

# **Brandon University Canada Research Chairs Equity, Diversity, and Inclusion Action Plan**

## **Background**

Brandon University (BU) recognizes the essential role of equity, diversity, and inclusion in fostering excellence by improving learning, advancing research, inspiring creativity, and creating a culture that celebrates the accomplishments of the entire community and addresses historical and contemporary inequalities in Canadian society. Equity is deeply embedded in BU's hiring practices and diversity is welcomed. BU is committed to the values of openness, fairness, and acceptance. BU strives to cultivate an educational environment where all students, faculty and staff feel connected to the institution by seeing their experiences reflected in BU's curriculum, programming, partnerships and scholarship. BU understands that diverse peoples and communities require different supports, acknowledgements, accommodations and considerations in order to become fully integrated members of the university community.

In May 2017, the Canada Research Chairs (CRC) Secretariat launched its Equity, Diversity, and Inclusion (EDI) Action Plan, in response to concerns on equity and diversity raised during the program's 15<sup>th</sup> year evaluation. As part of the Plan, all institutions with an allocation of five or more Chairs were required to develop an equity, diversity, and inclusion action plan that describes how the institution will sustain the participation and/or address the under-representation of individuals from the four federally designated groups (FDGs: women, persons with disabilities, Indigenous Peoples and members of visible minorities) within their allocation of Chairs. In the fall of 2018, Brandon University received its fifth Canada Research Chair allocation and started the process of creating greater transparency and accountability in the processes used for the allocation and selection of Chairholders to ensure that institutional equity and diversity targets are met.

The development of the BU CRC Equity, Diversity, and Inclusion Action Plan has been a shared undertaking of the Office of the Vice-President Academic and Provost (OVP (A&P)), the Office of Research Services (ORS), Human Resources Office (HRO), and current CRCs. In developing the BU CRC EDI Action Plan, several EDI Action Plans from other Canadian Institutions were reviewed. At BU, the OVP (A&P) and ORS have oversight for the processes related to Canada Research Chairs while the OVP (A&P) and HR have oversight for the processes related to faculty hiring, all of which are implicated in the CRC EDI Action Plan. The key actions addressing the overarching themes of equity, diversity, and inclusion are comprised of both short and longer term goals and are not limited to the recruitment and retention of Canada Research Chairs. Rather, they are seen as guiding the practices for the whole institution.

## **Equity, Diversity, and Inclusion Objectives**

The purpose of the BU CRC Equity, Diversity, and Inclusion Action Plan and its associated objectives is first, to ensure BU sustains or exceeds its participation targets for individuals from the four federally designated groups among BU CRC allocations and second, to create a university-wide culture that sustains and encourages equity, diversity, and inclusion across the University community. The Action Plan consists of the following seven objectives:

1. Collection of EDI Data;
2. Employment Systems Review of BU Processes;
3. Training and Education;
4. Retention and Inclusivity;
5. Leadership and Monitoring;
6. Management of CRC Allocations; and
7. Communication and Messaging.

Brandon University's Action Plan objectives, outlined in Appendix A, include information on actions, timeline, and measurement methods.

### **Objective 1: Collection of EDI Data**

BU has an updated Employment Equity Self-Identification questionnaire that is provided to all newly hired faculty and staff, and the overall return rate across the university is currently about 20% of regular full and part-time staff. The low return rate and the fact that most positions are not linked to the National Occupation Codes means that BU does not have a clear picture of the current state of employment equity.

The first objective of this action plan involves implementing a campus-wide communication and education program that will encourage existing faculty and staff to complete the Employment Equity Self-Identification questionnaire, with a goal to have a minimum 80% response rate, as well as to map the University's positions to the National Occupation Codes so that an appropriate workforce analysis can be conducted, and gaps in representation identified.

A more comprehensive EDI Data Collection program also forms a part of this objective. This includes the University beginning to collect data on CRC candidates and incumbents, applicants for tenure, promotion and sabbatical, and applicants for internal grants. It will also involve the implementation of an online applicant tracking module of the Human Resources Information System (HRIS) and eventually the collection of EDI data from all who apply for positions at BU.

Once this objective is achieved, BU will have a clearer understanding of the current state, and will be able to embark on a data-driven program to address any EDI shortfalls. The collection of EDI data will be ongoing and will also serve to evaluate the effectiveness of any remedial steps implemented.

### **Objective 2: Employment Systems Review of Brandon University Processes**

Once a workforce analysis, as outlined in objective #1, is complete and the current representation of equity groups at BU has been compared to the availability of members of these groups in the wider population, BU will have a sense of where to focus the Employment Systems review. Where it is found that there are statistically significant gaps in representation in a department or faculty, all policies, procedures, and practices that potentially impact hiring and retention of designated groups will be reviewed to determine if they are creating barriers for these groups. Likewise, where it is found that designated groups have a lower success rate, or take longer to be successful, in their applications for tenure, promotion, or research funds, all policies, procedures and practices that impact these decisions will be reviewed.

The result of the Employment Systems Review will be the revision and/or creation of policies, procedures, and practices aimed at removing potential barriers to opportunity for designated groups. BU recognizes that this is a matter of continuous improvement, and that there is no end point to this process. Continuous monitoring of equity data will help to guide the development and revision of policies and procedures, and will provide a measure to determine if the policies and procedures are effective.

