and inclusive campus community and encourages applications from all qualified candidates. Trent University especially welcomes applications from women, members of racialized communities, Indigenous persons, persons with disabilities, and others who may contribute to the further diversification of ideas.

Please complete the questionnaire below, and submit it, along with the other required documents, for the position that you are interested in. All responses are confidential. The information provided will be used to ensure Trent University's compliance with the federal government's requirements pertaining to "Equity, Diversity and Inclusion" recruitment and reporting. In addition, the information will allow Trent University to set Equity, Diversity and Inclusion goals, and measure our progress.

Name: _____	Date: _____
Title of position applied for: _____	Department/School/Administrative Unit: _____
_____	_____

1) Gender

Select the option that you identify with:

Female ☐	Gender-Fluid, non-binary, and/or Two-spirit ☐	
Male ☐	I prefer not to answer ☐	

2) Indigenous Identity

For the purpose of this questionnaire, an Indigenous person is a person who identifies as a First Nation, Métis, or Inuit. Indigenous persons include status, treaty or registered persons, as well as non-status and non-registered persons. Do you consider yourself to be an Indigenous person?

Yes ☐	No ☐
I prefer not to answer ☐	

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

First Nations ☐	Inuit ☐	
Métis ☐	I prefer not to answer ☐	

3) Disabilities

Do you identify as a person with a disability?

Note: Person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and:

- 1) Who considers themselves to be disadvantaged in employment by reason of that impairment;
- 2) Who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and
- 3) Includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.

Yes ☐ No ☐
I prefer not to answer ☐

4) Visible Minorities

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

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

Yes ☐ No ☐
I prefer not to answer ☐

Arab ☐	Black ☐
Chinese ☐	Filipino ☐
Japanese ☐	Korean ☐
Latin American ☐	South Asian (i.e. Indian, Pakistani, Sri Lankan, etc.) ☐
West Asian ☐	Southeast Asian (i.e. Vietnamese, Laotian, Thai, etc.) ☐
Other Visible Minority ☐	
I Prefer not to answer ☐	

Appendix E: TUFA CA 2019-2022; Appendix W: Equity, Diversity and Inclusion

Whereas the University is a signatory of the Dimensions Charter, and has committed to the principles therein;

Whereas the University has established a Senate Committee on Indigenous Education to advance indigenization at the University;

Whereas, the Parties wish to affirm their commitment to the goal of advancing equity, diversity, and inclusion; and,

Whereas, consultation of the Employer with the TUFA membership will be required to formulate plans for achieving this goal

Now, Therefore, the parties agree:

Joint Committee shall establish a committee, which will determine a procedure for this consultation. Following the consultation process, the Sub-Committee will make recommendations to the Provost on how to advance equity, diversity, and inclusion within the faculty ranks.

In particular, the Sub-committee is directed to consider the following areas:

- a. a review of recruitment and hiring practices;
- b. workplace improvements that contribute to an environment of inclusion as well as one free of bias, harassment and discrimination;
- c. recommendations for the development of tools, training, support and resources to help all members achieve EDI goals;
- d. mentorship initiatives to eliminate inequities and obstacles faced by members;

The Sub-committee's final report shall be delivered to the Provost within twenty-four months of the ratification of this agreement.

Upon review of the report, the Provost shall provide a response to the review to be shared with the Joint Committee.

Dated at the City of Peterborough on this 27th day of June, 2019.

