



Canada Research  
Chairs

Chaires de recherche  
du Canada



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CRCP Institutional EDI Action Plan - Key Objective(s) 

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the \$50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their [public accountability web pages](#).

Each year, institutions must publicly post a copy of this report to their [public accountability web pages](#) within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan. Ensure that you remove all numbers less than 5 from both the plan and the report prior to posting on your website in cases where your report includes the representation of individuals from underrepresented groups among your chairholders, as well as any other identifying information. This is a requirement of the Privacy Act.

All sections of the form are mandatory (unless otherwise noted).

## Contact information

**Please complete the fields below.**

**Name of Institution:**

Queen's University

**Contact Name:**

Charles Sumblar

**Position Title:**

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613-533-6000 x74957

**The link for the EDI progress report and EDI Stipend report:**

<https://www.queensu.ca/vpr/crc/EDI-public-accountability>

Does your institution have an EDI Action Plan for the CRCP?

Yes

## **PART A: EDI Action Plan** - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):

06/30/2020

Rating given to the action plan in most recent review process:

Satisfies

Name of vice-president level representative responsible for ensuring the implementation of the plan:

Nancy Ross

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by individuals from underrepresented groups (e.g. women and gender minorities, persons with disabilities, Indigenous Peoples and racialized individuals, 2SLGBTQIA++ individuals) at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan, as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) the main actions were undertaken (up to six) and how they have progressed; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g., course correction, obstacles, lessons learned, etc.) for each objective. If your institution has not yet prepared or received a formal evaluation of its CRCP EDI action plan (institutions having fewer than five Chairs) then section A is optional.

### **Key Objective 1**

**Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:**

Note about the reporting period: This report includes information on activities between December 15th, 2021 and March 31, 2023 to align with the EDI stipend expenditure period. 1.1 To embed EDI considerations within our procedures for CRC allocations, recruitment and renewal in order to ensure that members of underrepresented groups move through all stages from application to appointment to promotion for CRC allocations, recruitment and renewal. 1.2 To make available to all CRCs formal support systems to ensure their success and retention.

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

• The findings of the Employment Systems Review (ESR) in 2019 indicated that of the 32 new CRCs appointed in the previous ten years, only 16 were appointed via a formal employment equity process (50.0%). All CRC appointments which result from external recruitments must now implement an employment equity process through the Queen's Equity Appointments Process (QEAP) Web Application. All internal candidates are initially recruited to Queen's using the QEAP process at the time of applying for a faculty position at our institution. • The percentage of women appointed from 2009-2019 (25%) was below the workforce availability for professors, NOC 4011 (43.3%). • The percentage of racialized/visible minorities appointed between 2009-2019 was below the workforce availability for professors (19.1%). • The percentage of Indigenous peoples appointed from 2009-2019 was above the Canadian population percentage. • The findings indicated the need to ensure that diversity is maintained at all levels of the CRC appointment process. • Lack of education around EDII issues.

**Corresponding actions undertaken/to be undertaken to address the barriers:**

|                        | If you have no action to report, please type<br>'N/A' in the answer field. | Progress to date |
|------------------------|--|------------------|
| Corresponding action 1 | Actions identified in the previous reports remained priorities.            | In progress      |
| Corresponding action 2 | N/A  | Not yet started  |
| Corresponding action 3 | N/A  | Not yet started  |
| Corresponding action 4 | N/A  | Not yet started  |
| Corresponding action 5 | N/A  | Not yet started  |
| Corresponding action 6 | N/A  | Not yet started  |

**Data gathered and Indicator(s) - can be both qualitative and quantitative:**

• 100% of CRC appointments committee members receive unconscious bias training – this has been confirmed and documented via attestation forms in 2022 competitions. • The percentage of candidates from underrepresented groups does not decrease significantly – in 2022 competitions all CRC candidates were members of underrepresented groups. No new data have been gathered regarding the following indicator: • 100% of CRC appointments committee members receive equity and diversity training.