### **Objective 3: Training and Education**

The University will work with external and internal experts to develop training and workshops focused on how to factor EDI into decision-making processes, for example, addressing conscious bias and unconscious bias. While training will be mandatory for those involved in decisions on hiring, granting of tenure, granting of promotions, granting of sabbaticals, and internal committees involved in the allocation of research funding such as the Brandon University Research Committee, it will be available campus-wide. The training will include online and in-person delivery, the use of small and large group discussions, case studies and exercises, and video illustrations.

### **Objective 4: Retention and Inclusivity**

As part of its CRC EDI Action Plan, BU intends to address retention and inclusivity. Canada Research Chairs are a significant resource to small universities like BU, and BU strives to retain its CRCs. Beginning in 2019, this Action Plan proposes four specific objectives. Firstly, BU will collect and provide data on CRC terms and analyze with respect to EDI and retention. BU is interested in how EDI affects the completion or non-completion of CRC terms. In this spirit, secondly, all CRCs will now be given the opportunity to participate in an exit interview/questionnaire at the time of completion or time of departure. This interview/questionnaire will include questions about their experiences of equity, diversity, and inclusion. Thirdly, Brandon University also commits to develop a post-CRC Integration Plan for all CRCs. This plan will be developed in the penultimate year of the CRC. Finally, BU will develop job expectations and support mechanisms for all CRCs. These job expectations and support mechanisms will be general enough to apply to all CRCs, while also specific enough to each CRC. Each CRC will meet with their Dean to determine and establish the job expectations and support mechanisms that are specific to their tenure as CRC. As well, CRCs will be provided with regular

reviews during their term as CRC; this will be especially true in the first term as the CRC prepares for the possibility of renewal.

#### **Objective 5: Leadership and Monitoring**

BU works to create a supportive workplace for BU faculty, staff and leadership, including BU Chairholders. Promoting equity, diversity, and inclusion are key objectives and key components of BU's culture. The OVP-A&P, ORS and HR will provide leadership in integrating equity practices across all faculties and units. Each Office, through regular review, will collaborate to ensure internal policies pertaining to equity, diversity, and inclusion are current and compliant with external policies and mandates. The three offices will provide support for training and development across the university and in the broader Canadian context. Records of all new and ongoing diversity initiatives will be collated, maintained, and published on the ORS website.

#### **Objective 6: Management of CRC Allocation**

BU's efforts to strengthen the management and administration of its Canada Research Chairs allocation will be ongoing. The existing *Brandon University Procedures for Allocation and Renewal of Canada Research Chairs* (Appendix C) document that outlines CRC processes at BU will be expanded into a comprehensive manual that includes all information relevant to the CRC administration process and will address equity, diversity, and inclusion throughout. A formal process will be developed to ensure BU CRC policies and procedures are reviewed and revised on a regular and as-needed basis. In BU's effort to develop CRC EDI practices and make them transparent, BU will continue to update the [BU CRC public accountability webpage](#). Additionally, matters of equity, diversity, and inclusion will be integrated into the institutional Strategic Research Plan (SRP) and will be considered in the development of all future SRPs.

#### **Objective 7: Communication and Messaging**

Brandon University recognizes three main actions. Firstly, it will promote the research and leadership capacity of its present and past CRCs. This will be done primarily through media articles celebrating the achievements of BU's present and past CRCs on the BU website and in the media, written by the BU Communications Office in consultation with the Chairholders, appropriate Dean, and OVP (A&P)/Associate Vice-President (Research) (AVPR). Secondly, BU will publicize its CRC EDI Action Plan broadly and plan a formal public launch, including news articles, for Fall 2019. Finally, the Communications Office will respond to all media-related inquiries. CRCs will be given guidance as to best practices when communicating with the media.

#### **Annual Reporting**

BU will report annually to the Canada Research Chairs Secretariat in relation to progress on the BU Equity, Diversity, and Inclusion Action Plan. This includes efforts made to meet or exceed its CRC Equity Targets and on university-wide initiatives to enhance equity, diversity, and inclusion. Brandon University is committed to implementing the BU CRC EDI Action Plan objectives and to promoting a vision of equity across campus.