Appendix F: Trent - Canada Research Chair Program Checklist

Definitions: Responsible – role that is carrying out the task

Accountable – role that is the Approver and responsible for the overall process

	Institutional Accountability	Accountable	Responsible
Y	Consider the need to meet and sustain equity and diversity targets.	President/Vice-Presidents Executive Committee(PVP)	Vice-President, Research and Innovation (VPRI)
	Allocating Chair Positions	Accountable	Responsible
Y	Take into account equity and diversity targets and gaps when deciding which field to support with a Chair, whether to limit the pool to internal candidates, or implement use of the Corridor of Flexibility.	PVP	VPRI
Y	Consider the potential of drawing a diverse pool of candidates when defining the targeted field of research, outlining that a broader field of research is more likely to attract a more diverse pool of candidates.	PVP	VPRI and CRC Allocations Committee
Y	Consult Equity-Seeking Group Data Report to identify CRC gaps.	VPRI	VPRI
	Advertisement / Job Postings	Accountable	Responsible
Y	A job posting must clearly state; the date on which it has been posted online, that the position is for a CRC and identify the field of research and tier level (Tier 1 or 2)	VPRI	Director, Research and Innovation (DRI)
Y	Include a statement that recognizes the legitimate impact that leaves (e.g., maternity leave, leave due to illness) can have on a candidate's record of research achievement and that these leaves will be taken into careful consideration during the assessment process.	VPRI	DRI
Y	Include the Trent commitment statement to equity, diversity and inclusion.	VPRI	DRI
Y	Include the Trent statement on accommodation policies and provide contact information.	VPRI	DRI

Y	The potential for conflict of interest and reasonable apprehension of bias within the CRC process is managed accordingly.	VPRI	DRI and Equity Officer
Y	Encourage individuals from all designated groups to apply	VPRI	DRI
Y	Ensure an EDI expert reviews and approves the job posting before it is posted.	VPRI	DRI
Y	Publicly advertise all Chair positions by posting a link on the CRC webpage for a minimum of 30 days prior to the closing of the competition.	VPRI	DRI
Y	Postings must be archived for 3 years	VPRI	DRI
Y	Postings for external recruitment are open to all potential internal and external candidates.	VPRI	DRI
Y	Email the links to all job postings to CRC Secretariat on the day the positions are posted online.	VPRI	DRI
Y	Be explicit that career breaks for family, medical or community responsibilities will not negatively impact the hiring decision	VPRI	DRI
	Search for Candidates	Accountable	Responsible
Y	Mandate targeted proactive outreach to attract members of underrepresented groups.	VPRI	VPRI
Y	The selection criteria, including the interview questions and the scoring guides as well as interview processes are finalized prior to the review of candidates being undertaken. These are applied consistently and fairly to all candidates.	VPRI	DRI
Y	The search process is carefully documented	VPRI	DRI
Y	The potential for conflict of interest and reasonable apprehension of bias is managed accordingly.	VPRI	DRI and Equity Officer.
Y	Ensure that candidates complete the self-identification survey.	VPRI	DRI
Y	Compile report of candidate self-identification data.	VPRI	DRI and Equity Officer
Y	Consult Equity-Seeking Group Data Profile to identify CRC gaps.	VPRI	Chair of the Nominating and Hiring Committee

Y	If the pool of eligible applicants is insufficiently diverse, extend the application deadline, or review the ad more critically for potential barriers and repost it.	VPRI	DRI
Y	Include encompassing, clear, flexible criteria for assessing research excellence, and account for nontraditional areas of research and/or research outputs. Provide evidence that the committee has discussed this in recommendation for appointment through the use of an evaluation matrix (see sample in Appendix G of the Trent EDI Action Plan)	VPRI	Chair of the Nominating and Hiring Committee
	Hiring Committee	Accountable	Responsible
Y	The committee must have some representation from underrepresented groups. Inclusion of representation by racialized minorities is highly-recommended and if not included, an explanation for this exclusion will be required.	VPRI	Chair of the Nominating and Hiring Committee
Y	The University Equity Officer or their representative will be involved in all stages of the search process.	VPRI	DRI
Y	All committee members must complete the online CRC Unconscious Bias Training Module	VPRI	Equity Officer
Y	All committee members must complete the Trent University Office of Human Rights and Equity and Accessibility Bias Training.	VPRI	Equity Officer
Y	The committee will be aware of the university's commitment and strategy for meeting its equity and diversity targets.	VPRI	Chair of the Nominating and Hiring Committee
Y	While all committee members should uphold the principles of employment equity, it is the role of the Equity Officer or their designate to identify potential biases, stereotypes and micro-aggressions revealed during the discussions and support the committee members as they work through them	Chair of the Hiring Committee	Equity Officer
	Interviews	Accountable	Responsible
Y	Rank selection criteria prior to screening the applications. Use an evaluation matrix (see Appendix G)	VPRI	Chair of the Nominating and Hiring Committee