### Outcomes and Impacts made during the reporting period:

We continue to successfully implement the actions described in our previous report. These actions include the mandatory use of the CRC Recruitment Checklist in all CRC recruitment processes, approval of the job advertisements by the Provost's Office, ensuring a qualified equity representative is present on each CRC hiring committee, the requirement for all members of CRC hiring committees to complete equity and unconscious bias training, ensuring the participation of voting members from underrepresented groups in the committees, ensuring that the recruitment process explicitly engages diverse approaches to scholarship and unconventional research outputs and ensuring that leaves are taken into account when assessing candidates. We allocate chairs to areas of priority and clusters of expertise to limit the potential for isolation and build research collaboration. We have also created the internal Midpoint Attestation Form to confirm that proactive measures have been put in place to ensure diversity in the candidate pool and developed a comprehensive list of job boards, special interest groups and organizations where CRC opportunities can be posted to increase the diversity of applicants. The Associate Vice-Principals Research made deliberate efforts to engage directly with chairholders (one-on-one engagement and group sessions) to provide ongoing support. The Vice-Principal Research Office, Office of the Provost, and Human Rights and Equity Office participate in regular consultations about the EDI tactics with respect to chair allocations. We have developed a training handbook and accompanying training slides titled "Fostering a Culture of Inclusion and Belonging for Canada Research Chairs" for committees responsible for recruiting, hiring, nominating, and retaining CRCs at our university. We also designed the inaugural EDI in Research Practice Action Plan Workshop for faculty members, focusing on the steps needed to create an outcomes-driven plan as a measurable and impactful approach to EDI.

### Challenges encountered during the reporting period:

We have experienced challenges with CRC recruitment during the COVID-19 pandemic. Additionally, this challenge period fell during a particular high turnover period in Queen's chairs complement with a high number of chairs completing their second term and not able to hold a third term due to updates to the CRC program guidelines. To meet this anticipated turnover, many chairs were allocated to departments across the university in early 2020 to run targeted external searches open to candidates who identify as women and gender minorities (based on our understood representation shortfall at the time, prior to the 2021 equity target setting exercise). These searches were hampered by the pandemic, resulting in significant delays in posting and subsequent difficulty recruiting candidates. In late 2022 and winter and spring of 2023, we designed and launched an equitable and inclusive open call to fill vacant and upcoming available chairs and ensure we were fulfilling our institutional equity targets. These activities were very successful, with nominations now submitted to TIPS and pending results for 15 new chairs (plus 4 nominations currently in preparation). Due to capacity limitations, we were unable to concurrently engage in some of the other activities outlined in the EDI Action Plan, such as the scan of CRC promotion from assistant to associate to full professor from an EDI perspective. The CRC EDI working group was unable to resume its activities during the reporting period due to staff turnover, changes in leadership and the corresponding loss of some of the institutional and programmatic knowledge with respect to the CRC Program. We have recently increased our personnel dedicated to the program to approximately 1.5 FTE and added a layer of oversight at the Associate Director level to help address the growing programmatic needs. Given the challenges and capacity limitations outlined above and to meet the needs of our current chair complement we will be revising and updating the original action plan.

### Next Steps (indicate specific dates/timelines):

- The CRC Recruitment Checklist will be revised by fall 2024.
- We will launch the new CRC EDI working group by spring 2024.
- We will conduct the feasibility scan of Queen's original CRC EDI Action Plan and revise it accordingly. This process will begin in 2024.

### Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

25000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

These funds were spent on content and format design for a workshop and associated presentation materials on EDI wise practices for recruiting, hiring, nominating, and retaining CRCs and a corresponding handbook and resource list that supports the workshop content and materials. Both the workshop and the handbook address practical components and scenarios involving the different stages and steps to hiring and retaining a CRC at Queen’s. The materials build upon and refer to resources and professional development modules already available and successfully deployed at Queen’s such as EDI in Research Modules. The funds were also spent on developing an Equity, Diversity, and Inclusion (EDI) Action Plan workbook and template and all-day workshop for Queen’s academic researchers and faculty to enhance how they address EDI as they develop their research grant applications and implement their research designs and research practices. The training materials covered a logical approach to designing an action plan that addresses EDI in research practice and ways to communicate all elements of the plan clearly and succinctly, by drawing from SMART principles (i.e., specific, measurable, achievable, relevant, time-bound), and results-based management approaches. Both resources were finalized in spring 2023, with plans to assess their ongoing impact in the year to come. Until then, the EDI stipend impact is being reported as “Don’t know.”