**Appendix A: Brandon University Equity, Diversity, and Inclusion Objectives Table**

## BRANDON UNIVERSITY CANADA RESEARCH CHAIRS EQUITY, DIVERSITY, AND INCLUSION ACTION PLAN OBJECTIVES

OBJECTIVE 1: Collection of EDI Data				
ACTIONS	TIMELINE	MEASUREMENT	OFFICE RESPONSIBLE	PROGRESS
1. Collect self-identification data from all current staff and Faculty	Yearend 2019	80% of current faculty and staff return Employment Equity Self-Identification questionnaire (Self-ID) form by fall 2019 & in HRIS ready for reporting	Diversity and Human Rights Advisor, Human Resources Office	New form developed, new hires receiving form with other Human Resources Office paperwork, currently approximately 20% have completed Self-ID, February 2019 - in-progress
2. Collect self-identification data from current CRCs	March 1, 2019	100% of current CRC completed Self-ID	Diversity and Human Rights Advisor, Human Resources Office	Self-ID forms distributed to current CRCs February 2019 - in-progress
3. Collect self-identification data from CRC applicants	January 2019 and ongoing	100% of CRC applicants completed Self-ID	Diversity and Human Rights Advisor, Human Resources Office	All current CRC candidates have submitted Self-ID forms and CRC selection process amended to include Self-ID from candidates, February 2019 - Completed
4. Collect self-identification data from all applicants for University positions	2021	100% of job applicants submit Self-ID form with application	Diversity and Human Rights Advisor, Human Resources Office, University wide selection committees	
OBJECTIVE 2: Employment Systems Review of BU Processes				
ACTIONS	TIMELINE	MEASUREMENT	OFFICE RESPONSIBLE	PROGRESS
1. Review Employment Equity Self-Identification data for all faculty/staff and identify gaps in representation of designated groups	2019 and ongoing	Workforce analysis complete, data available on designated groups - makeup of Faculties/Departments, recent hires	Diversity and Human Rights Advisor, Human Resources Office	
2. Review data on promotions and tenure for designated groups	2020 and ongoing	Review complete, data available on promotion/tenure decisions for current faculty/staff	Diversity and Human Rights Advisor, Human Resources Office	

3. Where department/faculty hiring shows gaps in representation of any designated group review all employment systems, policies and practices for that department/faculty	2020 and ongoing	Relevant systems, policies & practices inventoried, reviewed and barriers for designated groups identified	Committee including members of Faculty/Department, Diversity and Human Rights Advisor, Human Resources Office	
4. Where department/faculty records show anomalies in the promotion/tenure data for any designated group review all employment systems, policies and practices with respect to training and development, promotion and tenure decisions and reasonable accommodation of designated group members	2020 and ongoing	Relevant systems, policies & practices inventoried, reviewed and barriers for designated groups identified	Committee including members of Faculty/Department, Diversity and Human Rights Advisor, Human Resources Office	
5. Where need is identified, revise employment systems, policies and practices to remove potential barriers to designated groups	2020 and ongoing	Revisions approved by relevant Faculty/Department, ready for implementation	Committee including member members of Faculty/Department, Diversity and Human Rights Advisor, Human Resources Office	
<b>OBJECTIVE 3: Training and Education</b>				
<b>ACTIONS</b>	<b>TIMELINE</b>	<b>MEASUREMENT</b>	<b>OFFICE RESPONSIBLE</b>	<b>PROGRESS</b>
1. Provide EDI training and education for all faculty searches, and for President's Executive Council, President's Administrative Council, Senior Administration, and staff, including tools, workshops, forms, etc.	Start September 2019	Number of Faculty who have participated in EDI training	Human Resources Office	Unconscious Bias Training Module developed
2. Provide EDI training/workshops during onboarding of new faculty and relevant committees such as tenure and promotions, sabbatical, BU Research Committee, Faculty Councils, etc.	July 1, 2019 and ongoing	Percentage of new Faculty provided EDI training during onboarding	Human Resources Office/BUFA	
3. Explanation of importance of Self-ID information provided to all employees	2019 and ongoing	Information on website with FAQs	Human Resources Office	

<b>OBJECTIVE 4: Retention and Inclusivity</b>				
<b>ACTIONS</b>	<b>TIMELINE</b>	<b>MEASUREMENT</b>	<b>OFFICE RESPONSIBLE</b>	<b>PROGRESS</b>
1. Collect and provide data on CRC terms and analyze with respect to terms of EDI and retention	End of 2019	Percentage of CRCs who complete first term, embark on second term, and complete second term; data on how many candidates University recommends to CRC and how many Tri-Agency approves; and data on where applications come from and other broad data sets	Human Resources Office	
2. All CRCs will be offered opportunity of exit interview either at time of completion or time of departure, including questions about experiences of equity, diversity, and inclusion	Immediately	Feedback and data from exit interview	Human Resources Office	
3. Develop post CRC integration plan for Chairholders	End of 2019	Feedback from exit interviews and meetings with Chairholders to develop individual integration plans	Human Resources Office, Office of Research Services, Deans, BUFA	
4. Develop job expectations and support mechanisms for CRCs. Provide regular reviews of the CRC, especially in first term	End of 2019 for existing CRCs and put in place with all new CRCs	Each CRC will be provided with job expectations and support document, Chairholder and Dean to develop goals and objective, and performance will be reviewed with Dean at least annually	Deans and Office of Vice-President (Academic & Provost)/Office of Associate Vice-President (Research)	
<b>OBJECTIVE 5: Leadership, Accountability, and Monitoring</b>				
<b>ACTIONS</b>	<b>TIMELINE</b>	<b>MEASUREMENT</b>	<b>OFFICE RESPONSIBLE</b>	<b>PROGRESS</b>
1. Ensure equity, diversity, and inclusion are key objectives and key components of BU's culture by promoting and integrating equity practices across all faculties and units	Ongoing	Record of new and ongoing equity, diversity and inclusion initiatives	Office of Associate Vice-President (Research)	
2. Ensure equity, diversity and inclusion policies are current and comprehensive	2020 and ongoing	Annual review of compliance of internal equity, diversity and inclusion policies with external policies	Office of Associate Vice-President (Research)/Human Resources Office	