Y	Ensure all parts of the process are accessible. Indicate that the university will respect and adhere to any accommodation needs	VPRI	Chair of the Nominating and Hiring Committee
Y	Prepare the candidate for the interview in advance with information, such as how long the interview will be, who the committee members will be and the types of questions that will be asked.	Chair of the Nominating and Hiring Committee	DRI
Y	Use the visit to promote the university and community. Provide candidates with a chance to have a confidential discussion with staff and/or faculty members not directly involved in the search who can provide information about schools, housing, childcare, places of worship, etc.	Chair of the Nominating and Hiring Committee	Chair of the Nominating and Hiring Committee
Y	Consider what kind of information and contacts would be beneficial for the candidate to know (e.g., are there faculty associations or employee resource groups composed of members of underrepresented faculty/staff or focused on EDI issues?)	Chair of the Nominating and Hiring Committee	Chair of the Nominating and Hiring Committee
	Nomination Recommendation	Accountable	Responsible
Y	Fairly consider the impact of leaves on a potential candidate's record when assessing research outputs.	VPRI	Chair of the Nominating and Hiring Committee
Y	Consider that leaves can contribute to a career slowdown during the transition to being on leave and transition back to work.	VPRI	Chair of the Nominating and Hiring Committee
Y	Ensure that the assessment process does not undervalue scholarship or research that is non-traditional or unconventional, based in Indigenous ways of knowing, outside the mainstream of the discipline, or focused on issues of gender, race or minority status, for example	VPRI	Chair of the Nominating and Hiring Committee
Y	Ensure that the need for workplace accommodations does not negatively impact a candidate's assessment	VPRI	Chair of the Nominating and Hiring Committee

Y	Review candidates through the lens of equity principles by: challenging the notion of rewarding or overvaluing the familiar; considering diversity of thought; method and experience and valuating the candidates' demonstrated commitments to EDI.	VPRI	Chair of the Nominating and Hiring Committee
Y	If there are two or more equally ranked leading candidates, the decision will be based on Trent's CRC equity gaps.	VPRI	Chair of the Nominating and Hiring Committee
Y	Review the final nomination decision (and challenge it if necessary) to ensure unconscious bias did not negatively impact the decision-making process and that it is aligned with the University's Equity, Diversity and Inclusion Action Plan.	VPRI	Chair of the Nominating and Hiring Committee
Y	Provide a written nomination committee report, signed by all committee members, to the senior university official on the process that led to the selection of the successful candidate, and the rationale when a member of a targeted group is unsuccessful. The committee member who is the Employment Equity Representative should approve this rationale.	VPRI	Chair of the Nominating and Hiring Committee
Y	Be mindful that the best-qualified candidates may not have the most years of experience, greatest number of publications, or largest number of academic accomplishments. Avoid averaging productive periods across nonproductive periods, such as those required for parental, family or medical leave.	VPRI	Chair of the Nominating and Hiring Committee
	CRC Nomination	Accountable	Responsible
Y	Prior to submitting a nomination to the Provost and President for review and approval, the Vice-President, Research and Innovation must review the recruitment and nomination process, the corresponding documentation, and the nomination package to ensure that: the requirements have been followed; the nomination is aligned with both the program's commitment to equity and diversity and the institution's Equity, Diversity and Inclusion Action Plan; and the level of institutional support (e.g., level of protected time for research, research stipend, mentoring, etc.) being provided to the individual is fair and comparable to other chair holders at the institution.	VPRI	VPRI

