The University of Northern British Columbia
Canada Research Chairs Equity, Diversity and Inclusion Action Plan

Revised: August 2023

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This document outlines the University of Northern British Columbia Canada Research Chairs Equity, Diversity and Inclusion Action Plan in conjunction with the policies set out by the Tri-agency Institutional Programs Secretariat (TIPS).

Commitment to Equity, Diversity, and Inclusion

Research at UNBC aims to have positive and meaningful impacts on communities locally, nationally, and globally. To do this we must embrace diversity and recognize that all perspectives add value and breadth to research endeavours. We value the opinions of people from underrepresented and marginalized groups (Indigenous peoples, members of visible minorities, persons with disabilities, women, 2SLGBTQA+) and encourage them to contribute the knowledge they have gained through their lived-experience to inform development and progress of this Canada Research Chairs Equity, Diversity and Inclusion Action Plan.

As part of its commitment to non-discrimination and employment equity, UNBC has endorsed the Tri-council *Dimensions: Equity, Diversity and Inclusion Canada Charter* and the Universities Canada *Inclusive Excellence Principles*. UNBC has also signed on to the *Scarborough Charter* on anti-Black racism and Black inclusion in Canadian higher education.

To support a more diverse representation within the CRC program as well as in the broader university workplace in which chairholders are nested, UNBC has taken significant steps towards understanding its own environment, including an employment systems review, a comparative review, an environmental scan and university-wide consultations. With the provision of the EDI stipend, UNBC now has a set of recommendations from which to draw that will enable timely progress on the objectives laid out in the plan. The plan is considered a living document, which will be updated to continuously align with EDI best practices and has been endorsed by UNBC's President.

Methods and Approach to the Required Reviews

UNBC established a CRC EDI Action Plan (EDIAP) team comprised of several groups:

- CRC EDIAP Working Group, comprised of academic and administrative members, including representation from the four designated groups.
- President's Executive Council, comprised of Senior Leaders at UNBC including the President, Vice-President Research and Innovation, Vice-President Academic and Provost, and Vice-President Finance and Administration.
- Consultation group, comprised of CRC chairholders and other members of the broader university community including faculty, staff and students.

To ensure appropriate methodology and a robust plan, members of the CRC EDIAP Working Group participated in the *Developing an Equity, Diversity and Inclusion Action Plan* webinar (26 June 2019) and the Universities Canada workshop *Strengthening Equity, Diversity and Inclusion on Campus*: *Best Practices for Senior University Leaders* (3 June 2019). The Working Group also reviewed the Canada Research Chairs publication *Institutional Equity, Diversity and Inclusion Action Plans: A Best Practices Guide*, and all the committee and expert reviews that have been received.

An employment systems review (ESR), a comparative review (CR) and an environmental scan (ES) were carried out in 2019 (approaches and summaries in Appendix A). From these, and following university-wide consultation, a set of recommendations was developed and integrated into the following table of EDI objectives, indicators and actions.

Recommendations for effective and efficient advancement of the EDIAP were provided by an external consultant as a result of financial support provided by the Secretariat and will continue to be drawn on to maintain progress. This will be monitored by the CRC EDIAP Working Group and the Vice-President Research and Innovation.

The Action Plan

The Action Plan presented below is guided by three principles and sets out 22 actions that are specific, measurable, aligned with the desired outcome, realistic, and timely.

Guiding Principles

This CRC EDI Action Plan is guided by UNBC's desire to:

- Be transparent. Transparency in decision-making is essential to build trust in our community and to advance understanding and commitment to EDI.
- Base decisions on data and evidence. Data-informed decisions are key to the first principle – transparency, and UNBC has committed to improving acquisition and analysis of EDI-based data, in line with nationwide best practices.
- Be accountable for EDI actions. Senior leadership at UNBC have committed to enhancing EDI and the plan outlines responsibility and accountability for plan implementation, which includes ensuring university policies and procedures are based on principles of EDI.

Each action aligns with one of two broad priorities, summarized below. These priorities emerged from the formal reviews (ESR, CR, and ES) and public consultations.

