



Canada Research Chairs Program

Equity, Diversity and Inclusion Action Plan

AUGUST 2026

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Introduction

Responding to equity, diversity and inclusion challenges within the Canada Research Chairs (CRC) program, the CRC Secretariat mandated that all institutions develop their own Canada Research Chairs Equity, Diversity and Inclusion Action Plan (EDIAP) in spring 2017. The purpose of the CRC EDIAP is to describe how the institution sustains, and where needed builds, the participation of individuals from the federally defined four designated groups (FDGs) – women and gender equity seeking groups, Indigenous peoples, persons with disabilities and racialized people - within their allocation of Chairs, while also remaining aware of the barriers faced by 2SLGBTQIA+ people and the important role of intersectionality and the powerful ways layers of identity play out in the lived experience of many.

During the implementation of this directive, the CRC Secretariat adopted a differentiated approach, giving institutions with fewer than five CRC allocations modified expectations and timelines. In summer 2025, the CRC Secretariat advised institutions that had previously paused work on their CRC EDIAP to reactivate and finalize their plans with a condensed timeline. As a result, Cape Breton University (CBU) has now developed its first Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan.

CBU envisions a rich research culture that champions equity, diversity, inclusion and decolonization to support a truly inclusive place to work, study, and conduct innovative research. Our pursuit of excellence in research is guided by the knowledge that identity is complex, and the belief that diversity and inclusion support academic excellence by inspiring innovation, increasing collaboration, improving learning, and advancing research. CBU is committed to the belief that success in our equity, diversity and inclusion (EDI) efforts will make us more resilient, innovative, and strengthen the impact of research in our communities; we believe that we are better together.

Linking to the Broader Strategic Goals of CBU

Strengthening efforts related to equity, diversity, and inclusion involves internal reflection and taking in feedback, increasing awareness, building capacity, and promoting policy. All of this takes place in collaboration and is supported by a community of scholarship. Three key documents that guide CBU's strategic vision are the [Strategic Plan \(2025-2030\)](#), the [Strategic Research Plan \(2026-2030\)](#), and the [Equity, Diversity and Inclusion \(EDI\) Workplace Action Plan \(2023\)](#), *Better Together: Our Commitment to Equity, Diversity, and Inclusion in the Workplace (henceforth, Better Together (2023))*.

The CBU [Strategic Plan \(2025-2030\)](#) prioritizes:

- Developing inclusive mentorship models, research opportunities, campus activities, services, and infrastructure that promote engagement in and affinity to the university.

- Embracing our responsibility to reconciliation by deepening relationships and promoting L’nu scholarship to advance the mission of Unama’ki College.
- Forging an inclusive and respectful university culture by embracing diverse perspectives and experiences to develop active and responsible citizens.

The CBU [Strategic Research Plan \(2026-2030\)](#) prioritizes:

- Promoting an inclusive definition of “researcher” to include faculty and staff across departments who engage in research.
- Following leading practices for recognizing and rewarding Indigenous research and research with Indigenous communities.
- Joining institutions across Canada in signing the Declaration of Research Assessment (DORA) to develop best practices for promoting, evaluating and understanding research impact (signed August 2026).
- Recognizing and rewarding diverse research approaches, including Indigenous research methods and outputs for transformative impact.
- Establishing a consistent process for welcoming and onboarding new researchers.
- Updating and expanding Office of Research and Graduate Studies (ORGS) policies and procedures to enhance transparency and facilitate compliance with administrative processes.

CBU’s [Better Together \(2023\)](#) prioritizes:

- Accountability, mentorship, and education for university leaders.
- Inclusive policies, processes, and training to ensure that employees feel safe and supported.
- Clear EDI training and communication for all CBU employees.
- Accommodations for accessibility and success in the workplace.
- Recruitment and retention of underrepresented groups.

The development of the CBU CRC EDIAP aligns with these priorities. In 2019, CBU became one of the Canadian institutions to endorse the Dimensions Program Charter. CBU was also awarded a Tri-Agency EDI Institutional Capacity-Building Grant that supported the development of our institutional EDI Workplace Action Plan including a Project Manager to lead development of the plan and an institution-wide decolonization learning experience (Learning About the L’nu Way). This project was critical in initiating the conversation about EDI on the CBU campus more broadly. CBU’s ongoing commitments to EDI, as outlined in our [Strategic Research Plan \(2026-2030\)](#) and [Better Together \(2023\)](#), are advanced through initiatives supported in part by the CRC EDI Stipend, institutional support for other research chairs—including the Natural Sciences and Engineering Research Council of Canada (NSERC) Chair for Inclusion in Science and Engineering and the Purdy Crawford Chair in Indigenous Business—and participation in national initiatives such as the Dimensions Canada program, of which CBU is an active grant partner.

Objectives

As a result of institutional assessments ([Appendix A](#)) conducted between 2019 and 2023, CBU has identified, and is committed to, achieving three objectives associated with equity, diversity, and inclusion within the Canada Research Chairs (CRC) program. These objectives are aligned to actions and outcomes designed to address feedback and reduce barriers for CRCs. In addition, these objectives are designed to leverage the CRC Program to be catalytic in improving EDI for all researchers. These three objectives are:

- 1) Identifying and Reducing Administrative Barriers
- 2) Supporting CRCs Throughout the Chair Lifecycle
- 3) Capacity Building and Education

Objective 1: Identifying and Reducing Administrative Barriers

A key finding of the [Environmental Scan](#) (Appendix A) was the lack of transparency in processes, which created barriers to understanding and access for active and prospective CRCs. In response, a series of targeted actions are identified to address these challenges, focusing primarily on the creation and revision of clear, accessible resources for all faculty that are more readily discoverable.

Table 1: Objective 1 - Barriers

Project Name	Responsibility	Action
Inclusive recruitment advertising strategy	ORGS HR	Develop a list of diverse and inclusive job boards and networks to promote CRC positions. This list will also be made available to support equitable hiring across all research roles at CBU.
Update the CRC recruitment and nomination plans	ORGS	Review and update the CRC recruitment and nomination plans/policies. These will be piloted in upcoming CRC calls.
Selection committee policy and process review	ORGS HR	Review and revise the structure, policies, and terms of reference for CRC selection committees to ensure alignment with CRC EDI best practices.

Research Resource Hub	ORGS	Develop an online hub for research administration resources to support transparency and consistency.
Produce and update administrative resources into the hub	ORGS Finance	Develop summaries and key resources (e.g., checklists, quick-reference guides) of key administrative policies and processes, including eligible research expenses, in-kind contributions, and letters of support and publish to the hub.
Mentorship support for research supervisors	ORGS	Develop targeted resources and training to support CRCs and faculty in fostering inclusive and effective relationships with graduate students, postdocs, and other mentees.
Digitize research admin processes	ORGS IT	Implement a digital research management platform to streamline and standardize pre- and post-award processes, improving accessibility and transparency for all researchers.

Objective 1 Outcomes

These initiatives aim to reduce administrative barriers that may disproportionately impact under-recognized groups by improving transparency, accessibility, and consistency across research administration processes, these actions will:

- Enhance the recruitment and retention of diverse CRC candidates
- Support equitable, transparent and consistent access to research opportunities and supports
- Promote inclusive supervision and mentorship practices
- Strengthen research administration processes in ways that benefit all researchers, while prioritizing CRC program goals

Objective 2: Supporting CRCs Throughout the Chairholder Lifecycle

Another finding of the [Environmental Scan](#) (Appendix A) was the lack of orientation or onboarding process received by new CRCs. To address this feedback, and build on related feedback noting the need for transparency in processes, proposed actions focus on the development of processes and resources specific to supporting CRCs in all stages of their CRC tenure.