**EDI Stipend Impact Rating**

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Don’t know

**Indicate in the table below any leveraged cash or in-kind contributions provided by the institution**

Leveraged cash or in-kind contributions from your institution (if applicable):

|   | Amount \$ | Source / Type (cash or in-kind)  |
|---|-----------|--|
| 1 | 56878     | Source: internal Type: In kind We have leveraged the professional expertise, services and time of several members of the Vice-Principal Research Portfolio and Human Rights and Equity Office to co-develop the training resources and plan the EDI in Research Practice Workshop. |

**Do you have other key objectives to add?**

Yes

**Key Objective 2**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

2. To broaden our implementation of equity objectives to include intersectionality and to create specific strategies for underrepresented groups.

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

Some applicants may be reluctant to self-identify during the hiring process – there may be a perception that Queen’s culture is not a safe one in which to disclose and/or that disclosure would make them the “equity” hire rather than being hired on merit.

Corresponding actions undertaken/to be undertaken to address the barriers:

|                        | If you have no action to report, please type<br>‘N/A’ in the answer field.                | Progress to date |
|------------------------|---|------------------|
| Corresponding action 1 | Actions identified in the previous reports have been implemented and remained priorities. | In progress      |
| Corresponding action 2 | N/A   | Not yet started  |
| Corresponding action 3 | N/A   | Not yet started  |
| Corresponding action 4 | N/A   | Not yet started  |
| Corresponding action 5 | N/A   | Not yet started  |
| Corresponding action 6 | N/A   | Not yet started  |

Data gathered and Indicator(s) - can be both qualitative and quantitative:

- Evidence provided by QEAP and I COUNT analysis on increased diversity within the CRCP – The proportion of the chairholders who identify with one or more of FDGs has continuously increased. As chairs retire or move on, all new CRC allocations are occupied by members of equity-deserving groups.
- Fluid genders have been added to the I COUNT census
- The new recruitment advertisement language includes a direct reference to identifying with more than one equity deserving group. This has been confirmed and all new CRC postings include this reference.

## Outcomes and Impacts made during the reporting period:

We have maintained progress on several items. CRCs continue to identify in all the categories that pertain to them, fluid genders have been added to I COUNT census, and the recruitment advertisement language includes a direct reference to identifying with more than one equity deserving group. The design in late 2022 and early 2023 of an open competition to fill numerous current and upcoming chair vacancies included specific steps to ensure that the posting was circulated broadly to special interest groups and communities supporting the underrepresented groups, and that intersectionality was confidentially considered in the assessment of candidates. Consultation with the Human Rights and Equity Office staff as well as staff within the EDI office at TIPS was undertaken to ensure that processes and language used were appropriate and inclusive.

## Challenges encountered during the reporting period:

As mentioned in the previous section, most of our efforts in 2022 were focused on filling our chair allocations to meet equity targets and maximize use of the CRC program. Due to limited capacity and significant loss of institutional knowledge due to staff turnover, we were delayed in terms of engaging in some of the other activities outlined in the Action Plan, such as analyzing disaggregated data on research stipend, protected research time, space, etc., examining the data on individuals who identify with more than one group, restoring the CRC EDI working group to consult and generate tactics and developing distinct strategies for each of the FDG groups that recognizes the unique experience of its members.

## Next Steps (indicate specific dates/timelines):

- In fall 2023 we started to collect disaggregated data retroactively and proactively on measures of support such as research stipend, protected research time, and infrastructure support, and will examine the data on individuals who identify with more than one group.
- The new CRC EDI working group will be launched by spring 2024.
- We will conduct the feasibility scan of Queen's original CRC EDI Action Plan and revise it accordingly. This process will begin in 2024.

Was funding from the CRCP EDI stipend used for this key objective?

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

## Key Objective 3

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

3. To create an inclusive research culture that celebrates diversity and enables all researchers to flourish.



## Systemic barriers -

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

Briefly, barriers for CRCs themselves were identified around: • Desire for more appreciation, networking, and connection • Need for enhanced research space • Support during faculty moves • Need for additional administrative support • Pool of resources that CRCs can utilize to cover additional costs and needs (e.g., childcare for conferences, administrative assistance) • Greater and more consistent across the university, course/teaching relief • Views on the desirability of a mentorship program for CRCs were mixed. Some fully supported the idea of mentorship while others believed they already had sufficient networks. Unit Heads highlighted the following challenges: • Employment opportunities for partners: "The two-body problem." • Non-metropolitan context of the university and a lack of significant diversity within the Kingston community • A lack of local industrial support/opportunities • Reluctance to recognize multiple forms of knowledge/research as valid.