Priority A: Building and communicating a culture of Equity, Diversity, and Inclusion

In order to fully address any underlying causes of systematic underrepresentation of the FDGs, raising awareness and fostering a culture of equity, diversity and inclusion (EDI) is a top priority for UNBC. Senior leadership has communicated its commitment through establishment of the *President's EDI Taskforce*, and committing resources to support this group's efforts in building a culture of inclusion where equity and diversity are valued and become the norm across the institution. This supports the desire expressed by CRCs and other community members to promote an overall culture of EDI that extends throughout the institution, this culture change to be effected by the community itself rather than being driven by external requirements and processes. To this end, UNBC has established an *Associate Vice-President, Equity, Diversity and Inclusion* position and this role will advance the development and implementation of a university-wide EDI strategy and plan that supports a culture of safety and belonging within the institution. The President also established the *Office of Indigenous Initiatives,* which charts a course for and provides support to faculty and staff as they respond to the Truth and Reconciliation Commission of Canada: Calls to Action, and efforts to Indigenize the university.

Priority B. Building EDI into our processes, policies, and training

Policies and procedures that impact hiring including accommodations that are offered to applicants and employees who need them, as well as those that address safety in the workplace and that lay out the grounds for promotion, must be developed and/or revised through an EDI lens to ensure appropriate decision-making processes. Not all changes to these policies can be driven through this EDIAP (e.g., Promotion and Tenure policies; accommodations in the workplace), but where appropriate, and where such policies have bearing on the recruitment and retention of CRC's, they are incorporated in the plan. A key policy that has been revised is the *Hiring Equity* policy. The consultant's recommendations and the EDIAP Team have provided guidance for the revisions which include background, purpose, principles, scope and definitions. A new policy that has recently been approved is the *Intentional Diversity Hire* Policy. This new policy and the extensively revised Hiring Equity policy and associated procedures will provide safeguarded hiring processes that ensure equitable treatment of all applicants to UNBC.

Priority A. Building and communicating a culture of Equity, Diversity, and Inclusion

Status	Source	Action	Indicator	Deadline	Responsibility
Complete	Employment Systems Review	**Author a presidential EDI statement** to be posted on the EDI landing page.	Statement posted on UNBC website	December 2020	UNBC President/ Communications (Comms)
Complete and Ongoing	Revised Action Plan	**Share revised Action Plan with key governance groups, e.g., CRC Advisory Committee, Dean's Council**.	Feedback on previous versions received and incorporated	Ongoing	CRC EDI Working Group
Ongoing – Institutional Accessibility Committee formed in Spring 2023	Employment Systems Review	**Create a readily accessible web source on accommodations for employees**	Meetings among responsible parties. Web source Launched	Online feedback form for accessibility-related matters anticipated in Fall of 2023	HR/Comms

Complete	Employment Systems Review	**Ensure that CRC postings contain** (a) info regarding accommodation policies (b) link to web resources – *pending* (c) statement that accommodation request will not impact application/ is confidential (d) contact for requests	Revised posting language	August 2021	HR/CRC EDI Working Group
Complete	Employment Systems Review	**Highlight UNBC's endorsement of the Universities Canada Inclusive Excellence Principles** through posting on the EDI landing page	Statement posted on UNBC website	October 2019	Comms
Complete	Employment Systems Review	**Clearly state UNBC's commitment to EDI on Career Opportunities webpage.**	Statement posted on UNBC website	August 2021	HR/Comms
Complete	Employment Systems Review	**Develop new, welcoming and inclusive EDI statement and include it in all postings, including those for CRCs.**	Develop inclusion statement in postings.	August 2021	CRC EDI Working Group/HR
Complete	Employment Systems Review	**Post new EDI statement at or near the top of postings**	Revision to order of postings	August 2021	HR

Complete	February 2019 Action Plan	**Update the Canada Research Chair portion of the Office of Research and Innovation website to ensure access**	An accessible webpage as tested for full range of accessibility	October 2018	Office of Research and Innovation (ORI)/Comms
Complete	February 2019 Action Plan	**Convene the current CRC committee in January of 2019 to review the action plan and assess progress.**	Meeting held; feedback received and incorporated into Action Plan	January 2019	ORI
Revised and complete	February 2019 Action Plan	**Establish EDI Working Group chaired by the Director of Human Resources and including representation from the FDGs and the LGBTQ community. EDI Working Group obtains endorsement from President.**	Working Group constituted. EDIAP revised and endorsed.	January 2019	ORI/HR
Complete and ongoing	February 2019 Action Plan	**Create an effective communication plan for EDI quarterly reporting to senior leaders Progress on EDI Action Plan communicated to the CRC Advisory Committee on a biannual basis.**	Meetings Held	Held 2019-2021 and Ongoing	CRC EDI Working Group/ORI