Table 2: Objective 2: Support throughout the CRC Life Cycle

Project Name	Responsibility	Action
CRC onboarding and orientation guide	ORGS HR Finance	Develop a comprehensive onboarding guide to ensure new CRCs receive timely, consistent, and inclusive information about their roles, responsibilities, and available support.
CRC transition and exit guide	ORGS Academic Deans	Create a resource to support CRCs as they complete their terms, including guidance on transitions, succession planning, and post-CRC support.
CRC renewal process guide	ORGS	Develop clear guidance outlining timelines, expectations, and institutional support for CRC renewals, aligned with CRC program criteria and EDI goals.
Annual and midterm reporting guide	ORGS	Create a guide that outlines the process and content expectations for annual and midterm CRC reports, including tips on incorporating EDI and tracking impact and output throughout their term.

Objective 2 Outcomes

These resources will support all CRCS in equitable and consistent access to up-to-date information at every stage of their appointment. This will:

- Reduce uncertainty and administrative hurdles for CRCs
- Promote transparent expectations and timelines
- Support CRCs in meeting program requirements
- Reinforce a supportive and inclusive research culture across the CRC lifecycle
- Improve transparency and consistency of expectations across CRCs
- Support and align with Objective 1

Objective 3: Capacity Building and Education

Objective three addresses feedback calling for more community building and research capacity building within the institution. As a result, actions focus on the development of public-facing researcher profiles, engagement with CBU leadership, and professional training.

Table 3: Objective 3: Capacity Building and Education

Project Name	Responsibility	Action
Showcasing CRC Research Excellence	ORGS MarComm	Increase visibility of CRCs' work through public-facing platforms and storytelling initiatives that highlight diverse research contributions and impacts.
Researcher profiles	ORGS IT MarComm	Develop a researcher profile system where faculty—including CRCs—can showcase expertise, track outputs (e.g., publications, grants), and have agency over how they are represented publicly.
EDI in research resource series	ORGS	Create a suite of practical guides/learning opportunities/other resources to support inclusive research practices. (E.g., including EDI in grant writing, building inclusive

		research teams, and narrative CV development).
CRC-leadership engagement	ORGS VPA Office Academic Deans	Establish an annual meeting between CRCs and university leadership (Deans, VPA, AVPRI, ADR) to foster relationship-building, mentorship, and strategic alignment.
Funding opportunity discovery tool	ORGS IT	As part of the “Digitize Research Administration Processes” initiative, leverage the grant opportunities database to help CRCs identify funding opportunities aligned with their research interests and career stage. The platform should also support the discovery of potential collaborators across CBU for joint applications.
Accountability monitoring	ORGS	Ongoing feedback formally sought from CRCs in the form of a Qualtrics survey at renewal and Chair end. Interview option available.

Objective 3 Outcomes

These initiatives will build institutional and individual capacity to support CRC success, while reinforcing transparency and inclusive practices. They will:

- Empower CRCs to control how their work is represented and promoted
- Strengthen connections between CRCs and institutional leadership
- Enhance understanding of EDI in research design, research building, and funding for CRCs and, utilize the CRC program to be catalytic in building skills across campus
- Monitor how EDI commitments are being followed through and are achieving intended outcomes

Plan Development and Governance

The CBU CRC Equity, Diversity and Inclusion Action Plan was initiated in 2019, with the intent to co-create a policy framework aligned with the Canada Research Chairs Program requirements. Early stages of this process included consultations with active and former CRCs conducted in 2021 and 2023. Additionally, CBU completed an [Employment Systems Review](#), an [Environmental Scan](#), and a [Comparative Review](#) of institutional support provided to CRCs. In accordance with CRC Program instructions for institutions holding fewer than five chairs, the development of the Action Plan was subsequently placed on hold.

The Action Plan was revisited in 2025 with the objective of completing a fulsome plan by August 2026. In 2026, we built on findings from the initial internal review and sought renewed input from CRCs and consultations with relevant support units to assess institutional capacity to implement the proposed actions. Oversight of the CBU CRC EDIAP is provided by the Office of Research and Graduate Studies (ORGS) with the final approval by the Associate Vice-President, Research and Innovation (AVPRI).

Ongoing dialogue with CRCs including at mid-term, renewal (if applicable) and program exit, will also inform changes and actions throughout the duration of the plan. In addition, ORGS will meet and review progress annually during the CRC program annual reporting process. This CBU CRC EDIAP establishes a five-year plan and will be formally reviewed and updated in 2031 following CBU's next Strategic Research Plan. The review process will include broad engagement with CRCs to inform and guide future directions of the Action Plan.

Conclusion

The CBU CRC EDIAP affirms Cape Breton University's ongoing commitment to equity, diversity and inclusion being meaningfully embedded within the Canada Research Chairs Program at the University. Grounded in institutional strategy, and developed through consultation, this plan provides a structured framework for strategic action over the next five years. Meaningful implementation of this plan will require continued collaboration across the institution, ongoing dialogue, resources and planning. This CRC EDIAP will be monitored and revisited over the next five years with future updates guided by broad engagement with CRCs to ensure the plan remains responsive, relevant, and aligned with institutional priorities and CRC Program expectations.

APPENDIX A: Institutional Self Assessments

Employment Systems Review

In 2020, CBU undertook an employment systems review. The purpose of the employment systems review is to review the extent that CBU's current recruitment and nomination practices, policies, systems and structures are open and transparent and understand and assess barriers that may have an adverse impact on the four designated groups (FDGs) (women and gender equity seeking groups, Indigenous peoples, people with a disability and racialized people). Then, to include corrective measures to address systemic barriers. A dedicated project manager was hired to lead the employment systems review for the CRC EDIAP, working with a team from the Office of Research and Graduate Studies (ORGS) and the Centre for Teaching and Learning (CTL), with support from human resources (HR).

Within this review, we compared the CRC Program's requirements for recruiting and nominating CRCs to CBU's practices to determine if CBU's systems meet these requirements. This also included a review of the following policies to determine workplace equity within the research environment.

- [Cape Breton University Faculty Association \(CBUFA\) Collective Agreement \(2025-2030\)](#) (see Article 5 (pg. 7-8) for Equity, Fairness and Non-Discrimination and Article 23.1.6 (pg. 36-37) for Research Chairs under the Bargaining Unit).
- [Better Together \(2023\)](#)
- [Respectful Campus Policy and Procedures \(2025\)](#)
- [Sexual Violence Policy and Guidelines \(2025\)](#)
- [Research Assistant Employment Policy \(2026\)](#)
- [Conflict of Interest in Research Policy \(2026\)](#)
- [Integrity in Research Policy \(2026\)](#)
- [Research Centres and Institutes Policy \(2026\)](#)

Cape Breton University follows [the requirements for recruiting and nominating Canada Research Chairs](#), with attention to the need to meet and sustain its [equity and diversity targets](#) for women and gender equity seeking groups, persons with disabilities, Indigenous peoples and racialized individuals within its allocation of chairs. Within the review, we also acknowledge that as a small rural university, CBU faces challenges attracting and retaining faculty members. In addition, in past CRC postings, there were requirements that were not met, specifically the inclusion of a statement on the institution's accommodation policies and a statement that recognizes life circumstances. These requirements have been updated since CBU's last CRC postings in 2018 which followed the program's guidelines for supporting a fair and transparent recruitment and nomination process (implemented in 2011 and updated in September 2018).

The [CBUFA Collective Agreement \(2025-2030\)](#) defines hiring and advancement of faculty members, including CRCs. For Research Chairs under the Bargaining Unit Article 23.1.6 (pg. 38) states:

“Where Research Chairs are funded by external agencies and the Chair sponsor allows for salary levels that exceed the salary scales of CBUFA members at rank, the position of Chair may include a stipend in addition to the basic faculty salary as noted in Schedule A. The Association will be advised on a confidential basis of the terms of the agreement and the stipend will be discontinued when the incumbent leaves the Chair position.”