Y	The designated senior university official must duly sign the Institutional Attestation Recruitment and Nomination Process Form , which must be included in the nomination package submitted to the CRC Program.	VPRI	VPRI
Y	Ensure a strong level of institutional support is provided to all chair holders to ensure their success (e.g., mentoring, release from certain teaching or administrative duties, additional research funds, office space, administrative support, hiring of other faculty members).	Deans Office	VPRI
Y	Minimize potential bias within the research program by adhering to the Canadian Institutes of Health Research (CIHR) Sex, Gender and Health Research Guide : A Tool for CIHR Applicants, the Tri-Council Policy Statement on Research Involving the First Nations, Inuit and Métis Peoples of Canada , and the Social Sciences and Humanities Research Council's Indigenous Research Statement of Principles , where applicable.	VPRI	VPRI
Y	Review the level of support being provided to individuals from underrepresented groups, to ensure they are not disadvantaged compared to other chair holders.	Deans Office	VPRI

CRC Search Information Collection:

Title	Designated Member(s)
Designated Senior University Official	
Dean	
Department/Program	
Department/Program Head/Chair	
Hiring Committee Chair	
Equity Officer or Representative	
Hiring Committee Members	

Appendix G: Trent CRC Sample Interview Selection Criteria

Your name: _____

Have you completed EDI training? _____

Candidate's Name: _____

Please indicate in which of the following activities you participated (check all that apply):

- ☐ Read candidate's cover letter
- ☐ Reviewed candidate's CV
- ☐ Met with candidate
- ☐ Attended lunch or dinner with candidate
- ☐ Attended candidate's presentation
- ☐ Other (please explain): _____

Please rate the quality of the nominee and research project candidate on each of the following:

	Excellent	Good	Fair	Poor	Unable to Judge
To what extent does the candidate demonstrate:					
1. Excellence as an emerging world-class researcher who has demonstrated particular research creativity;					
2. The potential to achieve international recognition in their field(s) in the next five to ten years;					
3. The potential to attract, develop and retain excellent trainees, students and future researchers;					
4. The degree to which the candidate proposing an original, innovative research program of high quality					

Please comment on the candidate's knowledge, skills, abilities, and experience as related to the qualifications outlined in the CRC job posting:

Please comment on the candidate's potential success in scholarship and research activities:

Please comment on the candidate's effectiveness as a communicator as reflected in the interview process:



Based on your involvement in the above activities, do you believe this candidate is acceptable for the position? _____ Yes _____ No

Other comments?

Appendix H - Trent University Employment Equity Survey

Human Resources Office, Spring 2021

Definitions:

Indigenous Person: For the purpose of this questionnaire, an Indigenous person is a person who identifies as a First Nation, Métis, or Inuit. Indigenous persons include status, treaty or registered persons, as well as non-status and non-registered persons.

Racialized/visible minority group in Canada: For the purposes of employment equity, “members of visible minorities” means persons, other than Indigenous peoples, who, because they are non-Caucasian in race or non-white in colour, are in a minority in Canada, regardless of birthplace.

Black: includes African, American, Canadian, Caribbean

East Asian: includes Chinese, Japanese, Korean, Polynesian

Indigenous: includes from Australia, Canada, Mesoamerica, South America

Middle Eastern: includes Arab, Israeli, Iranian, Syrian, Turkish

North African: includes Egyptian, Libyan

South Asian: includes Bangladeshi, Indian, Pakistani, Sri Lankan, etc.

Southeast Asian includes: Burmese, Cambodian, Filipino, Malaysian, Laotian, Thai, Vietnamese

Person with a Disability: For the purposes of employment equity, “persons with disabilities” means persons who have a documented long-term or recurring physical, mental, sensory, or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Basic Demographic Information

On privacy, use, and protection of information

The information on this form is collected under the authority of the Trent University Act, 1963 Section 18 (3) (c) and is needed to enhance employment equity at Trent University. The data collected will be treated as confidential and will be managed by the Department of Human Resources for the aforementioned purpose only. The data will be stored securely and only released or reported in an aggregated and anonymous basis. You may decline any specific questions that you prefer not to answer.