Complete and ongoing. *1."lunch and learn" session held in April 2019 Research Week;* *2. two sessions/ workshops held in June 2019* *>100 participants (3 sessions);* *3. Annual faculty EDI training provided by Office of Equity Affairs*	February 2019 Action Plan	**Offer expert-led workshops on equity, diversity and inclusive hiring and retention practices to help establish a baseline level of training.**	Workshop participants 86 faculty and 5 staff took mandatory employment equity and unconscious bias training to serve on hiring committees (Sept-Dec 2021) >200 participants in 4 training webinars offered through Bakau Consulting Nov 2021	Spring-Summer 2019 Training offered throughout 2020, 2021 and ongoing.	President's Taskforce/Office of Equity Affairs (OEA)/Inspiring Women Among Us/HR
Complete	Employment Systems Review/ Environmental Scan	**Incorporate EDI into Strategic Research Plan and invite researchers who work in EDI-related areas to articulate a potential thematic "pillar"**	Revised SRP Discussion of and decision on EDI-themed "pillar"	Complete – Strategic Research Plan updated (2022-2024) with embedded EDI considerations	ORI/OEA
Complete	Comparative Review	**Review the CFI JELF and BCKDF Processes to ensure that all chairholders have access to needed funding and that allocation of such funding proceeds based on sound criteria.**	All CRC's have equal access to CFI funding through open internal and adjudicated call. CRC's have equal access to CFI Chair allocations.	November 2021	ORI

Priority B. Building EDI into our processes, policies, and training

Status	Source	Action	Indicator	Deadline	Responsibility
Complete and in progress	Employment Systems Review	**Complete a thorough workforce survey and analysis, including a self-ID campaign.**	Workforce survey completed Self-ID Campaign launched university-wide	Self-ID campaign begun with new hires	HR/OEA– university plan
Complete	Employment Systems Review	**Revise self-ID questions to acknowledge intersectionality; more fulsome and inclusive definitions of the FDGs.**	Form revised for use in self-ID campaign and ongoing hires including CRC's	September 2021	HR/OEA
Complete and ongoing	Employment Systems Review	**Develop a freestanding self-ID process separate from questions of criminal record and immigration status and available at any stage of employment (not just upon recruitment)**	Freestanding Self-ID process available (fillable pdf). Appropriate data storage and management system in place.	Fall 2021 Secure storage of data in place. Privacy Impact Assessment underway on software-based system.	HR/OEA
Complete	Comparative Review	**Conduct a confidential equity salary study of the current CRCs, using institutional data to examine salary at appointment, salary in relation to years at rank, start-up funds, market differentials, research allowances, and teaching loads.**	Study complete	January 2020	ORI/HR

Complete	Employment Systems Review	**Establish standing Research Chairs Advisory Committee comprising Research Chairs and representation from all employment groups.**	Terms of Reference developed. Membership constituted.	May 2021	ORI

Management of Canada Research Chair Allocations

Policies and Processes for Recruiting CRC's

All Canada Research Chairholder recruitment and nomination processes at UNBC strictly adhere to the Canada Research Chairs recruitment requirements. Safeguards to ensure these processes are open and transparent are built in to UNBC policies and procedures as well as the Faculty Agreement.

Management of Allocation

The allocation of Canada Research Chairs is managed by an interdisciplinary Research Chairs Committee (formerly the CRC Advisory Committee) comprised of senior academic and administrative leadership positions, research chairs with a balance from social, natural, and health sciences, representation from underrepresented and community-based groups, and Office of Research and Innovation staff. This committee is responsible for advising on the area, theme and topic of the CRC to be recruited; the Vice President Research and Innovation approves the decision.