The agreement specifies non-discrimination under Article 5 (pg. 7-8), which states:

“The Parties agree that there will be no discrimination on the basis of: race, religion, colour, gender, sex, creed, marital status (including same sex spouses as defined in Article 3.1(b) family status, age, political belief, affiliation or activity, physical or mental disability, ethnic, national or First Nations, Metis or Inuit origin, sexual orientation, gender identity, gender expression, place of residence, an irrational fear of contracting an illness or disease, first language, source of income, membership, non-membership or activity in the Association or exercising any rights under the Collective Agreement. except where any of the aforementioned bases as recognized by the Nova Scotia Human Rights Act, is either a bona fide qualification, or reasonably precludes performance of the employee’s duties and responsibilities, or as recognized by the Canadian Charter of Rights and Freedoms is a reasonable limit prescribed by law as can be demonstrably justified in a free and democratic society, subject, however, to the Parties’ relevant duties to accommodate.”

Action 2.2 in CBU’s [Better Together \(2023\)](#) recommended the review and revision of CBU’s Respectful Campus Policy to reflect CBU’s commitment to approaching conflict resolution from a decolonizing perspective. This included adding language and procedures to support transparent reporting and resolution of EDI-related issues, including guidance on addressing micro-aggressions, and providing training and education to all employees about the Respectful Campus Policy and related subject matter. CBU has completed revisions to its [Respectful Campus Policy and Procedures](#) (updated September 2025) and [Sexual Violence Policy and Guidelines](#) (updated October 2025).

Comparative Review

The purpose of the comparative review was to analyze the support and compensation provided to chairholders at CBU, with the goal of reviewing equity for CRC Chairholders. A review was undertaken in 2024 that assessed whether all CRCs had received the following supports:

- Chairholders are offered course releases each academic year (a reduction from the normal teaching load).
- Chairholders can negotiate their course load with their Academic Dean and VPA and attempt to teach all their teaching requirements in one semester, to maximize the time for research during the rest of the year.
- Chairholders are not required to serve on any university committee (though they may voluntarily choose to do so), thus minimizing the service requirements normally expected of full-time tenured or tenure-track faculty members.

In addition to the above, for the purpose of the comparative review, CRC Chairholders were evaluated based on (i) salary and benefits, (ii) financial support, and (iii) access to research space and facilities.

Salary and Benefits

Salary and benefits are determined by the collective agreements between Cape Breton University (CBU) and the Cape Breton University Faculty Association (CBUFA). When hired, faculty members are placed on a salary grid, and their benefits are determined by the relative collective agreement. At time of hiring, comparisons are made with similar hires to ensure fair placement on the grid. Article 35.1.7 of the CBUFA collective agreement lays out the commitments to equity, fairness, and non-discrimination.

“In accordance with CBU’s Affirmative Action Agreement and in order to be consistent with their support for employment equity and diversity, the parties will make concerted efforts to encourage and promote the appointment in Departments of persons from minority groups or an underrepresented sex. In the evaluation of candidates for appointment, concerted efforts will be made to ensure that processes, procedures and criteria do not systematically discriminate against women or minority groups. In accordance with the CBU’s Affirmative Action Agreement, CBU will develop a specific Affirmative Action Plan. CBUFA may have representation on the committee to develop the Affirmative Action Plan for the purpose of developing specific processes and procedures to give effect to the foregoing general statements of intent. Until the Affirmative Action Plan is developed, the foregoing will not create any specific rights or obligations.”

Thus, there is a formal process to review the fairness of compensation for all faculty members, including CRC chairholders and this was not brought up in feedback from CRCs.

Financial Support

Financial support from CBU for CRCs comes in two forms. First, CBU provides direct cash support for salaries. While the CRC program covers \$100,000 of the CRC salary, CBU covers the remaining cost of CRC salaries by topping them up to the appropriate CBUFA collective agreement grid step. Furthermore, to support the research agenda and activities of CRCs, CBU provides an annual research stipend for all CRCs of \$10,000. These funds can be used to hire student research assistants, purchase necessary research equipment, travel support, and other costs associated with conducting research. There is also an expectation of, and support for, each CRC to seek external funding to further support their research. For example, CRCs are encouraged to apply to the Canada Foundation for Innovation (CFI).

Access to Space

All CRCs are provided space to conduct research; however, the actual physical space varies depending on the needs of the researcher. Each CRC has distinct self-identified needs in terms of the type of space required for their research. CBU's efforts have focused on understanding the unique needs of each CRC and providing support that is consistent and as equitable as possible, while recognizing the distinct nature of their research and individual circumstances.

In summary, our comparative review identified that CBU's four CRCs have equitable access to protected time for research, support to apply for CFI funding, and access to research space. Our environmental scan also did not flag any concerns or perceptions about equity of support at CBU.

Environmental Scan

To ensure confidentiality and encourage candid feedback, two CBU employees conducted interviews with all Canada Research Chairholders. Interviews were conducted in 2021, when CBU held five CRCs, with follow-up interviews in 2023, at which time CBU held four CRCs. Additional consultations were undertaken in 2026. Anonymity was protected by grouping feedback by theme and notes were shared with individuals to ensure that the essence of the discussion was accurately captured. The first set of interviews consisted of a series of open-ended questions, which were provided in advance, and each interview took place in a one-on-one virtual meeting or by phone. The interview questions are available in [Appendix B](#). A report containing anonymous, aggregated responses was reviewed by the Chairholders and then shared with CBU's Office of Research and Graduate Studies (ORGS). Due to the protracted timeline in developing the CBU CRC EDIAP and changes in the CRCP, CRCs were contacted again by email in April 2026 to solicit additional reflections. Given that all current CRCs were in the early stages of their appointments at the time of initial interviews, this follow-up provided an opportunity to

capture insights informed by their further experience in the role. No Chairs indicated they had additional information to contribute.

Initial interviews with Chairholders revealed concerns with clarity, processes, supports, and ability to attract diverse candidates. A summary of the findings can be found below and are reflected in the objectives of this CRC EDIAP.

Recruitment and Hiring

Lack of transparency in processes

CBU's culture of informal information sharing lacks transparency and consistency and puts those who do not have strong connections within the institution (such as a new faculty member) at a severe disadvantage. The consequences of not having these connections or information may mean a loss of opportunity due to lack of knowledge and transparency. Relatedly, because CBU does not have many faculty who visibly appear as members of equity deserving groups, there may be a hesitancy by new faculty to reach out to make these connections.

Hiring committees for CRCs need to be well struck

There is a need to ensure hiring committees have expertise across a broad range of research areas. Hiring committee questions tend to favour candidates that can produce detailed, long-term research plans. However, some approaches, such as community-based research, are inherently responsive to community needs and evolve dynamically throughout the research process through co-creation. Interview questions that are not designed to allow for a full response from this perspective may be undervalued, when in fact they can signal strong alignment with community-engaged research practices. This inherent uncertainty can place such candidates, particularly those from equity-deserving groups, at a disadvantage. Hiring committees, therefore, need to be well-struck with diverse and relevant experience to evaluate and understand a range of research approaches.

Orientation

Lack of orientation process

Multiple CRCs noted a lack of orientation to the Chair and described their experience as requiring them to spend time to largely figure things out independently and relying on informal information. Many indicated that because they were hired internally, they were able to draw on existing relationships for support. However, it was noted that an external CRC, particularly those from equity-seeking groups, may not have access to these networks, making their Chair appointment more difficult, isolating, and unwelcoming.