Corresponding actions undertaken/to be undertaken to address the barriers:

|                        | If you have no action to report, please type<br>'N/A' in the answer field. | Progress to date |
|------------------------|--|------------------|
| Corresponding action 1 | We continue to implement actions identified in previous reports.           | In progress      |
| Corresponding action 2 | N/A  | Not yet started  |
| Corresponding action 3 | N/A  | Not yet started  |
| Corresponding action 4 | N/A  | Not yet started  |
| Corresponding action 5 | N/A  | Not yet started  |
| Corresponding action 6 | N/A  | Not yet started  |

Data gathered and Indicator(s) - can be both qualitative and quantitative:

• Evidence provided by QEAP and I COUNT analysis on increased diversity within the CRCP • The retention of equity-seeking individuals through all stages of the recruitment and appointment process No new data have been gathered regarding the following indicators: • Evidence of increased diversity and enhanced processes to sustain equitable and inclusive environments for CRC holders through the DEAP analysis • Improved qualitative results in annual survey of all chairs, including those from underrepresented groups • Improved qualitative results in follow-up interviews with chairs, including those from underrepresented groups

## Outcomes and Impacts made during the reporting period:

- We continue to design thematic, targeted, cohort hires (including CRC nominations) in particular areas (e.g., nuclear materials) in which groups of outstanding scholars are appointed together.
- CRC recruitment news is prioritized on the Queen's Research website. We showcase the accomplishments of the CRCs through research success stories such as Queen's Gazette article "Shaping the Future of Black Studies" about Tier 1 CRC Dr. Katherine McKittrick.
- We continue to provide administrative and strategic support to assist researchers in developing applications for funding opportunities and building their labs and research spaces. Researchers can access various educational resources including New Faculty Orientation Day, Grant Writing Retreat, Research Security Townhalls and Resources for Research training sessions.
- Research Advisor, Equity, Diversity, Inclusion and Indigenization (EDII) continues to support Indigenous related research and serves as a strategic resource for chairholders and researchers to integrate EDII into their research programs. We continually develop resources and host EDII events for our research community, such as webinars about accessibility in research and Indigenous community research partnerships.
- The EDI in Research online modules have had a positive impact on our research community and the number of people registering and taking the training is steadily rising (as of fall 2023 269 people have completed at least one of the three modules since the training went live in the summer of 2021). The synchronous delivery of the modules was successfully launched in 2022.
- Queen's celebrates the diversity of research methodologies and research outcomes, e.g., by holding regular research events (such as the annual Indigenous Research Collaboration Day and Indigenous Knowledge Symposium) and supporting Black flourishing in research and academia through the work of implementing the Scarborough Charter. With support from the CFI-IF grant, Queen's researchers and Indigenous communities are planning an Indigenous Centre located at Queen's University Biological Station which will serve as an ethical space for Indigenous Knowledge Keepers and Western scientists to co-produce environmental management recommendations.

## Challenges encountered during the reporting period:

Our efforts during the reporting period were focused on recruitment and appointing new chairs. Due to limited capacity, large turnover in our CRC cohort, and the overlay of ongoing concerns related to gathering, we did not hold any research recognition events specific to the celebration of CRCs. We were also limited in our ability to implement other activities such as conducting the DEAP analysis for the Vice Principal Research Portfolio, fostering networking and mentorship opportunities for the CRCs, supporting post-CRC transitions, conducting exit interviews and engaging with the CRCs to gather feedback. Additionally, we faced challenges with respect to the shortage and high turnover of Indigenous scholars which thwarted the planning process for Queen's Indigenous Research Centre on the main campus. We are hoping to address these gaps and enhance Indigenous research excellence through targeted hires for Queen's National Scholar positions 2022-23, reserved for Indigenous academics. We are proactively beginning planning for recruitment of a Tier 1 Indigenous scholar in alignment with our 12/31/2027 institutional EDI targets.