To begin the process, the Office of Research and Innovation puts out an open call for nominations that outlines the stated CRC Selection Criteria for the appropriate Tier, and requests a short proposal that describes the area of specialization and its importance to UNBC, the fit of the proposed Chair with the Strategic Research Plan, and the proposed department and Faculty the CRC would be aligned with. The Research Chairs Committee reviews the nominations and makes a recommendation to the Vice President Research and Innovation based on the following key criteria: strength of the proposal, alignment with UNBC's Strategic Research Plan; consideration of linkages to existing faculty positions; synergy with existing UNBC Chairs/research programs; the number of research chairs in the proposed Faculty; and, resources and infrastructure available at UNBC to support the disciplinary area of the proposed CRC.

Safeguards to ensure recruitment practices are open and transparent and that FDGs are not disadvantaged

UNBC's revised Hiring Equity policy, procedures outlined in the Faculty Agreement, and mandatory training for the hiring committee ensure practices related to the recruitment of Canada Research Chairs are open, transparent, fair and equitable. The Vice President Research and Innovation chairs the hiring

committee and ensures that all members have equity training, which includes instruction on how to recognize and combat unconscious, implicit, overt, and prejudicial bias, as well as any other kinds of bias. As per Article 12.3.2 of the [Faculty Agreement](), General Appointment Procedures, an Employment Equity Workshop is held. As per Article 11: Non-discrimination, accommodation and employment equity, in the Faculty Agreement, safeguards are built in to the hiring process (esp. 11.3.3.) to ensure that prior to recommending any formal offer of appointment, the applicant and short-listed pools have been examined by the appropriate Dean to ensure that underrepresented groups have been given full, fair and equitable opportunity and consideration.

UNBC includes in all its faculty (including CRC) advertisements a statement that the institution takes action to promote equity and diversity and fosters a culture of inclusivity, and that all applicants will have fair, equitable, and barrier-free access to opportunities throughout the recruitment processes. UNBC ensures positions are advertised broadly to encourage applications from the FDGs and the applicant pool is reviewed by the selection committee through an EDI lens. To increase representation of underrepresented groups, special recruiting efforts include establishing and maintaining relationships with pool-enlargement caucuses and advocacy groups, to seek their assistance in identifying qualified candidates.

Advertised Chair positions contain standard language that encourages applicants to explain career leaves and that measures will be taken to ensure that these leaves will be taken into careful consideration during the evaluation process to ensure members of the FDGs are not disadvantaged.

Training and Development Activities

Training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty who are involved in the recruitment and nomination process for chair positions (acknowledging that it has been shown that unconscious bias can have adverse unintended negative impacts on the overall success/career of individuals—especially those from the FDGs) have taken place and will continue to take place for all Chair nominations. An employment equity workshop has been developed and implemented for all new Faculty hires. UNBC has implemented standardized, bias-conscious, and equity-audited assessment criteria/grids that are currently used for Faculty hires and will be used in Chair selection/interviewing. This will be done in alignment with the recommendations of the Canadian Human Rights Commission report on Employment Systems Review on Employment Equity. Specifically, Part 4: Assessing Compliance.

Corridor of flexibility, renewal, advancement and phase-out processes

The use of flex moves is based on the open call process described above. If the Research Chair Committee recommends an area of research that is not aligned with the available chair, the Vice President Research and Innovation may request a change through TIPS. If the request is granted, the flex move will be made.

Renewal of CRCs is supported by UNBC when the Chair has maintained successful performance as per their original plan, and the research continues to align with UNBC's Strategic Research Plan. In summary, the steps and criteria for renewal include i) Confirmation of continued eligibility; ii) Review of all annual reports to ensure maintenance of successful performance and alignment with the SRP as well as meeting the criteria of the CRC program; iii) Confirmation with the Chair of interest in renewing; iv) Confirmation from the Department Chair, Faculty Dean and Vice President Research and Innovation that the renewal

should proceed; v) Support from the ORI in preparation of the required report and the new 5-year plan; vi) Internal and external review; vii) Submission of renewal application prior to the deadline.

Career advancement of CRCs is aligned with the UNBC Faculty Agreement, and under Article 11 Non-discrimination, accommodation and employment equity. There is recognition that measures may be required to promote equity in the hiring, retention and advancement of historically disadvantaged groups.

When a chairholder is nearing completion of their second term, the Vice President Research and Innovation discusses the chairholder's interests in maintaining their research program. Means of supporting the chairholder's research program following end of the CRC appointment are explored in consultation with the chairholder's Department Chair and Faculty Dean.