Community Building

The importance of research clusters

CRCs benefit greatly from opportunities to engage with colleagues working in similar or related areas of research. Even across different disciplines, this clustering can be incredibly valuable by generating richer insights through multidisciplinary exchange. In practical terms, CRC recruitment should not be tied to narrowly defined calls, but instead to broader calls aligned with a particular strength CBU possesses in one of its research clusters. Additionally, a targeted call for equity-seeking groups should be named explicitly in the call for applications.

Diversity in Networks

CRCs should be valued beyond their tenure

It was mentioned that to be competitive in attracting highly desirable high-achieving and equity-seeking researchers requires attention not only to recruitment processes at the outset of a CRC appointment but also demonstrating sustained institutional commitment to CRCs beyond the chair position.

Building research networks

It was noted that CBU needs to explore ways to bring in visiting researchers and support CBU researchers in developing larger research networks. These endeavours require institutional commitment and would strengthen the research ecosystem by bringing in new ideas.

APPENDIX B: Interview Guide for Institutional Self-Assessment

Interviews: First Round (2021)

How did you hear about the CRC you currently hold? Did anyone from the university discuss the position with you or encourage you to apply? Do you have any suggestions about how CRC job ads could be better worded to encourage applicants from the FDGs? Other suggestions about wider recruitment practices?

What was your interview process like for the CRC? (e.g., Job talk? Sample class lecture? Dinner and with whom? More than one day? Formal standardized interview versus casual interview?)

Do you have any suggestions to encourage FDG candidates to self-identify? From your perspectives as a CRC, what do you see as the dilemmas of self-identification or self-disclosure during the application or post-hiring process?

What type of administrative support/grant writing mentoring did you receive from the university when you submitted your application to the CRC secretariat?

During the first term of your CRC, please describe the mentoring you received? Was it sufficient? If not, what would you have liked to see? Have you ever mentored a fellow CRC on their application?

How did your hiring unit integrate you into the department initially (welcome lunches, faculty mentor, etc.) and how has your integration unfolded since?

Did you experience any career interruptions as a CRC? If so, did you disclose them? How have these interruptions affected you/affected the trajectory of your CRC, considering in the short and long term?

Have you gone through CBU's CRC renewal process? If so, when? If so, please describe the process, and aspects you appreciated and disliked?

Thinking institutionally, how should CBU approach the CRC renewal process for members of FDGs? What principles should underpin future practices?

Have you any suggestions for CBU to improve its practice with regards to search processes, hiring, and retention of FDG CRCs, vis-à-vis equity/diversity/inclusion?

Aside from (standard) research funds and equipment, what type of support and resources did you receive upon coming to CBU?

Additional comments or feedback.

Interviews: Second Round (2023)

Recruitment & Hiring

How could the recruitment process of CRCs be more equitable? What barriers might prevent applicants from accessing this opportunity? What barriers might CBU have in place for them to move through the hiring process easily?

Are there other actions that CBU might take to attract a diverse pool of candidates for all CRC positions?

Retention & Support

In your view, how would providing consistent supports for all CRCs—such as onboarding; providing up-to-date information during the CRC tenure period and post-CRC; and promoting CRCs as prominent scholars in their fields—enhance CBU’s ability to attract and retain diverse candidates in CRC positions?

Enhancing CBU’s Research Culture

In your view, how would having people from underrepresented groups enhance the experience of all CBU CRCs?

Are there other actions that CBU might take to create a vibrant, diverse research culture for CRCs and all members of the campus community?

APPENDIX C: CBU Canada Research Chair Processes and Governance

Background

The Canada Research Chairs (CRC) Program plays a central role in advancing Cape Breton University's (CBU) research excellence by attracting, recruiting, and retaining outstanding researchers in areas aligned with the University's Strategic Research Plan. Through the CRC Program, CBU strengthens its research capacity, enhances research training opportunities, and supports innovation across the natural sciences and engineering, health sciences, social sciences, and humanities. Recognizing that research excellence is strengthened by diverse perspectives and inclusive research environments, CBU is committed to administering its CRC allocations through recruitment, nomination, and support processes that are equitable, transparent, and accessible to all qualified candidates.

This document outlines the institutional policies, procedures, and governance that guide the allocation, recruitment, nomination, renewal, and administration of Canada Research Chairs at CBU. It is intended to promote consistency, transparency, and accountability while ensuring alignment with the objectives of the Canada Research Chairs Program and the University's commitments to equity, diversity, and inclusion.

The CRC Program includes two Chair tiers. Tier 1 Canada Research Chairs recognize established researchers who are internationally acknowledged as leaders in their fields. Tier 1 Chairs are tenable for seven years and are renewable once. Institutions receive \$200,000 annually for each Tier 1 Chair to support internationally recognized research programs. Nominees must be full professors or associate professors who are expected to be promoted to the rank of full professor within one or two years of nomination. Individuals from outside the academic sector must possess qualifications equivalent to appointment at these ranks.

Tier 2 Canada Research Chairs support exceptional emerging researchers who have demonstrated the potential to become leaders in their fields. Tier 2 Chairs are tenable for five years and are renewable once. Institutions receive \$100,000 annually for each Tier 2 Chair to support the establishment and growth of independent research programs. Nominees must be emerging scholars who are, at minimum, assistant or associate professors, or who possess qualifications equivalent to appointment at these ranks.

The procedures described in this document apply to all CRC allocation, recruitment, nomination, renewal, and administration processes at CBU and are designed to support institutional decision-making that is fair, transparent, and consistent with both the CRC Program and CBU requirements.

Roles and Responsibilities

The administration of CBU's Canada Research Chairs (CRC) Program is guided by a collaborative governance structure that promotes transparency, accountability, strategic decision-making, and equity. Responsibilities are distributed across institutional leadership, advisory bodies, and administrative units to ensure that CRC allocations and recruitment processes align with the objectives of the Canada Research Chairs Program, CBU's Strategic Research Plan, and the University's commitments to equity, diversity, and inclusion. To support transparency, these roles are described in detail below.

President

The President provides executive oversight of CBU's Canada Research Chairs Program and holds final decision-making authority for institutional decisions related to Chair allocations, research target areas, allocation strategies, nominations, renewals, and other significant matters affecting the University's CRC portfolio. In exercising this authority, the President considers recommendations from the CRC Advisory Committee to ensure decisions are strategically aligned, evidence-informed, equitable, and consistent with CRC Program requirements.

Vice-President, Academic

The Vice-President, Academic (VPA) provides senior academic leadership throughout the administration of CBU's CRC Program. As a member of the CRC Advisory Committee, the VPA contributes to the strategic management of Chair allocations, the identification of research target areas, recruitment and retention strategies, candidate and renewal assessments, and other matters related to the University's CRC portfolio. The VPA also provides advice to the President on recommendations arising from the Committee's deliberations, helping to ensure that decisions align with CBU's academic priorities.

Associate Vice-President, Research and Innovation

The Associate Vice-President, Research and Innovation (AVPRI) is responsible for the strategic management of CBU's CRC portfolio and provides leadership throughout the allocation, recruitment, nomination, renewal, and administration of Canada Research Chairs. The AVPRI oversees the development of allocation strategies, initiates recruitment and renewal processes, and ensures compliance with CRC Program requirements and alignment with CBU's Strategic Research plan.

CRC Advisory Committee

The CRC Advisory Committee is the University's primary advisory body for matters relating to the strategic management of its CRC portfolio. The Committee provides strategic and academic oversight of Chair allocations, recruitment, nominations, renewals, and related governance matters.

The Committee is responsible for:

- identifying and approving research target areas for vacant Chair allocations;
- recommending allocation strategies, including whether a Chair should be used for recruitment or retention;
- establishing assessment criteria aligned with CRC Program requirements and institutional priorities;
- Overseeing and, where possible, championing, equitable and evidence-informed assessment processes for recruitment and renewal competitions;
- considering institutional research priorities, research excellence, equity, diversity and inclusion commitments, and long-term research capacity in its deliberations;
- evaluating and recommending nominees and renewal candidates to the President for final institutional approval; and
- ensuring all selection committee members have completed the applicable equity, diversity and inclusion, unconscious bias, and equitable hiring training before participating in candidate assessment.