For additional information about this survey, please contact humanresources@trentu.ca.

We thank you in advance for supporting Trent's Equity, Diversity and Inclusion objectives by participating in this important data collection process.

The content of this survey and the nature of the questions asked may cause stress to some individuals. If you are in need of counselling or support services, please visit www.trentu.ca/humanresources/mental-health-workplace for resources available to employees.

Survey:

1. I self-identify as (select all that apply):
 - Genderqueer
 - Man
 - Non-Binary
 - Trans
 - Two-Spirit
 - Woman
 - None of these options
 - I choose not to answer
2. If none of the options above captures how you self-identify, please indicate:
I self-identify as_____.
3. I self-identify as (select all that apply):
 - Asexual
 - Bisexual
 - Gay
 - Heterosexual
 - Lesbian
 - Pansexual
 - Queer
 - Questioning or unsure
 - None of these options
 - I choose not to answer
4. If none of the options above captures how you self-identify, please indicate:
I self-identify as_____.
5. Do you self-identify as an Indigenous person (see definitions)?
 - Yes
 - No
 - I choose not to answer
6. *[If “Yes” to above question]* I self-identify as (select all that apply):
 - First Nations
 - Inuit
 - Métis
 - None of these options

I choose not to answer at this time

7. If none of the options above captures how you self-identify, please indicate:

I self-identify as_____.

8. Do you self-identify as a member of a racialized/visible minority group in Canada (see definitions)?

Yes

No

I choose not to answer

9. I self-identify as (see definitions for examples and select all that apply):

Black

East Asian

Indigenous

Indo-Caribbean

Latin American/Hispanic

Middle Eastern

North African

South Asian

Southeast

White

Person of Mixed Origin

None of these options capture my identity

I choose not to answer

10. If none of the options above captures how you self-identify, please indicate:

I self-identify as_____.

11. Do you self-identify as a person with a disability (see definitions)?

Yes

No

I choose not to answer

12. Please select all of the following options that have applied to you while employed at Trent University or currently apply to you:

- I have been pregnant
- I am currently pregnant
- I have breastfed a child
- I am breastfeeding a child
- None apply to me
- I choose not to answer

13. With regard to your work in the last 12 months, which of the following family factors have adversely affected your performance of duties while employed at Trent University? (select all that apply):

- I have children under 12
- I have ill family members
- I have teenagers
- I had a family member death
- I have Indigenous Community responsibilities
- Other family factors

14. I self-identify with (select all that apply):

- Agnostism
- Atheism
- Buddhism
- Christianity
- Hinduism
- Indigenous spiritualities
- Islam
- Judaism
- Sikhism
- None of these options
- I choose not to answer

15. If none of the options above captures how you self-identify, please indicate:

I self-identify with _____

Appendix I: Externally-Funded Academic Appointments

MEMORANDUM OF AGREEMENT

- Between -

TRENT UNIVERSITY
(hereinafter referred to as "the University")

-And-

THE TRENT UNIVERSITY FACULTY ASSOCIATION
(hereinafter referred to as "the Association")

APPENDIX W: Externally-Funded Academic Appointments

Whereas the parties agreed in bargaining that the Employer would review the CRC hiring process in consultation with the Association; and,

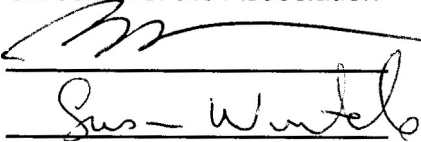
Whereas the parties have reviewed the attached Canadian Research Chair Recruitment, Nominating, and Hiring Process, and have determined that it is consistent with the spirit and intent of the collective agreement generally and of Appendix W specifically.