3. Support participation in external workshops, conferences and information sessions on equity, diversity, and inclusion	2019 and ongoing	Record of external forums, events and opportunities attended	Office of Vice-President (Academic & Provost)/Office of Associate Vice-President (Research)	
<b>OBJECTIVE 6: Management of CRC Allocations</b>				
<b>ACTIONS</b>	<b>TIMELINE</b>	<b>MEASUREMENT</b>	<b>OFFICE RESPONSIBLE</b>	<b>PROGRESS</b>
1. Expand existing CRC procedures document to create comprehensive CRC manual that reflects and addresses EDI matters throughout	2020 and Ongoing	Review of manual every three years, identifying and addressing gaps	Office of Research Services	
2. Ensure all CRC EDI allocation practices are formalized and made public, including accompanying resources and forms	2021 and Ongoing	Review of practices every three years, identifying and addressing gaps	Office of Research Services	
3. Include CRC EDI plans in Strategic Research Plan (SRP)	2019	EDI initiatives within SRP monitored via regular review of SRP progress, SRP EDI information revisited every five years with development of new SRP	Office of the Associate Vice-President (Research), Office of Research Services	
4. Create process for ongoing review and monitoring of CRC EDI policies and procedures	2020	Creation of goals and objectives for review and effectiveness	Office of the Associate Vice-President (Research), Office of Research Services, Human Resources Office	
<b>7. Communication and Messaging</b>				
<b>ACTIONS</b>	<b>TIMELINE</b>	<b>MEASUREMENT</b>	<b>OFFICE RESPONSIBLE</b>	<b>PROGRESS</b>
1. Promote research and leadership capacity of our present and past CRCs	Fall 2019	Stories celebrating/promoting Chairholders on BU website, in media	Communication Office	
2. Publicize BU CRC EDI Action Plan broadly	Spring/Summer 2019 for initial posting; Fall 2019 for formal launch	Link to Action Plan on BU website, public launch of Action Plan, news articles	Office of Research Services, Communication Office	

3. Create underlying communication/messaging plan around EDI Action Plan and CRCs for both internal and external community	End of 2019	Create communications strategy and process plan, FAQs, sound bites/blurbs for public release, and maintain record of media articles, messages, and stories	Office of Research Services and Office of Associate Vice-President (Research) to develop underlying messaging; Communication Office to write articles, etc. and deliver messaging	
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**Appendix B: Brandon University Employment Equity Self-Identification Questionnaire**

## Employment Equity Questionnaire

The information you provide on this questionnaire will be kept separate from your personnel records and will not become part of them. This questionnaire is available in alternate formats. Please contact the Diversity and Human Rights Advisor at (204) 727-9785 or email [diversity@brandonu.ca](mailto:diversity@brandonu.ca) with any questions or requests.

Return completed forms, in a sealed envelope, to the Diversity and Human Rights Advisor.

Name or Employee #: \_\_\_\_\_ Date: \_\_\_\_\_

### Instructions

At Brandon University, we want to ensure that the makeup of our workforce reflects the makeup of our larger environment. In order to achieve this goal, we need the most accurate data possible from all employees, whether they identify as members of a designated group or not. This is why we require that all employees complete this questionnaire, and return it through interoffice mail, in a sealed envelope, to the Diversity and Human Rights Advisor (DHRA).

The information collected in this survey will be held in strictest confidence in the office of the DHRA, and will only be used for the purpose stated here. You can identify in more than one group, and you can change the information provided on this form at any time by contacting the DHRA at (204) 727-9785 or email [diversity@brandonu.ca](mailto:diversity@brandonu.ca).

We are committed to the principles of the Employment Equity Act (the Act) which defines four federally designated groups that have faced, and continue to face, barriers to employment. These four groups are: Women, Indigenous/Aboriginal People, Racialized People/Visible Minorities and People with Disabilities.

Under the Federal Contractors Program (FCP), the university is required to collect data on the representation of members of the designated groups in the workforce. The purpose of this questionnaire is to comply with the FCP and the Act, and to assist us in removing barriers to employment and advancement for members of the designated groups.

We ask you to provide either your name or your employee number on this form so that we can look at the makeup of our workforce for different types of jobs, university departments, professorial ranks etc. Your Employee number can be found at the top of your *Statement of Earnings*.

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### Opt Out of Providing Equity Data

Answering the questions in this form is voluntary. If you choose not to provide any equity data simply check the box below, fill in your name or employee number and the date at the top of this form, and return it to the Diversity and Human Rights Advisor in the envelope provided. Returning the form, whether it is complete or not, is **mandatory**.

☐ I decline to complete the questionnaire.

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### 1) Indigenous/Aboriginal People

Indigenous/Aboriginal people are those who identify themselves as First Nations, Metis or Inuit, and include those with or without treaty status. The Act includes Indigenous/Aboriginal people as a designated group because they have faced, and continue to face, barriers to employment.

**Do you consider yourself to be an Indigenous/Aboriginal Person?**

☐ Yes ☐ No ☐ Decline to answer

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### 2) Racialized People/Visible Minorities

Racialized people/visible minorities are people, other than indigenous/aboriginal people, who are non-Caucasian in race or non-white in colour. The Act includes racialized people/visible minorities as a designated group because they have faced, and continue to face, barriers to employment.

**Do you consider yourself to be a member of a racialized or visible minority group?**

☐ Yes ☐ No ☐ Decline to answer

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### 3) Women

The Act includes women as a designated group because they have faced, and continue to face, barriers to employment.