## Next Steps (indicate specific dates/timelines):

- We will engage with the CRCs through surveys and interviews to gather feedback on the current measures and address any emerging needs (spring 2024). The findings will inform the updating of our current CRC EDI Action Plan.
- We will conduct the feasibility scan of Queen's original CRC EDI Action Plan and revise it accordingly. This process will begin in 2024.

## Was funding from the CRCP EDI stipend used for this key objective?

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

25000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

These funds were spent on the salary of a Research Advisor, Equity, Diversity, Inclusion and Indigenization. The recruitment of RA, EDII further supported the priorities and objectives as set out in the Queen’s CRC EDI Action Plan 2019 by expanding capacity within the Office of the Vice-Principal Research to all four designated groups. The RA provides formal support systems and expert advice to chairs and researchers whose research programs seek to expand their EDI impact and improve research design to facilitate the exchange of good practices in EDI that are transferable between departments, faculties and the whole university.

**EDI Stipend Impact Rating**

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Major impact (the EDI Stipend had a major impact on achieving progress)

**Indicate in the table below any leveraged cash or in-kind contributions provided by the institution**

Leveraged cash or in-kind contributions from your institution (if applicable):

|   | Amount \$ | Source / Type (cash or in-kind) |
|---|-----------|---------------------------------|
| 1 | 25300     | Source: Internal Type: Cash     |

**Key Objective 4**

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 4:

4. To ensure equitable and transparent support for all CRC holders.

**Systemic barriers -**

Please provide a high-level description of the systemic barriers (e.g., summarize what the barriers are and how they were identified):

Barriers were reported in full in the 2020-2021 report. Briefly: some CRCs noted differentials in research stipends that can be demoralizing, and that greater equity should be implemented. A number of CRCs felt that the university relied too heavily on CRC holders to carry out core teaching and that increased teaching release would be beneficial and greater recognition of student mentorship/training. There was a concern that CFI JELF envelope might be allocated unfairly.

## Corresponding actions undertaken/to be undertaken to address the barriers:

|                        |   | Progress to date |
|------------------------|---|------------------|
| Corresponding action 1 | Actions identified in previous reports remained priorities. | In progress      |
| Corresponding action 2 | N/A   | Not yet started  |
| Corresponding action 3 | N/A   | Not yet started  |
| Corresponding action 4 | N/A   | Not yet started  |
| Corresponding action 5 | N/A   | Not yet started  |
| Corresponding action 6 | N/A   | Not yet started  |

## Corresponding actions undertaken to address the barriers:

- All new and renewing CRCs receive the minimum research stipend as outlined in the Queen's CRC EDI Action Plan – this has been confirmed No new data have been gathered on the following indicators:
- Data that indicates that CFI JELFs are equitably administered
- Annual comparative scan to identify anomalies

## Outcomes and Impacts made during the reporting period:

- The coordinated management of the CRC packages continues to have a positive impact. Vice-Principal Research, Vice-Principal (Culture, Equity, and Inclusion), Deans and Unit Heads communicate about comparators to ensure that the base level of support for the CRCs is equal, including the teaching release. The mandatory minimum for research stipends is provided to CRC holders.
- We verify that the level of support offered in the nomination package corresponds to the actual level of support and follow-up in case of discrepancies (this occurs at the time of chair renewal). The Queen's CRC Accountability webpage also provides contact information for chairs to use in the case of issues around support.
- The CFI-JELF allocation is determined by the departments and faculties based on the chairs' needs and the specifics of their research programs. Queen's aims to provide all new external CRC's demonstrating a JELF need with an allocation, however JELF allocation is quite limited and may not accommodate all requests (see challenges and next steps below). Extensive institutional forecasting is completed to best align JELF allocation with CRC recruitment timelines and individual chairholder needs.

## Challenges encountered during the reporting period:

One of the challenges identified is that institutions no longer have oversight or access to chairholder annual reports which were previously used to monitor levels of support including the service load. The removal of access was sudden and did not give our institution enough time to come up with new monitoring strategies. Additional monitoring mechanisms are needed to track CFI-JELF allocation, equitable research space provision and service loads. Unfortunately, the CFI JELF allocation is not currently sufficient and doesn't meet the institutional demand. The timelines for CRC recruitment and CFI JELF applications do not always overlap. Depending on the timing of the chair recruitment, JELF availability may be constrained.