Therefore, the parties agree that in the case of externally funded competitive appointments, the Canadian Research Chair Recruitment Nominating, and Hiring and Process herein shall be followed, with any further modifications to any specific process being agreed to by the parties, by way of an expedited process, prior to their implementation.

It is understood that given the Canada Research Chairs Program's commitment to (1) excellence in research and research training for the benefit of Canadians, and (2) ensuring access to opportunities for all qualified candidates, and (3) the federal government's policies on non-discrimination and employment equity, that further changes to the processes agreed to here may be required to ensure compliance. The parties agree that such changes will be subject to Section 1.3.3.2 of the Collective Agreement.

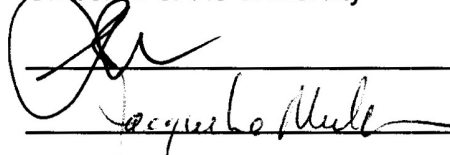
Dated at the City of Peterborough this 18 day of June, 2018.

On behalf of the Association



Susan Wintels

On behalf of the University



Jacques M. M. M. M.

CANADIAN RESEARCH CHAIR RECRUITMENT, NOMINATING AND HIRING PROCESS

This process document is intended to outline the roles, responsibilities and process for the Recruitment, Nomination, and Hiring of Canadian Research Chairs and other such externally funded competitive faculty positions. The Government of Canada and Canada Research Chairs Program (CRCP) are committed to excellence in research and research training for the benefit of Canadians.

The Canada Research Chairs Program is also committed to achieving a more equitable, diverse and inclusive Canadian research enterprise that is essential to creating the excellent, innovative and impactful research necessary to seize opportunities and for responding to global challenges, and to the federal government's policies on non-discrimination and employment equity. These external policies and requirements may change from time-to-time, and may require a review of the process documented herein for compliance.

Throughout this document "CRC Departmental Nominating and Hiring Committee " shall refer to the department committee(s) composed of, and tasked with, hiring a faculty member who will hold an appointment in one or two department(s)/school(s), whereas "CRC Multi-Department Nominating and Hiring Committee" shall refer to an ad hoc committee formed to make a hiring recommendation in regard to a CRC or other such externally funded competitive position where the ultimate home department is not known when the search is initiated. "CRC" shall be understood to mean a Canada Research Chair or other externally-funded competitive faculty appointment.

ROLES

1. Both a CRC Departmental Nominating and Hiring Committee and a CRC Multi-Department Nominating and Hiring Committee (hereafter, "the Committee") are tasked with making recommendations on a CRC search.
2. The Committee shall be composed of at least three TUFA members and, where possible, should include members of the four designated groups (women, Indigenous peoples, persons with disabilities, and members of visible minorities).
3. Additionally, up to three observers (one from each of the Office of Research and Innovation, the Office of the Dean of Arts and Science, and the Office of Human Rights, Equity) shall sit on the Committee. These representatives shall be non-voting members of the Committee and shall be present only to ensure proper process in each of their respective areas has been followed. These representatives are advisory and do not participate in the selection process.
4. The Office of Research and Innovation will play an advisory role with respect to the guidelines established by the Tri-agency Institutional Programs Secretariat for the selection and nomination of Canada Research Chairs. These guidelines will be shared with the President, Vice President Executive Committee (PVP) and the Committee members.
5. The Dean's Office will play an advisory role with respect to tenure-track hiring practices and adherence to the TUFA Collective Agreement. Committee members will be made aware of the relevant provisions in the TUFA CA.

6. The Office of Human Rights, Equity and Accessibility will play an advisory role with respect to Trent University's Discrimination and Harassment Policy, Employment Equity Policy, Accessibility Policy, and the Equity Action Plan. Committee members will be trained on the relevant policies as identified in the Institutional Equity, Diversity and Inclusion Action Plan. Specifically, the Office of Human Rights, Equity and Accessibility will provide training on Unconscious Bias, and Best Practices in Equity, Diversity and Inclusion.