**Do you self-identify as a woman?**

☐ Yes ☐ No ☐ Decline to answer

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### 4) People with Disabilities

People with disabilities are people who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who

(a) consider themselves to be disadvantaged in employment by reason of that impairment, or

(b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment,

This includes people whose functional limitations owing to their impairment have been accommodated in their current job or workplace. The Act includes people with disabilities as a designated group because they have faced, and continue to face, barriers to employment.

**Do you consider yourself to be a person with a disability?**

☐ Yes ☐ No ☐ Decline to answer

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**Thank you for taking the time to complete this questionnaire.**

**Appendix C: Brandon University Procedures for Allocation and Renewal of Canada Research  
Chairs**

## **Brandon University**

### **Procedures for Allocation and Renewal of Canada Research Chairs (CRC)**

The [Canada Research Chairs \(CRC\) Program](#) stands at the centre of a national strategy to make Canada one of the world's top five countries for research and development. This is accomplished via the establishment of research professorships in eligible Canadian degree-granting institutions.

Brandon University has an allocation of [four Tier 2 Canada Research Chairs](#). The CRC nomination process, from the initial stage of internal Letter of Intent (LOI) request to external nomination submission and subsequent award notification, is extensive and lengthy and has multiple stages (see Appendix B). This document takes into consideration the CRC guidelines and requirements, the Agreement between Brandon University and Brandon University Faculty Association Collective Agreement (BUFA CA), Article 7.19, and institutional practices. An overview of the internal process, requirements, and other relevant information follows.

When a CRC vacancy arises, the Vice-President (Academic & Provost) (VP (A&P)), or designate, will send out a Call for LOIs by email to all academic Deans that contains the relevant information in this document. Please note that should two Tier 2 vacancies arise simultaneously they may be combined into an LOI for one (1) Tier 1 CRC. The VP (A&P) will simultaneously notify the Senate Research Committee who will move to populate an LOI Review Committee.

Please note the Canada Research Chairs Program is implementing the [Equity, Diversity and Inclusion Action Plan](#). The action plan will focus on improving the governance, transparency and monitoring of equity and diversity within the program. These actions will support institutions in making swift progress towards addressing the underrepresentation of the four designated groups (FDGs)—women, persons with disabilities, Aboriginal Peoples and members of visible minorities—within the program.

#### **Matters of Communication and Coordination**

At the LOI stage, the VP (A&P) and Manager of Research Services (MRS) communicate only with the Deans. Each Dean is responsible for communicating directly with their faculty members regarding the Call for LOIs. The Dean is the point person for canvassing faculty members for the best possible ideas for Canada Research Chairs, overseeing and determining how LOIs are generated and vetted in their respective areas, and forwarding the chosen LOI to the VP (A&P) and MRS by the deadline. The Dean is the liaison between faculty members and the VP (A&P)/MRS regarding any questions faculty members may have.

***Please ensure that faculty members in your area are aware of the process.***

## **1. Internal Call for Letters of Intent for a Canada Research Chair**

### **From the CRC Website**

The Canada Research Chairs Program invests approximately \$265 million per year to attract and retain some of the world's most accomplished and promising minds. Chairholders aim to achieve research excellence in engineering and the natural sciences, health sciences, humanities, and social sciences. The Canada Research Chairs Program stands at the centre of a national strategy to make Canada one of the world's top five countries for research and development. This is accomplished via the establishment of research professorships in eligible Canadian degree-granting institutions.

#### **TIER 1 CHAIRS**

Nominees for Tier 1 chair positions must be full professors or associate professors who are expected to be promoted to the full professor level within one or two years of the nomination. Alternatively, if they come from outside the academic sector, nominees must possess the necessary qualifications to be appointed at these levels.

#### **To meet the criteria of the CRC program, Tier 1 nominees must:**

- be outstanding and innovative world-class researchers whose accomplishments have made a major impact in their fields;
- be recognized internationally as leaders in their fields;
- have superior records of attracting and supervising graduate students and postdoctoral fellows (taking into account different practices in the relevant field or discipline) and, as chairholders, be expected to attract, develop and retain excellent trainees, students and future researchers; and
- be proposing an original, innovative research program of the highest quality.

#### **TIER 2 CHAIRS**

Nominees for Tier 2 chair positions must be emerging scholars. They should, at a minimum, be assistant or associate professors, or possess the necessary qualifications to be appointed to these levels. See [Tier 2 Justifications](#) for more information.

#### **To meet the criteria of the CRC program, Tier 2 nominees must:**

- be excellent emerging world-class researchers who have demonstrated particular research creativity;
- have demonstrated the potential to achieve international recognition in their fields in the next five to ten years;
- as chairholders, have the potential to attract, develop and retain excellent trainees, students and future researchers;
- be proposing an original, innovative research program of high quality; and
- at a minimum, be assistant or associate professors, or possess the necessary qualifications to be appointed to these levels.



### **LOI Review Process**

Each faculty/school will determine its own process for receiving LOIs and for selecting the LOI that goes forward for internal review. For each vacancy, each Dean of a Faculty/School may submit only one LOI.

An LOI may be submitted for either recruitment or retention, i.e., either an idea for a CRC (candidate unknown and to be recruited) or for an idea for a CRC associated with an existing faculty member in support of their stellar research program (retention), depending on the institutional Call for LOIs. The Dean shall forward the LOI with an enclosed letter of support to the VP (A&P) and MRS by the deadline.