The Committee is chaired by the AVPRI or another member from the Office of Research and Graduate Studies, and generally includes: the Vice-President, Academic, School Deans, representatives from the Office of Research and Graduate Studies, and other members of senior administration, as appropriate. Internal or external subject matter experts may be appointed where disciplinary expertise is required. Both advisory and selection committee members are expected to complete applicable equity, diversity and inclusion, unconscious bias, and equitable hiring training before participating in candidate assessment.

Office of Research and Graduate Studies

The Office of Research and Graduate Studies (ORGS) provides administrative leadership and operational support for the CRC Program at CBU. ORGS coordinates recruitment, nomination, renewal, reporting, and communication activities; advises institutional leaders and committees on CRC Program policies and requirements; supports the implementation of equitable recruitment and nomination practices; and serves as the primary institutional liaison with the Canada Research Chairs Secretariat.

CRC Roles, Responsibilities, and Decision-Making Matrix

Matrix Legend

- L Leads and manages the activity
- C Provides input or is consulted
- D Deliberates, evaluates, or develops recommendations
- A Final approval authority
- I Kept informed

Table 1: Governance Summary Table

Activity	VPA	AVPRI	Committee	ORGS	President
Manage CRC Portfolio	C	L	C	C	I
Allocation strategy	C	L	D	I	A
Research target area	C	C	L	I	A
Coordinate recruitment	I	L	C	C	I
Candidate assessment	C	C	L	C	I--
Recommend nominee	C	C	D	I	A
Nomination submission	I	C	I	L	I
Renewal	C	C	D	L	A
Phase-out strategy	L	L	C	C	A

The composition of the CRC Selection Committee may vary depending on the activity, research discipline, or stage of the process. Where indicated in this matrix, the Committee may include only those members whose expertise or institutional responsibilities are relevant to the matter under consideration.

Managing Chair Allocations

CBU manages its Canada Research Chair (CRC) allocations through a strategic, transparent, and evidence-informed governance framework that advances institutional research priorities while fulfilling the objectives and requirements of the Canada Research Chairs Program. Guided by the principles of accountability, equity, transparency, and long-term research capacity building, the framework provides a consistent basis for decisions related to the allocation, renewal, transition, and strategic use of Chair positions. It also establishes a structured approach for responding to changes in CBU's CRC allocation resulting from the national allocation and reallocation process, ensuring that adjustments are managed in a fair, transparent, and strategic manner.

Allocation and Approval of CRC Allocations

The Canada Research Chairs Secretariat determines the number and type of CRC allocations available to CBU through the national allocation methodology. Responsibility for the strategic management of CBU's CRC portfolio, including Chair allocations and recruitment processes, rests with the AVPRI. The President holds final decision-making authority for institutional decisions related to Chair allocations and the strategic use of those allocations.

Allocation decisions are informed through consultation among members of the CRC Advisory Committee. Members of the Committee collectively consider institutional research priorities, strategic opportunities, CRC Program requirements, equity commitments, and long-term research capacity in developing recommendations regarding the strategic use of Chair allocations. Recommendations are submitted to the President for final approval. This governance framework promotes evidence-informed, transparent, and accountable decision-making while ensuring alignment with both institutional priorities and the objectives of the CRC Program.

CBU manages its CRC portfolio in accordance with the Canada Research Chairs Program Allocation Framework, the CRC Equity Target Setting Exercise (2021–2029), and the Program's policies governing Chair management and flex allocations. Where permitted under CRC Program policies, CBU may use flex allocations to maximize institutional research capacity while maintaining compliance with all program requirements.

As of March 2026, CBU held four Tier 2-equivalent CRCs, consisting of two Tier 2 Chairs and one Tier 1 allocation strategically divided into two Tier 2 Chairs in accordance with CRC Program flex allocation policies. Beginning with the 2026–2027 allocation cycle, CBU's allocation increased to one Tier 1 and three Tier 2 Chairs. Consistent with CRC Program flex allocation policies, the Tier 1 allocation will again be split into two Tier 2 Chairs, resulting in a total portfolio of five Tier 2-equivalent Chairs. Current information regarding CBU's CRC allocations and utilization is publicly available through the CRC Utilization Table on the University's [CRC Equity, Diversity and Inclusion webpage](#).

Strategic Selection of CRC Research Target Areas

CRC vacancies are filled through a strategic planning process designed to support Chair allocations that strengthen CBU's research capacity while advancing the priorities identified in the University's Strategic Research Plan.

When a CRC vacancy occurs, the CRC Advisory Committee undertakes a process to identify the most appropriate research target area and allocation strategy to fill said vacancy. The Committee may invite proposals from across the University and consult with academic schools, departments, research centres and institutes, and other relevant institutional interest-holders, as appropriate. In identifying and evaluating potential target areas, the Committee considers:

- alignment with CBU's Strategic Research Plan;
- existing and emerging areas of institutional research strength;
- opportunities to build or enhance institutional research capacity;
- regional, national, and global research priorities;
- opportunities for interdisciplinary collaboration;
- existing and anticipated research infrastructure and institutional supports;
- faculty complement, succession planning, and long-term sustainability of research programs;
- strategic partnership opportunities; and
- CBU's commitments to equity, diversity, and inclusion.

Following its review, the CRC Advisory Committee approves the proposed research target area(s) and recommends the allocation strategy to the President for final approval.

Allocation Strategy: Recruit or Retain

Consistent with CRC Program requirements, Chair allocations may be used to recruit outstanding external researchers or to retain exceptional internal researchers through an equitable, transparent, and competitive internal process.

Once the President has approved the target area and allocation strategy, ORGS coordinates the recruitment or retention process in accordance with CBU's CRC recruitment and nomination procedures. All recruitment and nomination processes are designed to uphold a fair, transparent, and accessible experience consistent with the University's commitments in this plan.

Recruitment and Nomination Process

Following approval of a Chair allocation strategy and research target area, the AVPRI initiates the recruitment and nomination process with administrative support from ORGS. All recruitment and

nomination activities are conducted in accordance with the [Canada Research Chairs \(CRC\) Program requirements](#), applicable collective agreements, institutional policies, and CBU's [Better Together \(2023\)](#).

Recruitment and nomination processes are guided by the principles of fairness, transparency, accountability, accessibility, and research excellence. Consistent with CBU's commitment to equity, diversity, and inclusion, every stage of the process is designed to identify outstanding researchers while reducing systemic barriers and ensuring equitable opportunities for all qualified candidates.

Advertising and Outreach

Where a Chair allocation is designated for external recruitment, CBU conducts an open, competitive recruitment process designed to attract a diverse pool of highly qualified candidates. Recruitment strategies may include broad advertising through academic and professional networks, targeted outreach to equity-seeking communities and organizations, and other approaches intended to broaden the diversity of the applicant pool. Where permitted under CRC Program policies, Chair allocations may also be used to retain exceptional internal researchers through transparent and competitive institutional processes that provide equitable opportunities for eligible faculty members.

All CRC position advertisements are developed in collaboration with Human Resources and reviewed for the use of inclusive, accessible, gender-neutral, and unbiased language that focuses on the qualifications and competencies required for the position. Consistent with CBU's Better Together Workplace EDI Action Plan and the Canada Research Chairs Program, advertisements communicate the University's commitment to equity, diversity, inclusion, accessibility, and reconciliation and encourage applications from qualified individuals from equity-seeking groups, including Indigenous Peoples, racialized persons, persons with disabilities, women, and members of the 2SLGBTQIA+ community.