SELECTION PROCESS

7. Departments, schools, centers and/or institutes, or strategic research teams awarded the opportunity to nominate a Canada Research Chair will be so informed by the Office of Research and Innovation.
 - a. If the CRC nomination has been awarded to an academic department/school, the existing Personnel Committee or a Hiring Committee struck by the department consistent with its own practices and with Article VI.2 will constitute the CRC Departmental Nominating and Hiring Committee, with the addition of appointed observers as described above. If the CRC nomination has been awarded to two academic departments with the intention of hiring a jointly-appointed member, the Hiring Committee shall be elected by the two departments with an equal number of members (at least 3) from each. This committee will constitute the CRC Departmental Nominating and Hiring Committee with the addition of appointed observers.
 - b. If the CRC nomination is not limited to one department or to be shared by two departments, the Office of Research in consultation with the appropriate Dean's office_ will coordinate the election of a CRC Multi-Department Nominating and Hiring Committee in a manner consistent with the requirements of Article VI.2 and this document. Specifically, the CRC Multi-Department Nominating and Hiring Committee must comprise, at least, three TUFA members elected by, and from among, the TUFA members in the relevant decanal/professional divisions. Members with complementary expertise to that of the position to be posted should be encouraged to stand for election.
8. Consistent with Articles 111.8.3.1 and VI.2.1 of the TUFA Collective Agreement, the Committee should have representatives from more than one rank and gender. To ensure compliance with the federal government's policies on non-discrimination and employment equity the Committee should be expanded, where possible to include the federally-designated groups. Where the Committee does not comprise faculty members of more than one rank and gender, the decanal representative to the Committee and the Committee's faculty chair shall mutually agree to the addition of up to two faculty members to ensure diversity with regard to both rank and gender on the Committee.
9. Conflicts of interest shall be addressed as per the TUFA Collective Agreement Articles 1.2.5 Conflict of Interest and VI.8 Quorum and Voting Rules for Personnel & Tenure Committee.
10. With the exception of the representative members, all members of the Committee, including the Chair, shall have an opportunity to vote subject to their participation in all components of the

search, and having completed necessary training as outlined at the commencement of the search process.

11. Committees comprising faculty members from more than 1 department may not include student representatives.
12. The Committee will appoint a Chair from amongst the TUFA members on the committee, except where the Committee is the existing personnel committee of a single department and already has an appointed Chair. The Chair will coordinate the work of the Committee as well as liaise between the Office of Research and Innovation, the Dean's Office, and the Office of Human Rights, Equity and Accessibility.
13. In the case of a single department CRC Departmental Nominating and Hiring Committee, the Chair will deliver the recommendation of the Committee to the Vice President Research and Innovation.
14. In the case of a CRC Multi-Department Nominating and Hiring Committee, the Chair will deliver the recommendation of the Committee to the personnel committees of each department in which the proposed candidate will hold their appointment. On receipt of this recommendation, each personnel committee will review the proposed candidate's cv to confirm the unit's prospective acceptance of the candidate's qualifications, based upon prevailing criteria and standards.
 - a. Upon receiving confirmation of the candidate's suitability from the prospective home department, the Chair of the CRC Multi-Department Nominating and Hiring Committee will deliver the recommendation of the Committee to the Vice President Research and Innovation.
15. The Vice President Research and Innovation receives the Committee's recommendation, and delivers the recommendation to the Provost and the President for approval. The recommendation will include a statement on the Equity Action Plan.
16. The Vice President Research and Innovation notifies the Committee of the decision made by the Vice President Research and Innovation, Provost, and President and, if the decision is to hire the recommended candidate, contacts the appropriate Dean to begin the appointment process identified in the TUFA Collective Agreement (111.5.2) specific to Externally-funded, Competitive Academic Appointments.
17. The Committee, Office of Research and Innovation and the CRC nominee are responsible for drafting the Tri-agency Institutional Programs Secretariat nomination materials.
18. If the Committee's recommendation is not approved by the Vice President Research and Innovation, Provost, and President, the Vice President Research and Innovation will notify the Committee Chair. The Committee may choose to recommend another candidate from the applicant pool, or can advise the Vice President Research and Innovation that they are unable to make another recommendation without reopening the search. In the event that a subsequent nominee is not identified, the process is halted and the Vice President Research and Innovation will advise the Committee and relevant departments if the search will be renewed or the CRC

allocation redirected.