Support Provided to Chairholders

UNBC provides funds to support both the CRC salary ($15K stipend) and eligible expenses for their research program. CRCs are provided office and research space and receive administrative support through the Office of Research and Innovation, Research Finance, Research Contracts, Human Resources, Graduate Programs and other administrative units at UNBC to ensure the CRC's program is set up for success. All CRCs are given a reduced teaching load not to exceed 40% of a normal load.

UNBC Equity Targets and Collection of Equity and Diversity Data

UNBC currently has an allocation of seven Canada Research Chair positions; three chairs are currently active and four are available. The table below represents the distribution of UNBC's allocation and our currently active chairs. Note that in accordance with the Privacy Act, all numbers of designated groups that are less than 5 and associated percentages have been withheld.

Currently, UNBC collects self-identification data from applicants when they apply for positions. UNBC's self-identification form has been revised. Secure data storage presently exists for all self-ID data collected, and UNBC is in the process of assessing a system that enables aggregate data reporting. Additional strategies are needed for encouraging individuals to self-identify once they are successful and become more secure in their appointment if they did not feel comfortable to do so when applying. Once this system is finalized, a university-wide self-ID campaign for all employees will take place (anticipated early 2023).

UNBC's equity targets and gaps for each of the FDGs align with the targets outlined by TIPS. More information can be found here: [program's equity target data](#)

The link to the advertisement for all chair position postings for external recruitment processes, which are open to all potential internal and external candidates, are advertised widely. https://www.unbc.ca/career- [opportunities](#).

SECTION I - Data Entry

INPUT DATA	CRC Chair allocation (currently active Chairs)
Chairs by agency	
NSERC	3 (1)
CIHR	2 (0)
SSHRC	2 (2)
Total Chairs	**7 (3)**
Chairs who are members of the designated groups	
Women	Withheld
Visible minorities	Withheld
Persons with disabilities	Withheld
Indigenous Peoples	Withheld

SECTION II – Results

Equity target percentages and equity targets in number of chairs for the December 2022 deadline								
Equity Target Deadlines	**Indigenous Peoples**		**Persons with disabilities**		**Racialized minorities**		**Women**	
	Target %	Target in total number of chairs	Target %	Target in total number of chairs	Target %	Target in total number of chairs	Target %	Target in total number of chairs
December 2022 Equity Targets	**2.00%**	**N/A**	**4.87%**	**N/A**	**16.80%**	**1**	**36.00%**	**2**
December 2025 Projected Targets	**3.00%**	**N/A**	**5.74%**	**N/A**	**18.50%**	**1**	**41.00%**	**2**
December 2027 Projected Targets	**4.00%**	**N/A**	**6.61%**	**N/A**	**20.20%**	**1**	**46.00%**	**3**
December 2029 Projected Targets	**4.9%**	**N/A**	**7.5%**	**N/A**	**22.0%**	**1**	**50.9%**	**3**
* If the number of Chairs needed to fill the gap is less than 0.5, the cell indicates N/A								

Current occupancy and gap of chair positions (based on December 2022 equity targets)				
	Target	**Occupancy**	**Gap**	**Gap (# of Chairs)**
Women	36.00%	*W	*W	*W
Racialized minorities	16.80%	*W	*W	*W
Persons with disabilities	4.87%	*W	*W	*W
Indigenous Peoples	2.00%	*W	*W	*W
** Due to the low number of chairs information in this table has been withheld for privacy reasons.				*W - Withheld

Retention and Inclusivity

UNBC aims to provide a supportive and inclusive workplace for all employees, including chairholders, through provisions in the Collective Agreements and UNBC polices such as *Respect in the Workplace*, *Harassment and Discrimination,* and *Sexual Violence and Misconduct Prevention and Response*. The revised *Hiring Equity* policy and associated procedures outlines the processes to monitor, address and report complaints and concerns brought forward regarding equity.

UNBC requires all chairholders to submit an annual report to the Vice President Research and Innovation. These reports are reviewed, and going forward, annual meetings will be held with chairs to discuss progress and any barriers, including those related to equity, diversity and inclusion.