Position advertisements also inform applicants that research excellence is assessed in the context of diverse career paths and that illness, disability, caregiving responsibilities, parental leave, community responsibilities, and other life circumstances that may have affected research productivity will be appropriately considered during candidate assessment. Position advertisements include information regarding accessibility accommodations available throughout the recruitment process.

Applicant Support and Accessibility

CBU is committed to reaching all qualified candidates and supporting equitable access to the recruitment process. Accessibility accommodations are available throughout all stages of

recruitment, including application, interview, and assessment activities. Accommodation requests are managed confidentially through Human Resources and will not impact a candidate's participation or assessment.

Self-Identification

To support equitable recruitment and fulfil the requirements of the Canada Research Chairs Program, applicants are invited to voluntarily complete CBU's CRC self-identification questionnaire in addition to the University's standard employment equity questionnaire (see [Appendix E](#), Collection of Identifying Information). Self-identification information is collected, managed, and reported in accordance with applicable privacy legislation and CRC Program requirements.

Aggregated self-identification data are used to monitor the diversity of applicant pools, inform institutional recruitment practices, assess progress toward institutional equity targets, and support equitable decision-making throughout the recruitment process. Individual self-identification information is disclosed only where necessary and in accordance with institutional policy, privacy requirements, and CRC Program obligations.

Candidate Assessment and Selection

ORGS coordinates the recruitment process and provides administrative support to candidates and selection committees throughout the competition.

The CRC Hiring Committee oversees the evaluation process using assessment criteria established prior to the competition and aligned with the approved research target area, the objectives of the CRC Program, and institutional priorities. Assessment criteria are applied consistently throughout the competition and recognize research excellence in its broadest sense, taking into consideration the quality, significance, and impact of research contributions, mentorship and research training, leadership, knowledge mobilization, and other contributions appropriate to the candidate's discipline and career stage. Assessment practices are informed by the principles of the San Francisco Declaration on Research Assessment (DORA), recognizing that research excellence cannot be evaluated solely through traditional quantitative metrics.

Hiring committee members are expected to complete equity, diversity and inclusion, unconscious bias, and equitable hiring training prior to participating in candidate assessment. Committee deliberations are guided by CBU's institutional EDI resources, applicable hiring policies, and CRC Program requirements to support consistent and evidence-informed decision-making.

Consistent with CRC Program requirements, the Committee considers the full range of candidates' research achievements and career trajectories. Candidates are encouraged to identify career interruptions, caregiving responsibilities, disabilities, or other personal circumstances that may have influenced their research productivity. These factors are considered appropriately during assessment to ensure candidates are evaluated on the quality and impact of their achievements relative to opportunity.

Following completion of the assessment process, the CRC Advisory Committee recommends the preferred nominee to the President for final institutional approval.

Nomination

Following institutional approval, ORGS works collaboratively with the successful candidate, the AVPRI, and relevant institutional partners to prepare the nomination package for submission to the CRC Secretariat.

Renewal Process and Phase Out

Chair Renewal Process

Approximately eighteen months before the end of a Chairholder's first term, the AVPRI, with support from ORGS, initiates the renewal review process in accordance with CRC Program requirements.

Chairholders are invited to submit documentation describing the accomplishments of their first term, their proposed research program for the renewal period, and other information required to support the institutional review process. The CRC Advisory Committee reviews the submission using criteria established in advance and aligned with the objectives of the Canada Research Chairs Program, CBU's Strategic Research Plan, and the approved Chair mandate, as outlined in the Chair's original nomination application. Internal renewal criteria are provided to Chairs at the beginning of their first term.

In assessing renewal applications, the Committee considers the Chairholder's research achievements, contributions to research training and mentorship, success in securing external research funding, knowledge mobilization activities, leadership within the research community, and the anticipated impact of the proposed research program. Consistent with CBU's commitment to equity, diversity, and inclusion, assessment recognizes diverse career paths and considers career interruptions and other circumstances that may have affected research productivity, in accordance with CRC Program guidance.

Following its review, the CRC Advisory Committee recommends whether the Chairholder should be nominated for renewal. The recommendation is forwarded to the President for final institutional approval. Upon approval, ORGS coordinates preparation and submission of the renewal nomination to the Canada Research Chairs Secretariat.

Phase-Out of Chair Allocations

Where a CRC reaches the end of its term without renewal, or where changes to CBU's national allocation require a reduction in Chair positions, the University will manage the transition in accordance with the [requirements of the CRC Program](#).

In the event of a national reallocation that reduces CBU's CRC allocation, the VPA and AVPRI, in consultation with members of the CRC Advisory Committee (i.e., relevant School Deans and other institutional partners) will develop recommendations regarding the strategic management of affected Chair allocations. Recommendations will consider factors including the University's Strategic Research Plan, institutional research priorities, CRC Program requirements, equity commitments and targets, the terms of existing Chair appointments, and the long-term sustainability of CBU's research portfolio. Final decisions regarding the phase-out of Chair allocations rest with the President.

Where a Chair concludes, ORGS and the Finance Office will administer the phase-out of the award in accordance with CRC Program financial administration requirements. The CRC Program permits a phase-out period of up to six months following the Chair end date to allow payment of eligible outstanding commitments incurred before the end of the award period. No new commitments or expenditures may be charged to the award during the phase-out period, and any remaining funds will be administered in accordance with [CRC Program financial administration policies](#).

APPENDIX D: Example Advertisement for External Recruitment

Canada Research Chair (Tier 2) [Research Area]

- Location: Cape Breton University, Sydney, Nova Scotia
 - Competition Number: [###]
 - Closing Date: [Date]
-

Cape Breton University (CBU) invites applications from outstanding emerging researchers for a Tier 2 Canada Research Chair in [research area].

The Canada Research Chairs (CRC) Program enables Canadian universities to achieve research excellence by attracting and retaining exceptional researchers. Tier 2 Chairs are intended for emerging researchers who have demonstrated the potential to become leaders in their fields. The Chair is tenable for five years and is renewable once, subject to the requirements of the CRC Program.

Tier 2 Chairs are intended for exceptional emerging researchers (i.e., candidates who have had their first independent academic research-related appointment for fewer than 10 years at the time of nomination). Applicants who are more than 10 years out, and who had career breaks (such as maternity, parental, or extended sick leave, clinical training, etc.) may have their eligibility for a Tier 2 Chair assessed through the program's [Tier 2 justification process](#). Contact CBU's Office of Research and Graduate Studies (research@cbu.ca) for more information.

The successful candidate will be nominated by CBU and appointed to a tenure-track or tenured academic position at the rank of Assistant or Associate Professor, commensurate with qualifications and experience. Appointment is conditional upon the successful approval of the CRC nomination by the Canada Research Chairs Secretariat.

Research Opportunity

The successful candidate will establish an internationally competitive research program aligned with CBU's Strategic Research Plan and the approved CRC research target area of [research area].

The Chair is expected to:

- develop an innovative and externally funded program of research;
- contribute to undergraduate (and graduate, where applicable) teaching and mentorship;
- supervise and train highly qualified personnel;
- foster interdisciplinary and community-engaged research;
- collaborate with regional, national, and international partners; and
- contribute to CBU's growing culture of research excellence and innovation.

Candidates whose research demonstrates engagement with communities, interdisciplinary collaboration, knowledge mobilization, and meaningful impact are encouraged to apply.

Qualifications

In addition to meeting the eligibility requirements for nomination as a Tier 2 Canada Research Chair, CBU requires that applicants:

- hold a PhD, or possess equivalent education and experience that would qualify them for appointment to the same academic position;
- demonstrate an outstanding record of research achievement appropriate to their career stage;
- demonstrate strong potential to become an international leader in their field;
- demonstrate the ability to attract external research funding;
- demonstrate excellence or strong potential in teaching and supervision; and
- demonstrate a commitment to collaborative, inclusive, and respectful research environments.