### **LOI Submission Requirements** (12 pt font, Times New Roman, and page numbered)

- 1. Letter of Support from the Dean (two page maximum)**
- 2. Proposal shall address the following (three page maximum):**
  - Description of and rationale for proposed CRC;
  - Goals, objectives, and outcomes;
  - How the CRC will build capacity within the faculty/school and Brandon University as a whole;
  - Expected contributions to research at BU such as training of students and HQP, outreach activities, and interdisciplinary collaborations;
  - Research environment within faculty/school; and
  - Potential equipment and space requirements.
- 3. Fit of the proposed Chair with the BU Strategic Research Plan (one page maximum):**
  - Outline the fit of the proposed CRC with the BU Strategic Research Plan's Priority Area and Major Research Objectives.  
<https://www.brandonu.ca/research/files/BU-Strategic-Research-Plan-APPROVED-by-Senate.pdf>
- 4. For internally identified candidate only, outline how the candidate meets the CRC Tier 1 or Tier 2 criteria identified above (one page maximum)**
- 5. For internally identified candidate only, include Canadian Common CV or comparable CV. <https://ccv-cvc.ca/indexresearcher-eng.frm>**

LOIs shall not exceed the specified page maximums outlined.

### **Deadline**

The Deans to submit LOIs electronically to the VP (A&P) and the Manager of Research Services by date specified in the Internal Call for Letters of Intent email.

### **Overview of CRC Nomination Process at Brandon University**

The following stages 1-9 apply to both recruitment and retention. In the case of recruitment, the LOI shall include an idea for a CRC and in the case of retention, the LOI shall include an idea for a CRC associated with an internal candidate.

#### **Stages in the CRC nomination process include the following:**

1. Internal Call for LOIs to all Faculties/School
2. VP (A&P) notifies the SRC of the vacancy and Call for LOIs
3. The CRC LOI Review Committee composition includes:
  - a. Vice-President (Academic & Provost) or designate, Chair, votes in cases of a tie
  - b. Two (2) faculty members with a strong research program and, where possible, who hold or have held Tri-Agency operating grants, appointed by and from each academic faculty/school
  - c. Diversity and Human Rights Advisor, as per CRC guidelines, ex officio, non-voting
  - d. Administrative Officer to the VP (A&P), administrative support, non-voting
  - e. Manager of Research Services, ex officio, non-voting
4. Deans submit LOIs and accompanying letter of support to the VP (A&P) and Manager of Research Services
5. LOI Review Committee meets to discuss procedures and review LOIs
6. Deans and internal retention candidates, where applicable, present LOIs to LOI Review Committee
7. LOI Review Committee meets to consider LOIs and makes a recommendation to VP (A&P)
8. VP (A&P), on behalf of LOI Review Committee makes recommendation to President with a ranked alternate list
9. President considers LOI Review Committee recommendation and communicates decision to VP (A&P) who notifies LOI Review Committee, SRC, Deans, and internal candidate (if an LOI for retention)

*Note: If the President does not accept the LOI Review Committee's recommendation, they will provide reasons to the LOI Review Committee and the process will start over.*

The following table outlines the specific stages for the Recruitment Stream and the Retention Stream.

<div data-bbox="318 279 686 548"> <div>Recruitment Stream</div> </div> <b>Stages for Recruitment of an External Candidate</b>	<div data-bbox="930 279 1292 548"> <div>Retention Stream</div> </div> <b>Stages for Retention of an Internal Candidate</b>
10. SRC meets to determine CRC Selection Committee composition (suggested): <ul style="list-style-type: none"> <li>• VP (A&amp;P) or designate, Chair, ex officio, votes in cases of a tie</li> <li>• Dean of successful LOI</li> <li>• 3-5 faculty members with strong research program, considering research area of LOI</li> <li>• Diversity and Human Rights Advisor, ex officio, non-voting</li> <li>• Administrative Officer to the VP (A&amp;P), administrative support, non-voting</li> <li>• Manager of Research Services, ex officio, non-voting</li> </ul> <i>Note: Committee shall be comprised of at least 75% academic members, exclusive of Chair.</i>	10. MRS starts formal CRC Nomination Process with chosen candidate
11. CRC Selection Committee populated	11. Nomination submission
12. CRC Selection Committee meets to determine position criteria and develop advertisement	12. Notification of results
13. Advertise CRC position	13. CRC Public Announcement
14. Application intake	
15. CRC Selection Committee meets to review applications and shortlist candidates	
16. Interviews, including candidate meetings with proposed departments (departments forward recommendations to CRC Selection Committee)	
17. CRC Selection Committee meets to discuss candidates and determine recommendation	
18. CRC Selection Committee makes recommendation to VP (A&P) who makes offer of appointment to candidate, subject to final approval of the President	
19. VP (A&P) notifies SRC, CRC Selection Committee, and Dean of final decision	
20. MRS starts formal CRC Nomination Process with chosen candidate	
21. Nomination submission	
22. Notification of results	
23. CRC Public Announcement	

*Note: If either the VP (A&P) does not accept the CRC Selection Committee's recommendation or the President does not approve the appointment, the search will be considered a failed search or under exceptional circumstances, the search may be extended. In cases of a failed search, the search moves to the next LOI on the LOI Review Committee's ranked alternate list. The appropriate Dean will be contacted to confirm their willingness to move forward with the LOI. If, for any reason, the LOI cannot move forward, the search will advance to the next alternate. In cases where there are no alternates or the alternates have been exhausted, a new internal Call for LOI submissions will be made.*

### **Other CRC Information**

#### **CRC Nomination Process**

[http://www.chairs-chaires.gc.ca/program-programme/nomination-mise\\_en\\_candidature-eng.aspx](http://www.chairs-chaires.gc.ca/program-programme/nomination-mise_en_candidature-eng.aspx)

#### **Requirements for Recruiting and Nominating Canada Research Chairs**

All Canada Research Chair positions must be filled using the requirements for recruitment and nomination, which are based on the principles of openness, transparency and accountability.