**Next Steps (indicate specific dates/timelines):**

• The process of updating monitoring mechanisms and gathering data began in fall 2023. Queen’s will further consider a plan to annually monitor allocation of CFI JELF from an EDI perspective to ensure equitable administration. This indicator was included in our annual reporting plan when Queen’s CFI JELF allocation was sufficient for institutional needs. Currently, the JELF allocation falls quite short resulting in very limited availability. Additionally, not all CRCs will have infrastructure needs and require a CFI JELF allocation which makes equitable distribution difficult to assess. In consultation with the aforementioned working group, we will develop a more holistic approach to assessing distribution of space and infrastructure needs from an EDI perspective. • We will retroactively complete a comparative scan for anomalies in 2024. In fall 2023 we started to collect disaggregated data retroactively and proactively on measures of support such as research stipend, protected research time, and infrastructure support, which will inform our analysis. • We will engage with the CRCs through surveys and interviews to gather feedback on the current measures and address any emerging needs (spring 2024). The findings will inform the updating of our current CRC EDI Action Plan. • We will conduct the feasibility scan of Queen’s original CRC EDI Action Plan and revise it accordingly. This process will begin in 2024.

**Was funding from the CRCP EDI stipend used for this key objective?**

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 5**

**Corresponding actions undertaken/to be undertaken to address the barriers:**

| If you have no action to report, please type ‘N/A’ in the answer field. |  | Progress to date |
|---|--|------------------|
| Corresponding action 1  |  | Not yet started  |
| Corresponding action 2  |  | Not yet started  |
| Corresponding action 3  |  | Not yet started  |
| Corresponding action 4  |  | Not yet started  |
| Corresponding action 5  |  | Not yet started  |
| Corresponding action 6  |  | Not yet started  |

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**Key Objective 6**

Corresponding actions undertaken/to be undertaken to address the barriers:

| If you have no action to report, please type 'N/A' in the answer field. |  | Progress to date |
|---|--|------------------|
| Corresponding action 1  |  | Not yet started  |
| Corresponding action 2  |  | Not yet started  |
| Corresponding action 3  |  | Not yet started  |
| Corresponding action 4  |  | Not yet started  |
| Corresponding action 5  |  | Not yet started  |
| Corresponding action 6  |  | Not yet started  |

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

**PART B: Challenges and Opportunities**

**Challenges**

Other than what has been outlined in the section above, outline any challenges regarding the implementation of the EDI action plan. If COVID-19 has had an impact on the implementation of the institution’s action plan, please outline how below. How has or will the institution address these challenges? (limit: 5100 characters):

As our institution continues to recover from the challenges that emerged as a result of COVID-19, including budgetary restrictions and capacity limitations, the main priority in terms of implementing the CRC EDI action plan has been filling the chair allocations and ensuring that Queen’s addresses the under-representation across the FDG’s among the chairholders. The original CRC EDI Action Plan was developed prior to the 2021 Institutional Equity Target Setting exercise, and with limited guidance on required content.

**Opportunities**

Other than what has been outlined in the section above, outline any opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. (limit: 5100 characters):

Our current chair complement includes largely new CRCs, and due to successful implementation of several aspects of the EDI Action Plan, a much larger proportion of chairholders have self-identified as a member of one or more of the FDG’s. Our initial EDI action plan is based on environmental scans conducted in 2019. We will be revising our CRC EDI Action Plan in 2024-2025 to ensure it aligns with current institutional capacity and demonstrated chairholder needs.

**PART C: Reporting on EDI Stipend objectives not accounted for in Part A**

**Instructions:**

- Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.
- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.
- If you did not receive an EDI stipend during the reporting year, please leave this section blank.

**Objectives associated with your institution’s EDI Stipend application**

**Table C1.** Provide information on the objectives associated with your institution’s EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 1**

**PART C: Reporting on EDI Stipend objectives not accounted for in Part A**

**Additional Objectives (if applicable)**

**Table C1.** Provide information on the objectives associated with your institution’s EDI Stipend application, including the funding and timelines, for the reporting period.