Assessment and Nomination

CBU recognizes that research excellence may be demonstrated through diverse career paths and contributions. Consistent with the principles of the San Francisco Declaration on Research Assessment (DORA), research excellence will be assessed broadly, recognizing the quality, significance, originality, and impact of research contributions rather than relying solely on traditional quantitative metrics.

CBU recognizes that life circumstances, including illness, disability, family, community, and caregiving responsibilities (e.g., maternity leave, parental leave, leaves due to illness, leaves due to caring for family members, or slowdowns due to chronic illness or disability), may affect a candidate's record of research achievement and research productivity. Candidates are encouraged to describe any such circumstances in their application. These circumstances will be given appropriate consideration during the assessment process to ensure that candidates are evaluated fairly and relative to opportunity.

Nomination is a two-step process.

1. Applicants respond to this invitation by submitting the materials listed. Review of applications will begin once the competition closes on *[date]*.
2. The successful candidate will work with the Office of Research and Graduate Studies to develop a nomination package.

Equity, Diversity, Inclusion, and Accountability

CBU has made important progress toward improving accessibility across our campus and recognizes that this work is ongoing. We are committed to continuously establishing and enhancing policies, practices, and infrastructure that meet the needs of all members of our community. As part of this effort, accessibility accommodations are available for applicants throughout the recruitment process. If you require any accessibility accommodations or adaptive measures during the application or interview stage, please contact Terri Lynn Laffin at CBU's

Human Resources Department: HumanResources@cbu.ca. Requests for accommodation will be handled confidentially and will not adversely affect an applicant's participation in the competition.

CBU is fundamentally committed to fostering a culture of equity, diversity, inclusion, accessibility, and reconciliation. Guided by the principles of intersectionality, decolonization, accountability, and belonging, CBU strives to create an environment where all members of the University community can thrive.

CBU encourages applications from individuals from all underrepresented, equity-denied, or rights-seeking populations, including racialized individuals, Indigenous Peoples, persons with disabilities, women, and individuals from the 2SLGBTQIA+ community. To support the objectives of the CRC Program, applicants will be invited to complete a confidential self-identification questionnaire as part of the application process.

Application Process

TO APPLY, PLEASE CLICK [HERE](#).

All applicants must submit the following materials in PDF format
by *[date]*.

If you have any questions about uploading documents, please contact the CBU Human Resources Department at HumanResources@cbu.ca.

- a cover letter that provides an overview of your research accomplishments;
- a curriculum vitae;
- a research program proposal, including the programs originality, significance, and planned knowledge translation, mobilization, and impact;
- a statement of teaching philosophy and experience;
- a statement describing contributions to and/or plans for advancing equity, diversity, inclusion, accessibility, and reconciliation in research, teaching, mentorship, or service; and
- the names and contact information for three referees.

Why Cape Breton University?

CBU is located on Unama'ki—Cape Breton Island's original name, meaning "Land of Fog" in the Mi'kmaw language—Nova Scotia, Canada. Unama'ki is part of the ancestral and unceded territory of the L'nu people, and the CBU community is proud to live, work, and learn on this land, and to support respectful relationships with Mi'kmaw communities through teaching, research, and community engagement. CBU is a proud regional university with a reputation for strong community involvement and exceptional internal support for research. The University is anchored in our island's rural and regional communities, which support Canada's critical

industries, natural resources, and strategic infrastructure. We are deeply connected to the environments, economies, and populations that shape Canada's national resilience and future.

The University has a strong history of engaging with communities to explore questions of local and global significance and to address urgent challenges. CBU's [Strategic Research Plan](#) prioritizes interdisciplinary and cross-sectoral efforts to continue advancing this research, with a particular focus on building collaborative networks in the areas of Science, Technologies, and Data; Ecology, Environment, and Sustainability; Culture and Community; Ethical Economies and Wellbeing; and Health and Wellness. These collaborative research networks are inspired by Indigenous values of shared leadership and sustainable development and are guided by L'nu ways of knowing, which are hallmarks of CBU's research culture.

CBU offers a compelling living laboratory for researchers seeking to work in real-world contexts shaped by social, environmental, and economic transition. Our university is embedded in a region that brings together urban, post-industrial, rural, and coastal communities, marked by a strong sense of solidarity, safety, and a deep sense of place. Cape Breton Island's long history of immigration has shaped communities that continue to re-imagine their future beyond legacy industries like coal and steel. CBU's campus reflects this global reach, having welcomed students from more than 70 countries. The University's surrounding environment also offers exceptional research strengths, including extensive Atlantic Coastline, the Bras d'Or Lakes ecosystem, and communities responding to the opportunities and challenges of aging populations. CBU is an ideal setting to develop, test, and mobilize research that is grounded, impactful, and closely connected to the people and places it serves. Rooted in this region and its realities, CBU offers an untapped and significant opportunity to support the foundation of Canada's competitiveness and international research leadership.

Additional Information

For questions regarding the position or the recruitment process, please contact CBU's Office of Research and Graduate Studies: research@cbu.ca

Cape Breton University
Office of Research and Graduate Studies
1250 Grand Lake Road
Sydney, NS B1M 1A2
Website: www.cbu.ca
Email: HumanResources@cbu.ca

APPENDIX E: Collection of Identifying Information

Cape Breton University collects self-identification information through a number of processes to support its legal obligations, institutional equity initiatives, and participation in federally funded programs. The Human Resources Department collects self-identification information for purposes including employment equity reporting under the [Federal Contractors Program](#) and the [Workplace Equity Information Management System](#) (WEIMS), as well as other human resources functions where appropriate.

The Canada Research Chairs (CRC) Program has additional equity, diversity, and inclusion (EDI) requirements that differ from the University's standard self-identification processes. As a participating institution, CBU is required to collect self-identification information using the terminology, categories, and reporting requirements established by the CRC Program in order to monitor equity targets, support equitable recruitment practices, and meet program reporting obligations.

Accordingly, all applicants participating in a CRC recruitment process are invited to complete a separate CRC Self-Identification Questionnaire to support ongoing institutional reporting requirements for chairholders.

The questionnaire is administered by Human Resources, which is responsible for the collection, use, storage, and protection of the information provided. Self-identification information will be used only for the purposes described here and will be collected, used, disclosed, retained, and disposed of in accordance with applicable privacy legislation, University policies, and the requirements of the CRC Program.

The introductory information accompanying the questionnaire explains CBU's commitment to equity, diversity, inclusion, and reconciliation; the purpose for collecting the information; how it will be used and protected; the CRC Program's self-identification requirements; and guidance on the terminology used throughout the questionnaire

Self-Identification Questionnaire

Self-Identification Questionnaire for Canada Research Chair Applicants

Name: _____

Date: _____

Thank you for your interest in a Canada Research Chair position at Cape Breton University (CBU). CBU encourages applications from individuals from all underrepresented, equity-denied, or

rights-seeking populations, including racialized individuals, Indigenous Peoples, persons with disabilities, women and those from gender-equity seeking groups and individuals from the 2SLGBTQIA+ community.

Our fundamental commitment to equity, diversity, inclusion, and reconciliation is guided by key principles of intersectionality, decolonization, and accountability, and formalized in CBU's [Better Together Workplace EDI Action Plan](#) (2023). Creating a more equitable, diverse, and inclusive workplace culture is an ongoing project that requires critical self-reflection, openness to divergent perspectives, and willingness to accept and enact changes that nurture wellbeing and belonging for all members of the CBU community.

Usage of Information and Confidentiality

We recognize that applicants are asked to complete self-identification information through CBU's online application system when applying. The additional information collected through this questionnaire is obtained solely to support the University's administration of, and compliance with, the equity, diversity, and inclusion requirements of the Canada Research Chairs (CRC) Program.