<http://www.chairs-chaires.gc.ca/program-programme/equity-equite/recruitment-recrutement-eng.aspx>

## **2. Renewal of a CRC**

### **From the CRC website**

**TIER 1 CHAIRS** can be renewed only once, for a maximum of two seven-year terms, and are eligible for renewal in their sixth year. In rare, exceptional circumstances, institutions may put forward third-term nominations, but are responsible to publicly demonstrate the exceptional nature of the nomination.

In applying to renew a Tier 1 Chair, the institution must clearly demonstrate that the Chairholder:

- continues to distinguish himself/herself as an outstanding, world-class researcher;
- has successfully attracted, developed and retained—and continues to attract, develop and retain—excellent trainees and students to the postsecondary institution or affiliated institute;
- is proposing an original and innovative research program of the highest quality; and
- is carrying out a research program that is producing leading-edge results that are making a significant impact at the international level.

**TIER 2 CHAIRS** can be renewed only once, for a maximum of two five-year terms, and are eligible for renewal in their fourth year. In year four, the Chairholder and respective Dean will be contacted by the Manager of Research Services regarding the renewal process.

In applying to renew a Tier 2 Chair, the institution must clearly demonstrate that the Chairholder:

- is developing into an outstanding researcher of world-class calibre and is poised to become a leader in his or her field;
- has successfully attracted, developed and retained—and will continue to attract, develop and retain—excellent trainees and students to the postsecondary institution or affiliated institute;
- is carrying out a research program that is producing important results that are making a significant impact in the field; and
- is proposing an original, innovative and high-quality research program.

#### **BU Letter of Intent (LOI) to Renew**

Renewal Nominations for both Tier 1 and Tier 2 Chairs must be submitted at least six months prior to the end date of the Chairholder's term. If another term is desired, the Chairholder shall submit a LOI to Renew to the Dean. The Dean shall forward the LOI to Renew along with a letter of support to the VP (A&P) and MRS by the deadline. The LOI to Renew submission will be brought forward to an ad hoc committee of the Senate Research Committee (SRC) for review and recommendation to the President. To ensure equal representation amongst the faculties and school, the SRC will strike an ad hoc committee from its existing membership that includes one member from each Faculty/School and the VP(A&) or designate.

#### **LOI to Renew Submission Requirements** (12 font, Times New Roman, and page numbered)

- 1. Letter of Support from the Dean (two page maximum)**
- 2. Summary of major accomplishments as CRC to-date shall include (three page maximum):**
  - Summary of major accomplishments;
  - What has been the impact on BU's capacity as a result of the CRC;
  - Contributions to research at BU such as training of students and HQP and outreach activities;
  - Record of research collaborations; and
  - Demonstrated impact on BU's and Chairholder's international reputation in research.
- 3. Summary of what is expected to be accomplished in the remainder of the term (one page maximum)**

4. **Proposed research program for the second five-year term of the CRC shall include (three page maximum):**
  - Description of and rationale for proposed research;
  - Goals, objectives, and outcomes;
  - How the CRC will continue to build capacity within the Faculty/School and Brandon University as a whole;
  - Expected contributions to research at BU such as training of students and HQP, outreach activities, and interdisciplinary collaborations; and
  - Potential equipment and space requirements.
5. **Fit of the proposed research with the BU Strategic Research Plan (one page maximum)**
  - Outline the fit of the CRC Renewal with the BU Strategic Research Plan's Priority Area and Major Research Objectives. <https://www.brandonu.ca/research/files/BU-Strategic-Research-Plan-APPROVED-by-Senate.pdf>
6. **Canadian Common CV or comparable CV**
  - <https://ccv-cvc.ca/indexresearcher-eng.frm>

The LOI to Renewal package shall not exceed the specified page maximums outlined.

#### **Deadline**

The Dean to submit the LOI Renewal electronically to the Manager of Research Services by the date determined.

#### **Overview of CRC Renewal Nomination Process at Brandon University**

1. MRS notifies Dean and Chairholder of LOI to Renew requirements
2. SRC reviews renewal package and makes recommendation to President, or designate
3. President makes decision, considering SRC recommendation, and communicates decision to VP (A&P) who notifies Dean, Chairholder, and SRC
4. MRS starts formal CRC Renewal Process with Chairholder
5. Renewal Nomination submission
6. Notification of results

#### **Other CRC Information**

##### **CRC Renewal Nomination Process**

<http://www.chairs-chaires.gc.ca/program-programme/renew-renouvellement-eng.asp>

## **Appendix A**

### **Agreement between Brandon University and Brandon University Faculty Association Collective Agreement (BUFA CA), Section 7.19**

#### **7.19 Canada Research Chairs**

(a) Canada Research Chair holders shall be required to teach three (3) credit hours as part of their assigned teaching workload and may elect, upon the recommendation of the department and the approval of the Dean, to teach up to six (6) additional credit hours as part of their assigned teaching workload. Such members are also responsible for Service to the University and to the Community. In no circumstance shall Canada Research Chair holders teach on an overload basis.

