

NSCAD University
Office of Academic Affairs and Research
December 12, 2018

Equity, Diversity, and Inclusion Action Plan

An inclusive campus is an environment where every member is a valued contributor. It is a campus that encourages diverse perspectives and recognizes that it is through diversity that creativity and innovation can flourish. Fostering a culture of inclusion is a process that begins with acknowledging the diversity among us and the fact that some members of our community experience barriers to education, employment, and full participation due to systemic factors. An institution that is committed to fostering a culture of inclusion continually designs, reviews and rebuilds structures (policies, programs, practices) that are inclusive, equitable, and accessible to all, thereby reducing the necessity for accommodation and remediation.

Equity, Diversity, and Inclusion Objectives and Measurement Strategies

The following objectives and actions are based on analysis of the university’s current CRC Program allocation, the [CRC Program equity, diversity, and inclusivity targets](#) 2015-17 and NSCAD University’s institutional context as defined in the Strategic Framework and *Academic Plan: Towards 2020*. As a small university, we are being asked to set targets.

NSCAD University’s CRC Equity, Diversity, and Inclusion Targets (2015-17)

Designated Group	Target	Actual
Women	0	0
Persons with Disability	0	0
Aboriginal Peoples	0	0
Visible Minorities	0	0

Objective 1: Meet or exceed CRC Program institutional targets for all four designated groups by December 2019

1.1 Indicators

1. By December 2018: meet or exceed CRC target for members of Visible Minorities (n>=0); meet or exceed CRC target for women (n>=0).
2. By December 2019: meet or exceed CRC target for Aboriginal Peoples (n>0).
3. By December 2020, meet or exceed CRC target for persons with disabilities (n>=0).

1.2 Actions

1. Selectively use targeted recruitment to address gaps in accordance with the university’s CRC policy
2. Actively work to exceed targets for each of the Four designated groups to mitigate risk due to turn-over

1.3 Analysis

One CRC will be made available to NSCAD over the next two years, although we hope for more through the Special Allocation process: one Tier 1 CRC. The following analysis outlines the feasibility of filling this CRC with members of the Four Designated Groups to meet Objective 1.

Women: NSCAD University does not currently have a woman chairholder. Given the demographics of the faculty generally (50:50), we have no concerns about the likelihood of filling the chair with a woman.

Visible Minorities: NSCAD University does not ask faculty and professional employees to identify as a Racialized Person. Having said that, we recognize that the community is asking that faculty reflect the racial realities and histories of Halifax with both indigenous and African Nova Scotian (black diasporic) appointments. It is a significant issue and thus a priority, so it should be possible to use the available CRC for targeted recruitment.

Aboriginal Peoples: The university is meeting the CRC Program institutional target for Aboriginal Peoples (target 0; current 0), but intends to exceed this target by at least one. The 2014 census shows that Aboriginal People are under-represented in academia. The university has taken steps to correct this under-representation by developing an Indigenous Arts minor, staffed by Indigenous individual course appointees. This should increase the feasibility of attracting at least one CRC through targeted recruitment.

Persons with Disabilities: The university has met the CRC Program target for persons with disabilities (target 0; current 0). However, given the accessibility concerns with the historic campus and the visual/auditory nature of the curriculum/research program at NSCAD, we anticipate that this may be a difficult category of diversity to fill. We will prioritize internal candidates prior to initiating an external, targeted search.

Objective 2: Demonstrate the value of diversity, inclusion, and equity throughout the management, implementation, and promotion of the university's CRC program

2.1 Indicators

1. Number of Canada Research Chairs in research areas relevant to diversity, equity, and inclusion is increased by 50% by 2019 (for a total of three).
2. Comparative review of support (financial and non-financial) provided to CRC chairholders is completed by December 2018
3. Every nomination and renewal submission meets the university's and the CRC Program's expectations of transparency, equity, fairness
4. Materials publicizing the university's CRC policies, actions, postings, and appointments clearly express the value of diversity and (in case of appointments) the merit of the nominee

2.2 Actions

1. Establish a committee mandated to review and evaluate recruitment and selection processes according to the university's revised CRC policies and the university's Equity, Diversity, and Inclusion Action Plan.
2. Align standard operating procedures with policy; communicate and implement these procedures consistently.

3. Review the level of support being provided to individuals from the four designated groups, to ensure they are not disadvantaged compared to other CRC chairholders and develop an action plan to correct any disadvantages. Consult with CRC members of the four designated groups in order to determine the level of support required.
4. Review communications publicizing the university's CRC policies, actions, and postings to ensure that they express the value of diversity (ongoing)
5. Review communications publicizing CRC renewals and nominations to ensure that all emphasize research excellence, alignment with SRP, and with the values of the institution (ongoing).