Access to self-identification information is restricted to authorized University personnel who require the information to carry out their responsibilities related to the administration of the CRC Program. Individuals with access to this information are expected to protect its confidentiality and handle it in accordance with applicable University policies and procedures.

Canada Research Chairs Equity and Diversity Targets

The CRC Program collects self-identification information to monitor the equity performance of the program, inform measures that advance equity, diversity, and inclusion (EDI), and support participating institutions in meeting their equity targets. As a condition of participation in the program, institutions are required to establish mechanisms to achieve their equity targets, ensure that recruitment and nomination decisions are based on research excellence, and create processes that are free from barriers or discrimination unrelated to qualifications and ability.

To meet these requirements, CBU collects self-identification information during CRC recruitment processes in accordance with the CRC Program's reporting requirements. As a result, some questions differ from those used in the University's standard self-identification process. The questions below reflect the terminology and response options required by the CRC Program to support the administration of its equity targets and applicant eligibility requirements.

You may choose not to self-identify by selecting "I prefer not to answer" for any or all of the questions. Please note that choosing not to self-identify may affect the eligibility of your application in certain circumstances. For example, if the recruitment or nomination process is restricted to candidates from one or more of the four designated groups (women, Indigenous Peoples, persons with disabilities, and members of racialized groups), only applicants who have voluntarily self-identified as belonging to the relevant designated group(s) can be considered. If

you choose not to self-identify, it may not be possible for your application to be fully considered in these circumstances.

For more information around self-identification requirements, visit the [CRC Program's Frequently Asked Questions](#) webpage.

Use of Language in this Questionnaire

Language relating to identity and human rights continues to evolve over time. The definitions provided below and the terminology used throughout this questionnaire are intended to support a consistent understanding of the questions within the context of this process. They are provided as functional descriptors for the purposes of this questionnaire and are not intended to be exhaustive or to define how individuals identify themselves. We recognize that individuals, communities, and organizations may use different terms or definitions. As language, best practices, and guidance continue to evolve, this questionnaire will be reviewed and updated to reflect those changes

Self-Identification Questionnaire

We recognize that identities are diverse, intersecting, and continually evolving, and that the questions and response options included in this questionnaire cannot fully reflect every individual's identity or experience. To protect applicants' privacy and confidentiality, we collect only the information necessary to support the purposes outlined above.

If you identify in a way that is not reflected in the self-identification options provided, or if you wish to share additional information about your identity, you are welcome to do so in your cover letter. Providing additional information is entirely optional, and choosing not to do so will not affect the consideration of your application.

Indigenous Persons

The CRC Program states that only Indigenous individuals from Turtle Island (encompassing Canada and the United States) can self-identify under the category of Indigenous Peoples within the program. The term “Indigenous Peoples” in the CRC Program applies to the original peoples of North America and their descendants: i.e., First Nations, Inuit, and Métis Peoples. The CRC Program notes that Indigenous scholars from other parts of the world may self-identify as a member of a racialized person in Question 4, and may indicate Indigenous in the “Population group not listed above” option provided in Question 5.

1. Do you identify as Indigenous, that is, First Nations, Métis or Inuk (Inuit)?
 - Yes
 - No

- I prefer not to answer
2. If Yes, select the group(s) that you identify with.
- First Nations
 - Inuit
 - Métis
 - I prefer not to answer

Mi'kmaq

Mi'kmaq are the predominant Indigenous peoples and the original inhabitants of the Atlantic Provinces and beyond including Nova Scotia, Prince Edward Island, Newfoundland, and parts of New Brunswick, and Quebec.

3. Do you claim citizenship or membership with a Mi'kmaq community?
- Yes
 - No
 - I prefer not to answer

Racialized Persons

For the purposes of this survey, racialized persons are people (other than Indigenous persons) who are non-white, regardless of their place of birth or citizenship.

4. Do you identify as a racialized person?
- Yes
 - No
 - I prefer not to answer
5. If Yes, select the group(s) that you identify with.
- Arab
 - Black
 - Chinese
 - Filipino
 - Japanese
 - Korean
 - Latin American
 - South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
 - Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)
 - West Asian (e.g. Iranian, Afghan, etc.)
 - White
 - Population group not listed above
 - _____
 - I prefer not to answer

6. Do you identify as a person with a disability or disabilities?

- Yes
- No
- I prefer not to answer

7. If Yes, select the type(s) of disability that applies to you.

- Communications
- Developmental
- Dexterity
- Flexibility
- Hearing
- Learning
- Memory
- Mental-health related
- Mobility
- Pain-related
- Seeing
- Disability not listed above
 - _____
- I prefer not to answer

Gender Identity

The CRC Program defines “gender identity” as a person’s internal sense of being a woman, man, both, neither, or somewhere along the gender spectrum. It influences how people perceive themselves and each other, how they act and interact, and the distribution of power and resources in society. The question recognizes that gender identity can change over time.

8. Select the option(s) that best describe your gender identity.

- Gender-fluid
- Man
- Nonbinary
- Trans man
- Trans woman
- Two-Spirit
- Woman
- I don’t identify with any option provided
- Gender identity not listed above
 - _____
- I prefer not to answer

Sexual Orientation

For this questionnaire, sexual orientation refers to how a person characterizes their sexual and/or romantic attraction to others.

9. Select the option(s) that best describe your sexual orientation.

- Asexual and/or Aromantic
- Bisexual and/or Biromantic
- Gay
- Lesbian
- Pansexual
- Queer
- Straight/Heterosexual
- Two-Spirit
- Sexual orientation not listed above
 - _____
- I prefer not to answer

Appendix F: CRC EDIAP Governance and Accountability Framework

The CBU Canada Research Chairs (CRC) Equity, Diversity and Inclusion (EDI) Action Plan is overseen by the Office of Research and Graduate Studies (ORGS), with final approval and strategic oversight provided by the Associate Vice-President, Research and Innovation (AVPRI). ORGS is responsible for coordinating implementation of the Action Plan, monitoring progress, engaging institutional partners responsible for specific actions, and reviewing progress annually through the CRC Program reporting process.

Implementation of the Action Plan is informed through ongoing dialogue with Canada Research Chairholders, including during mid-term reviews, renewals (where applicable), and program exit discussions. Input from CRCs and relevant institutional support units is used to identify emerging priorities, assess institutional capacity, and inform continuous improvement.

The current Action Plan was comprehensively revised in 2025–2026 following an internal review and consultations with CRCs and key support units. The Action Plan will remain in effect for five years and will undergo a comprehensive review in 2031, aligned with the development of CBU's next Strategic Research Plan. This review will include broad engagement with CRCs and relevant interest-holders to evaluate progress and inform future priorities.

Progress toward implementation is reviewed annually by ORGS and reported publicly in accordance with CRC Program requirements, ensuring ongoing transparency and accountability while supporting continuous improvement of CBU's EDI practices.

APPENDIX G: Acronyms

ADR	Associate Dean of Research
AP	Action Plan
AVPRI	Associate Vice President Research and Innovation (formerly Associate Vice President Academic and Research (AVPAR))
CBU	Cape Breton University
CFI	Canada Foundation for Innovation
CRC	Canada Research Chair
CRC EDIAP	Canada Research Chair Equity, Diversity and Inclusion Action Plan
CTL	Centre for Teaching and Learning
EDI	Equity, Diversity and Inclusion
FDG	Four Designated Groups
HR	Human Resources Department
IT	Information Technologies Department
MarComm	Marketing and Communication Department
NSERC	National Sciences and Engineering Research Council
ORGS	Office of Research and Graduate Studies
REB	Research Ethics Board
SRO	Senior Research Officer
VPA	Vice-President Academic