(b) Applicants for a Canada Research Chair appointment shall be recruited and hired into (or if a member, granted) a Full-Time Canada Research Chair Appointment. Procedures for selecting positions under the Canadian Research Chairs program will include the following:

i) The Vice-President will advise the Senate Research Committee, in writing, when a Canadian Research Chair appointment is to be filled and shall indicate the type and duration of the appointment that the Employer is committed to make. The Senate Research Committee, subject to the conditions below, shall determine the composition and working procedures of the Selection Committee.

ii) A Selection Committee composed of members chosen according to procedures approved by the Senate Research Committee and Chaired by the Vice President, or designate, shall evaluate applications. Academic members shall form at least seventy-five percent (75%) of the members of the Selection Committee, exclusive of the Chair. The Selection Committee Chair will ensure that the search is conducted in a manner consistent with the letter and spirit of Article 7 and Article 30 of the Collective Agreement.

iii) The Selection Committee will make a recommendation to the Vice-President who may only offer an appointment to an individual so recommended. If the Vice-President does not accept the recommendation, s/he shall provide the Committee with reasons and the process shall be repeated. An offer of appointment shall be made by the Vice-President to the recommended candidate, subject to the final approval of the President.

iv) If a candidate selected for an interview is external, the candidate's dossier will be forwarded to the candidate's proposed department(s) of appointment for review. The

Department will meet with the candidate and, if the candidate is acceptable to the Department, will forward to the Dean/Director, for recommendation, and the Vice-President, for decision, recommendations relative to rank, tenure, and other conditions of employment. The Department shall provide feedback to the Selection Committee prior to the committee's recommendation on appointment. No Department will be required to accept a candidate into the Department if, at a duly constituted Department meeting, that candidate is deemed to be unacceptable to the Department.

v) If the approved candidate is internal, the member's rank, tenure, and remuneration shall not change as a result of being granted the Canada Research Chair.

vi) If the candidate is internal, the member shall be replaced with a term appointment (or combination of term appointments), as mutually agreed upon by the Department and the Dean/Director, that matches the term of the appointment of the Canada Research Chair. Such replacements shall be adequate for maintaining program integrity.

vii) BUFA shall be provided with a copy of the curriculum vitae of the approved candidate once the contract has been signed.

viii) Eligibility for renewal of a Canada Research Chair is subject to the approval of the Canada Research Chairs program. Application for renewal shall be on the recommendation of the Senate Research Committee to the President, or designate.

ix) No member on a probationary, tenured, or term contract shall be displaced from his/her position or have his/her rights, privileges, or benefits, under the Collective Agreement, reduced in any way by the entry of a Canada Research Chair into a department.

x) Members whose applications for a renewal/extension are rejected shall have recourse to an appeals procedure. Notice of an appeal must be submitted to the President no later than one (1) month after the member is notified of the decision. Within one (1) week of receiving notice of appeal, an Appeal Committee shall be struck. The Committee shall consist of: one (1) member appointed by BUFA, one (1) member chosen by the President, and a Chair chosen by the two (2) appointed members. The Appeal Committee shall establish its own procedures. The decision of the Appeal Committee is binding and shall be implemented by the President. Normally, the Appeal Committee will render its decision within two (2) months of being struck.



## Appendix B

### Major Stages of the CRC Process and Associated Timeframes

The CRC Nomination process is extensive and lengthy. Please find below the major stages of the nomination process in chronological order with accompanying **general** timeframes for completion.

Stage	Major Stages	Timeframe
1	VP (A&P) consultations with President and with Deans to discuss CRC vacancy	2 weeks
2	Internal Call for LOIs and simultaneous LOI Review Committee population	2 months
3	LOI Review Committee meets to discuss procedures and review LOIs	2 weeks
4	Deans (and potential internal retention candidates) present LOIs to LOI Review Committee	2 weeks
5	LOI Review Committee meets to make decision and make recommendation to VP (A&P) and President	2 weeks
6	SRC meets to determine CRC Selection Committee composition and subsequent Committee population	3 weeks
7	CRC Selection Committee meets to determine CRC criteria, advertisement, and recruitment timelines	2 weeks
8	Advertisement finalized	1 week
9	External advertisement	3 months
10	CRC application intake and CRC Selection Committee shortlist meeting	2 weeks
11	Interview candidates, candidates meet with proposed departments, CRC Selection Committee recommendation to VP (A&P), subject to final approval of President	1 month
12	Offer of appointment made by VP (A&P)	1 week
13	Dean negotiates conditional contract of employment in consultation with VP (A&P)	2 weeks
14	CRC Nomination process and submission	6 months
15	CRC decision	6 months
16	CRC public announcement	6 months

## **Appendix D: EDI Action Plans Consulted**

In developing the Brandon University Canada Research Chairs Equity, Diversity, and Inclusion Action Plan, several Action Plans from other universities were reviewed including:

- University of Victoria;
- Ryerson University;
- York University;
- Concordia University;
- The University of Winnipeg; and
- University of Regina.