All CRCs are members of the UNBC Faculty Association and are granted various leaves as per the terms of the collective agreement and these are provided equitably under the agreement. Similarly, the faculty collective agreement outlines the criteria and process for promotion and advancement of all faculty, including chairholders.

Currently, UNBC provides an online exit interview survey for all employees that provides data on why people leave the university, and to determine if there are any EDI related reasons. The Vice President Research and Innovation also conducts interviews of research chairholders who leave their position prior to the expiry of their chair term in order to understand, and address if necessary, reasons for leaving.

Complaints from any faculty member, including CRCs, are made to the Dean. Under the collective agreement there is an information resolution process, as well as formal processes that involve grievances filed by the Faculty Association. The collective agreement includes an article on Harassment and Discrimination, which includes a requirement for an annual report from the President, that contains a statistical record of complaints filed under that policy. The report is reviewed by senior administration as well as the Board of Governors, which provides opportunities for reflection and improvement.

Conclusion

Inclusiveness and diversity are core values held by UNBC as we recognize that social and cultural diversity enriches the learning environment of a modern university. The confluence of diversity and respectful inclusive discussion stimulates creative thoughts, new ways of thinking, and new pathways of inquiry. This depth of thought ensures that our research questions address society as a whole and enables us to train leaders who understand our local and global communities. To this end, we have conducted surveys, reviews and scans, have made substantive changes to employment processes, and we have made a commitment to continuously improve our processes to ensure that we attract and retain members of equity-deserving groups.

UNBC's institutional commitment and the specific changes highlighted in the EDIAP will enhance our recruitment, retention, mentoring, accommodation, and career-progress processes to ensure the best and most equitable outcomes for our CRC program. These changes will also — and importantly, as we heard in consultations — serve to benefit the entire UNBC community, and build a stronger, more inclusive organization for the future.

Contact Information

For questions or concerns regarding Equity, Diversity and Inclusion Public Accountability and Transparency please contact:

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President and Vice-Chancellor
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APPENDIX A:
Summaries of Employment Systems Review, Environmental Scan and Comparative Review

2019 Employment Systems Review – Summary

1. Approach

UNBC established a CRC EDI Working Group (WG), comprised of Office of Research staff, Human Resources staff, and an Academic member who led the Employment Systems Review. All relevant formal policies, documented procedures, collective agreements, and job advertisements were reviewed. Assessment of informal practices and the general culture around EDI was enabled by consultations conducted by the WG in spring 2019. These sessions included a day-long interactive session led by Dr Rachael Sullivan of UBC's Equity and Inclusion Office attended by 25 senior administrators, research chairs, and human-resources and student-services professionals, and a four-hour workshop led by Dr Theresa Healy, open to all members of the UNBC community.

Data from these sessions, and information gathered from the document review, were analyzed with respect to three areas of potential discrimination:

- **CRC allocation processes**, with attention to how allocations of chairs are distributed, who is involved in deciding where allocations are distributed, the transparency of the process, and the alignment of the allocation process with the institution's strategic research plan and its EDI objectives;
- **Recruitment, selection, and hiring of CRCs**, particularly with regard to CRC program requirements, e.g., "the specific language used in postings; how data is collected and used; the role of the faculty union and collective agreement in the recruitment process; the interview process"; and
- **Career path considerations**, particularly with regard to the CRC program requirements, e.g., "how career leaves are addressed, how accommodation policies are communicated as well as how requests are handled; how the research outputs of scholars with non-linear and/or research undertaken outside of Western-normalized frameworks are evaluated.

2. Results and Recommendations

2.1 CRC Allocation Process

Where a vacant Chair exists, the university community is invited to submit potential themes and nominees. CRCs are recruited to align with the university's Strategic Research Plan, which identifies four pillars of research at UNBC:

- Environment and Natural Resources
- Community Development
- Northern, Rural and Environmental Health
- First Nations and Indigenous Studies

Recommendations:
- *That the upcoming revision of the Strategic Research Plan incorporate consultations and direction on the incorporation of EDI into the plan, and that researchers who work in EDI-related areas be invited to articulate a potential thematic grouping.*
- *That a standing Research Chairs Advisory Committee, comprising the current CRCs and one faculty representative from each of the five new faculties, be constituted and meet regularly. Potential committee responsibilities: to review current CRC program requirements, advise on themes for future chairs, articulate an EDI plan for the CRC program at UNBC, and provide expert guidance in matters related to research at UNBC.*

2.2 Recruitment

UNBC's recruitment landing page expresses the values that guide UNBC and its employment practices, including components of EDI. However, in some cases EDI statements are not easy to find, and the EDI page is lacking endorsement of Universities Canada Inclusive Excellence principles, and clear commitment from senior leadership at UNBC, to EDI best practices.