19. For approved hires, the appropriate Dean will extend a conditional offer of appointment (with a teaching load consistent with any requirements imposed by the granting agency) to Trent University. This offer of appointment will be contingent on a successful CRC nomination. As a means of recruiting and retaining excellent candidates, the proposed hire will normally be offered a one-year limited term appointment with a teaching load consistent with the guidelines of the granting agency. Employment offers made to a candidate will otherwise be in compliance with university hiring procedures for tenure-track faculty.

RESPONSIBILITIES

20. The Committee is responsible for:

- Understanding the University's commitment to equity, diversity, inclusion, accountability and transparency as articulated in the institutional Equity Action Plan, including equity targets and gaps for each of the federally designated groups;
- Participating in training on the importance of equity, diversity and inclusion within the program, and on the negative impact of unconscious bias on the career paths of individuals from the federally designated groups;
- Reviewing the Canada Research Chairs program document, "Equity, Diversity and Inclusion; Best Practices for Recruitment, Hiring and Retention".
- Drafting an advertisement for the position in keeping with the Equity, Diversity and Inclusion: Best Practices for Recruitment, Hiring and Retention statement, to attract a diverse community of applicants.
- Establishing hiring criteria and establishing interview format and questions;
- Preparing a shortlist of candidates to be interviewed;
- Conducting interviews and ranking of candidates;
- Preparing a written recommendation to the Vice President Research and Innovation which includes equity information specific to the applicant pool and those selected for interviews.
- In the event that a Tier II justification is required, the Committee is responsible for preparing the justification for submission to the Tri-agency Institutional Programs Secretariat;
- Working with the Office of Research and Innovation to prepare the institutional sections of the CRC nomination dossier;
- Drafting a file report detailing the selection process and efforts made to follow the Equity Action Plan and meet institutional equity targets;
- In the case of CRC Multi-Department Nominating and Hiring Committees, the Committee shall consult with the successful candidate on their preferred home department(s).

21. The Office of Research and Innovation is responsible for:

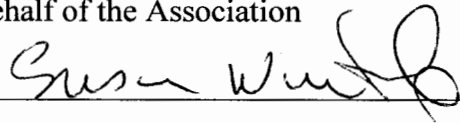
- Advising the Committee of the University's Equity Action Plan, equity targets and gaps for each of the federally designated groups;
- Coordinating training for the Committee in collaboration with the University's Equity Officer
- Sharing the University's CRCP utilization spreadsheet, the type of flex moves used to date, and which allocations are available;
- Finalization of the advertisement (including review by the Office of Human Rights, Equity

and Accessibility);

- Advertising widely in a manner that encourages diversity in the applicant pool and is consistent with Article III.8.2 "Advertisement" of the TUFA Collective Agreement, including internationally and to professional societies and associations of designated groups;
- Management of the nomination process including receiving applications and letters of reference, tracking and recording self-disclosures, collecting data on the participation of individuals from the federally-designated groups, scheduling meetings, addressing conflicts of interest and confidentiality, recording all meeting proceedings, liaising with the Tri-agency Institutional Programs Secretariat, scheduling of interviews and travel arrangements for applicants, all correspondence with applicants, and reporting to the Tri-agency Institutional Programs Secretariat the institutional process followed to nominate chairs.

Dated at the City of Peterborough this 18 day of June, 2018.

On behalf of the Association



On behalf of the University

