



**University of Waterloo Canada Research Chairs  
Equity, Diversity, and Inclusion Action Plan**

**Update 2019**

September 27, 2019

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## **Message from the President**

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The University of Waterloo framed its HeForShe IMPACT 10x10x10 commitments to build a more gender-equitable academic, social and administrative environment, knowing the outcomes would immeasurably strengthen the institution. Waterloo's Canada Research Chairs (CRCs) Equity, Diversity, and Inclusion Action Plan (EAP) underpins the provision of an equitable working environment for all Chairholders, including those from the four designated groups.

To strengthen innovation and punch above its weight on the international stage, Canada must not only attract, but also inspire, future generations of researchers. Talented researchers from a plethora of backgrounds bring new ideas, new perspectives and a diversity of opinions, which foster discovery. Ensuring an equitable, diverse, and inclusive workplace for students and researchers will lead to short-term gains and enshrine over the longer term an environment in which all researchers thrive.

This EAP will enable Waterloo to continue to attract and retain top talent in all disciplines. Indeed, equity and diversity are not only moral imperatives at Waterloo, but are also strategic strengths that continue to propel the institution forward in its quest to be recognized as one of the world's most innovative universities.

Attracting the best researchers from around the world is contingent upon a working environment in which researchers from different backgrounds feel welcome and part of a cultural mosaic. It is exciting for our community to work alongside researchers and CRCs with diverse backgrounds and, through taking steps to promote equity and inclusivity at our institution, help to create a stronger and more vibrant Canada for future generations.

## **Message from the Vice-President, Research and International**

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At the heart of innovation is talent, and talent comes from every part of society. People with new and fresh ideas come from a variety of backgrounds and have varying perspectives. That's why diversity is so important, both to Canada's success on the global stage and to the success of the University of Waterloo as a whole.

At Waterloo, not only is diversity embraced as a concept, we work to ensure that our institution is welcoming to everyone. We endeavor to foster an environment that attracts and retains outstanding and diverse faculty members who contribute to Canada's multi-cultural landscape and enable Waterloo to thrive in a global setting. In this, our goals are in line with those of the Canada Research Chairs Program (CRCP): building on excellence based on foundational values of diversity, inclusion and equity.

Through its EAP initiative, the CRCs program aims to foster more of the talent that drives innovation. This is our goal as well. The University of Waterloo has long been recognized as one of the most innovative universities in Canada, and we are driven in our goal to attract

talented and diverse researchers who will keep us at the cutting edge of innovation.

The CRCP has been an invaluable asset in attracting and retaining this talent. We commit to playing a strong part in the CRCP's effort to close equity gaps, and help make Canada the most attractive country in the world for all researchers.

## **Executive Summary**

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The University of Waterloo Canada Research Chairs (CRCs) Equity, Diversity, and Inclusion Action Plan (EAP) identifies specific goals as well as key objectives and actions for addressing under-representation of individuals from the four designated groups (FDGs: women, persons with disabilities, Indigenous peoples and members of visible minorities, and individuals in the LGBTQ2+ communities) in the institution's complement of CRCs. The EAP also includes actions for ensuring an equitable and welcoming work environment for all Waterloo CRCs.

A steering committee spearheaded the development of the EAP, with support from five subcommittees. While specific data on committee representation cannot be shared due to privacy considerations, steering committee and subcommittee members were proactively recruited to represent the perspectives and interests of the FDGs, including intersecting identities. Each subcommittee was tasked with seeking input from relevant stakeholders to develop recommendations aligned to the five areas of focus in the EAP:

- Work environment reviews;
- Objectives and measurements;
- Chair position management;
- Equity and diversity data collection; and
- Retention and inclusivity.

Committee members engaged with current CRCs, representatives from each Faculty (Applied Health Sciences, Arts, Engineering, Environment, Mathematics, Science) and senior administrators. The importance of considering CRC nominees from the FDGs, including intersecting identities, was a key feature of the discussions. The committees also reviewed the research literature on equity, diversity, and inclusion best practices and examined equity policies and practices at other universities across Canada.

Following the release of the 2017 EAP, Waterloo introduced procedural changes in 2018 including establishing the Research Equity, Diversity and Inclusion (REDI) Council and the EAP Self-Assessment Committee. The REDI Council drives the development of key activities related to the implementation and tracking of Waterloo's EAP. The Council is championed by

the Vice-President, Research & International and includes representation from all Faculties. In addition to supporting the EAP, the Council develops strategies to help support successful research outcomes by members of the FDGs and, more generally, for young investigators and researchers new to Waterloo.

The EAP Self-Assessment Committee is tasked with continually updating and refining processes, procedures, communication strategies and guidelines, recognizing that transparency and ongoing improvement are essential for the equitable management of Chair allocations. The EAP Self-Assessment Committee oversees the EAP monitoring framework.

Two key equity hires were made to support an equity focus across the institution, the Engineering Faculty Talent Recruitment and Equity Officer and the Senior Manager, Research Equity. The Senior Manager, Research Equity will work to embed equity, diversity and inclusion (EDI) across Waterloo's research enterprise. Two additional hires are underway, one for a Senior Director of Indigenous Initiatives and the other for a Project Manager for the Equity Office.

Opportunities for improvement of accountability for removing barriers, supporting equitable management of Chairholders and creating an inclusive work environment have been identified based on the work of the steering committee and subcommittees. In addition, the EAP Self-Assessment Committee has conducted three reviews: the Campus Climate Review (environmental scan), the Comparative Review of Institutional Support for Chairholders, and the Employment Systems Review which is still in progress.