Recommendations:
- *That the President of UNBC author an EDI statement to be posted on the EDI landing page.*
- *That UNBC's commitment to EDI be clearly stated on the Career Opportunities webpage, with the endorsement of the President of UNBC (see above).*
- *That senior administration clarify UNBC's endorsement of the Universities Canada Inclusive Excellence principles, and if possible, provide a link to the principles on the EDI landing page (as is currently the case for the Tri-Council Dimensions Charter.*

The ESR also identified opportunities for strengthening language around EDI and accommodations on job postings.

Recommendations:
- *That the EDI Working Group develop a more welcoming and inclusive EDI statement to be included in all postings, including those for Canada Research Chairs.*
- *That the new EDI statement appear near the beginning of (or prominently within) postings as a statement of UNBC's values.*

The recruitment of CRCs at UNBC is governed by the Faculty Collective Agreement, and the equity provisions of the agreement apply. The UNBC FA Equity article prescribes the inclusion of an employment equity statement in all advertisements. It also includes provision for active recruitment of members of the FDGs, for example through letters (from deans, chairs, and/or the University Librarian to their counterparts) soliciting assistance in inviting members of the FDGs to apply for positions.

Recommendation:
- *That UNBC's Office of Research add information on pool enlargement and appropriate, equity-enhancing use of networks and targeted recruitment to its training for search committees.*

Candidates who apply for positions are requested to complete a Statement of Employment Eligibility. Prospective faculty are sent an automated email that links to an online form. Several recommendations were made to improve the content of the form and its use for current as well as incoming CRCs.

Recommendations:
- *That the EDI Working Group revise the self-ID questions to contain an acknowledgement of intersectionality, more fulsome and inclusive definitions of the FDGs, the opportunity to identify as "white," and the option for SOGI identification.*
- *That UNBC develop a freestanding self-ID process (either a form or an online registration) separate from questions of criminal record and immigration status.*
- *That the new self-ID process for applicants be complemented by a self-ID campaign for continuing employees.*
- *That the EDI Working Group recommend revisions to the current data-collection process to ensure that it permits Appointment Selection Committees to fulfil their obligations under the Equity article.*

2.3 Career Path Considerations

CRCs, like all members of UNBC's Faculty Association, have access to opportunities for development and career growth. Because UNBC has a preponderance of Tier II CRCs, questions of career development are particularly pertinent in ensuring equity and the success of UNBC's CRC program.

The UNBC FA agreement provides for maternity and parental leave benefits, with a competitive top-up. Faculty Members are also eligible for Compassionate and Bereavement Leave, Sick Leave, Court Leave, Assisted Study Leave, Leave of Absence, and Court Leave.

Accommodations are communicated through the collective agreement. Advertisements for CRC positions contain a small comment about accommodation for career leaves, but this advertisement should be enhanced. In addition, UNBC has an opportunity to implement some of the best practices advocated by the CRC program.

Recommendation:
- *That Human Resources, in consultation with the EDI Working Group, produce a readily accessible web resource on accommodations for employees.*
- *That CRC job postings contain: (a) information on accommodation policies and a link to the web resource above; (b) a statement that an accommodation request will not impact an application; and (c) the name of a contact for accommodation requests.*

Two additional areas of improvement were identified with respect to career path. One is the opportunity to raise awareness of diverse forms of scholarship, such as community-based research, artistic expression and Indigenous research. The second is a vulnerability to unconscious bias regarding career interruptions or nontraditional career paths in consideration of promotion to Professor which requires "sustained" productivity.