2.3 Analysis

NSCAD University's CRC procedures have been in place and public since 2008, and have been revised twice before this current revision of 2018. These procedures have been administered by the Office of Academic Affairs and Research (OAAR), which has a strong ethic of support and transparency. Supported by the Director of Human Resources, and under the leadership of the VPAR, the Office of Academic Affairs and Research is thus well prepared and positioned to achieve Objective 2.

Objective 3: Make the campus environment more inclusive

3.1 Indicators

Training module coordinated by the Office of Academic Affairs and Research and developed/delivered by research office staff to faculty-researchers and staff, including CRC chairholders.

3.2 Actions

Develop an Inclusion Framework that will direct efforts to engage members of Four designated groups (CRC chairholders and CRC staff and students) to better understand their needs, identify gaps in existing support services, address gaps, and support researchers in realizing inclusivity in the research enterprise by developing and delivering training and resources.

3.3 Analysis

The university's CRC equity, diversity, and inclusion action plan supports ongoing efforts at NSCAD University to foster and promote a culture of equity, diversion and inclusion across the three domains of leadership and governance; campus environment; academic landscape.

4. Management of Canada Research Chair Allocations

NSCAD University's chair allocation policies conform to the tenets of the Collective Agreement between NSCAD University and FUNSCAD Unit 1.

4.1 Allocation

The VPAR, in consultation with the Research Committee of Senate, will make the decision to allocate a vacant CRC, and the general area of research to which the chair is allocated will be in accordance with and relevant to the University's Strategic Research Plan (SRP).

4.2 Use of CRCs for Recruitment or Retention

In keeping with the practice of recruitment for all faculty positions, the Dean or VPAR will be responsible for developing a recruitment plan that is fair, transparent, and ensures equity, diversity, and inclusion.

All CRC positions must be openly advertised as widely as possible to ensure that the university's CRC program accesses the largest possible pool of qualified candidates.

- CRCs designated for recruitment must be advertised widely and to professional societies and associated of designated groups for a minimum of 30 days.
- CRCs designated for retention must be posted for a minimum of 30 days, noting that this is an internal search.

Search committees will conduct each search process consistent with a "CRC toolkit" that will include tools to aid committees in ensuring a fair and equitable process.

The search committee will be expected to make a final recommendation to the VPAR. The recommendation must be accompanied by a full hiring report that must include the rationale when a member of a targeted group is unsuccessful. This rationale should be approved by the committee member with equity, diversity, and inclusion expertise.

The VPAR in consultation with the Director of Human Resources will review the recommendation to ensure that it is in compliance with the CRC chairholder recruitment and nomination processes with relevant equity, diversity, and inclusion policies and the university's commitment to address gap for the four designated groups.

4.3 Use of CRCs for Renewals

CRCs in their second term will not be renewed and will be treated as a vacancy for re-allocation.

The college in which any CRC is eligible for renewal will have the first right to request retention of the CRC in order to renew the CRC chairholder.

For the request to be approved for renewal nomination, a number of conditions must be met, including contribution of CRC chairholder to meeting the CRC Program equity, diversity, and inclusion targets for the university and/or to advancing the university's Inclusion Framework (e.g. by creating an inclusive and diverse research program).

A CRC Advisory Committee will be struck to provide the VPAR with feedback in accordance with the committee's terms of reference.

5. Collection of Equity and Diversity Data

NSCAD University is committed to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities/Visible Minorities. The University recognizes that there are additional communities who may experience barriers in employment.

All faculty applicants are invited to self-identify within their applications:

NSCAD University invites and encourages applications from all qualified individuals, including from groups that are traditionally underrepresented in employment, who may contribute to further diversification of our Institution. **We encourage members of equity- and diversity-seeking groups to self-identify within their letter of intent in their application.**

6. Retention and Inclusivity

The university is committed to providing a supportive and inclusive workplace for all employees (including those from the four designated groups). NSCAD University's Respectful Workplaces policies, overseen by the Office of Human Resources, outlines the processes available for resolving disputes and is available to all members of the university community.

As specified under Equity, Diversity, and Inclusion Action Plan [Objective 3](#), NSCAD University will engage faculty members from the four designated groups to design processes that support CRC chairholders who are members of the four designated groups. Such processes may include, for example, exit interviews to monitor departures of CRC chairholders from the institution or review of the University's CRC policies and procedures.

Contact information

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