**EDI Stipend Objective 2**

**EDI Stipend Objective 3**

#### **EDI Stipend Objective 4**

#### **EDI Stipend Objective 5**

#### **EDI Stipend Objective 6**

### **Part D: Engagement with individuals from underrepresented groups**

Outline how the institution has engaged with underrepresented groups: e.g., racialized individuals, Indigenous Peoples, persons with disabilities, women, 2SLGBTQIA+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

The Associate Vice-Principals (Research) engaged directly with the CRCs (one-on-one engagement and group sessions) to check in and provide ongoing support, however due to capacity limitations and challenges mentioned in the previous sections of this report, we did not have an opportunity to create a separate space for consultations with underrepresented groups. As a next step we will deploy surveys and conduct interviews with the CRCs including engagement specific to equity-deserving groups to identify potential gaps, course corrections and gather their perspectives on the impact of the measures that are currently being implemented and potential new directions. These engagements will be used to inform the updating of our current CRC EDI Action plan as noted in part b. The open competition launched in March 2023 was designed to confidentially consider intersectionality in the assessment of research excellence and overcoming of systemic barriers by candidates. Intersectionality was also considered by using the QEAP system in the external recruitment of chairs.



## **PART E: Efforts to Address Systemic Barriers More Broadly within the Institution**

Briefly outline other EDI initiatives underway at the institution (that are broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where relevant, using the hyperlink boxes provided below (URLs should include https://). Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (limit: 4080 characters)

Queen's University is committed to advancing the principles of EDII in all aspects of academic practice and research, including the production of knowledge, equitable access to funding and research opportunities, and inclusive and diverse research team composition. Following the release of the Principal's Implementation Committee on Racism, Diversity and Inclusion Report and Extending the Rafters Truth and Reconciliation Commission Task Force Final Report in 2017 Queen's initiated a movement to create an academic environment that is inclusive and equitable at all levels. Key efforts include: 1) the creation of the Office of Indigenous Initiatives 2) the development of interim performance metrics to monitor, assess and report EDII advancements, 3) outreach and recruitment measures to ensure success in attracting talent from diverse backgrounds, and 4) the establishment of the University Council on Anti-Racism and Equity (UCARE) to serve as a forum for community dialogue on issues related to racism, inclusion and equity at the university. Several faculties and schools have hired EDII Directors, created EDII strategies and action plans as well as programs to increase and facilitate participation of Black and Indigenous students. Examples of faculty action plans and resources include: • EDII Strategy and Action Plan. Smith School of Business. • Diversity and Inclusiveness Framework. Smith Engineering. • EDIIA Action Plan. Faculty of Health Sciences. • EDII Resources. Faculty of Law. • EDII Resources. Faculty of Arts and Science. • EDII Resources. Faculty of Education. Smith Engineering created the position of Chair for Women in Engineering. Queen's Health Sciences established the Dean's Action Table on EDI Forum, with EDII leads in each Department and School within the Faculty. A new Black Studies Program at the Faculty of Arts and Science resulted in recruitment of new faculty with the appropriate specialization. Queen's provides EDII training opportunities and advisory services to our research community. The Research Advisor, EDII serves as a primary contact and strategic resource for researchers, helping and guiding them in the integration of EDII into team composition, research design, processes, analysis, interpretation and communication of results. The Integrating EDII in Research website, offers recommendations on how to develop an EDII action plan and address the EDII considerations in funding applications. EDI in Research Online Training Modules assist researchers in developing practical skills related to the inclusion of EDII throughout the full research cycle. Additional supports available include EDII workshops (e.g. anti-racism, unconscious bias training, intercultural awareness), resources available through the Office of the Provost and Vice-Principal (Academic), as well as access to both the Diversity and Equity Assessment and Planning (DEAP) Tool developed by the Human Rights and Equity Office to assist units in understanding the discipline-specific climate relating to EDII and the DEAP tool for individual researchers and labs. Here is a summary of other ongoing efforts towards ensuring that EDII wise practices are employed within the broader research and academic enterprise at Queen's University: • Queen's University Employment Equity Report 2022/23 • EDII Annual Progress Reports • TRC Task Force Progress Reports • Queen's Equity Appointments Process (QEAP): an innovative web application that collects, tracks, and reports on employment equity data. • Queen's University Administration's Declaration of Commitment to Address Systemic Racism • The work of the Indigenous Council and its working groups. • The work of implementing the Scarborough Charter at Queen's.

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