Recommendations:
- *That UNBC undertake a study of equity in relation to Faculty Members' career progress, particularly as regards promotion to Professor.*
- *That the Joint Committee (JCC), in its required meeting with CPTC and UPTC (22.3.7), incorporate discussion of the diversity of scholarship and career path and the connection between these factors and EDI.*

2019 Environmental Scan – Summary

1. Approach

The Environment Scan involved qualitative research conducted with senior leadership and current/former CRC chair holders. A qualitative research interview was conducted by Dr. Theresa Healy, an external consultant. The questions used were drawn from a previous survey undertaken at York University and commended by the CRC Program. A total of nine people participated, five current or former CRC chairholders and four senior leaders. Just over half of the participants were female, and no other FDG identifications were sought due to the small sample.

2. Results and Recommendations

Participants made several comments on the size and location of UNBC relative to EDI.
- Small means better connected, cross discipline collaboration easier, people feel welcome
- Small means fewer resources, and less ability to attract faculty from the FDG, and potentially less able to support with graduate student scholarships and other supports.
- Reputation of the main campus community could deter applicants from the FDG

Participants provided thoughts on barriers and challenges to achieving EDI in the CRC process and experience.
- Poor reputation of Prince George could limit applications from members of the FDG especially with respect to fear of loss of supportive community.
- Connections to schools, spousal employment opportunities, and access to particular needs of members of FDG would be a positive indicator of UNBC's connection to community diversity.
- Wording around selection of the "best" candidate and how that is interpreted. If we measure "best" only by traditional means, it leads to lack of diversity.
- Lack of diversity in senior leadership.
- Insufficient EDI statement in job advertisements does not present UNBC as a welcoming place, despite the fact that most participants felt that it was welcoming.
- Lack of knowledge of selection committees regarding career interruptions and how to interpret through EDI lens.

Summary of Recommendations

Commitment from leadership
- A dedicated budget line item for EDI that includes funds and resources for an EDI staff person and associated EDI activities.
- Attend EDI events and workshops, demonstrate desire to improve as individuals and as representatives of the learning institution.
- Highlight EDI opportunities and strategic planning processes, policies and programs.

Training and awareness
- Educational EDI initiatives to engage the university community need to be diverse and aimed at multiple levels.
- Research and apply best practice activities for educating on, and mobilizing, for EDI.
- Frequently evaluate and monitor to assess changes in the university climate and progress on EDI.
- Create an advisory body/EDI implementation team to provide overall direction and support to the EDI Officer.

Hiring and recruitment process
- Ensure outreach relies on FDG networks and organizations as a conduit to FDG candidates.
- Ensure Human Resources and the Office of Research continue their collaboration to transform the FDG hiring process, incorporating and addressing specific concerns around FDGs hires.
- Develop a systematic process to connect PG FDG organizations to support both the university and potential candidates in creating the welcoming environment main stream candidates take for granted.
- The notion of "hiring only the best candidates" should be refined to include metrics beyond simply academic output.
- Adopt an equity process regarding the composition of hiring committees the question who is missing?
- Implement a more neighbour to neighbour, more personal, approach to recruitment on campus and approach those already known as members of an FDG group with the support to consider applying.
- Instigate an exit interview process for all departing CRC chairs with the intention of performance improvement for the CRC program.

Vision
- Commit to the time and effort to build capacity by working on the trust and relationships needed to implement EDI efforts.
- Recognize the current fractured structure between Faculty and Administration must be healed if the potential for UNBC to march on a national stage through the opportunities of the CRC is to be realized.
- UNBC's reputation for success in EDI initiatives to date working with multiple First Nations across Northern BC is an obvious foundation for a brave, bold vision.

2019 Comparative Review – Summary

1. Approach

A survey of existing CRCs (five) was carried out in 2019 that involved 17 questions which included the following topics:

- Internal or external hire and associated expenses, salary bonus or market differential
- Rank and starting salary on appointment
- Teaching workload
- Current salary and years in the CRC
- Space needs and allocation for research
- Administrative support and level of institutional funding

2. Summary of Results

- Rank – On appointment, most were Associate Professors; at time of survey one promotion to Associate, and one promotion to Professor
- Recruitment – equal split external/internal (one skipped), relocation expenses equally provided to external recruits, start-up funds received by most but not all CRC recruits.
- Market differential received by one respondent.
- Three of four respondents were allocated lab space and all agreed that it met their needs
- Three of four respondents allocated space for trainees and all agreed that it met their needs
- Support – 3 of four indicated they received adequate support at departmental level and similar response regarding support at University level.