Waterloo aspires to be one of the top innovation universities in the world. As such, we aim to promote a culture of equity, diversity and inclusivity that supports a dynamic research environment with different perspectives, fresh ideas and new approaches. As we envision our future, increasing accountability and improving representation from the FDGs and the LGBTQ2+ communities in Waterloo's CRC complement will be paramount. This will be achieved by pursuing three goals:

1. Results-based accountability supported by a strong framework for identifying, preventing and removing barriers for Waterloo CRCs
2. Equitable management of Waterloo's CRC positions
3. Inclusive work environment for all Waterloo Chairholders, including those from the FDGs and the LGBTQ2+ communities, with recognition of intersecting identities.

The EAP is designed to ensure that Waterloo reaches its equity targets for CRCs from the FDGs by the end of 2019. Each of the three goals includes a detailed work plan featuring

objectives aligned to equity action items, responsibilities, and timeframe expectations in order to track progress and completion status by December 2019.

The 2019 update also highlights progress made towards achieving the objectives set out in the December 2017 EAP:

- An Equitable Recruitment and Selection Strategy was implemented for CRCs that includes expanded training related to unconscious bias managed through the equity office. Unconscious bias training is now mandatory for all CRC hiring committees.
- A multi-year accessibility plan was launched in 2018 and development of an accommodations policy for staff and faculty is currently underway to respond to gaps on campus for persons with a disability.
- In 2018, the Academic Leadership Program was launched for faculty taking on new administrative leadership roles, and will be expanded in 2019 to offer leadership training for Chairholders.
- A university-wide consultation with staff, faculty and students on campus climate was held by the [Provost's Advisory Committee on Equity \(PACE\)](#) in 2018, and will be repeated annually to ensure barriers are identified and addressed.
- A Policy Renewal Project led by the secretariat is underway to update all policies through an equity lens.
- A Comparative Review of Institutional Support for CRCs was undertaken in 2017, resulting in the development of institution-wide guidelines for support for CRC chairs which were implemented in April 2018.
- An Employment Systems Review for CRCs is currently underway, contracted to a third-party consulting company with extensive experience in understanding equity issues in employment systems.
- An Equity Climate Survey for CRCs was undertaken in 2019 which provided information related to strengths and weaknesses of the equity environment for Chairholders at Waterloo.
- From our CRC-specific surveys and reviews, 3 SMART (Specific, Measurable, Achievable, Realistic and Timely) goals have been identified. Progress towards these goals is measured and reported on.

# 1. Introduction

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The Canada Research Chairs Program (CRCP) stands at the centre of Canada's strategy for being a global leader in transformative research and innovation. Since its inception, the program has enabled the University of Waterloo to attract and retain some of the very best researchers in engineering, natural sciences, health sciences, humanities and social sciences. In alignment with a key recommendation in the CRCP's 15th-year evaluation, the CRCP requires each participating institution to develop its own equity, diversity and inclusion action plan.

In 2017, Waterloo developed an institutional CRC Equity, Diversity, and Inclusion Action Plan (EAP), and its implementation has been underway throughout the past two years. The current document provides an update on this implementation and related outcomes. The University of Waterloo's EAP focuses on improving the governance, transparency and monitoring of equity and diversity targets of the institution's CRCP, and on making progress towards enhancing representation from the four designated groups (FDGs: women, persons with disabilities, Indigenous peoples and members of visible minorities) and LGBTQ2+ communities in its CRC complement.

Equity, diversity and inclusion are vital to the University of Waterloo's research enterprise and the campus as a whole. The institution's leadership has focused on promoting, encouraging and implementing equitable and inclusive approaches as core principles in the University Strategic Plan "[A Distinguished Past — A Distinctive Future](#)". These principles also underpin our Strategic Research Plan, "[Creating Solutions to Address Global Challenges](#)". Most recently, Waterloo's President, Feridun Hamdullahpur, reaffirmed the university's commitment to equity and inclusion in his [2017-2018 President's Report](#). Senior leaders are fully engaged in meeting institutional equity targets (see [commitment statement](#)) and will continue to drive efforts to create a more diverse and inclusive environment.

Waterloo actively leads EDI initiatives, including accepting a 2015 invitation to participate in the United Nations Women's HeForShe movement and IMPACT 10x10x10 framework. IMPACT 10x10x10 is a global initiative involving ten universities, ten corporations, and ten heads of state who are all dedicated to gender equality and the empowerment of women. It includes engaging men and boys in removing the social and cultural barriers that prevent women and girls from achieving their potential. Waterloo is one of only ten universities around the world, and the only Canadian institution, committed to boosting girls' participation in STEM outreach experiences, enhancing the female faculty complement, and advancing women into University leadership positions through IMPACT 10x10x10.

On September 16, 2019 UN Women launched the Canadian Get Free Tour at the University of Waterloo. The launch began with a campus rally and President's lecture to engage the campus community in the conversation of gender equity and male allyship. This work demonstrates the power of setting ambitious but realistic goals and creating initiatives to drive progress and monitor results. Waterloo's EAP embraces this philosophy. We will continue to build on the exceptional progress already achieved through initiatives like the IMPACT 10x10x10 framework across the FDGs, and for individuals in the LGBTQ2+ communities.

## **2. Employment Systems Review**

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A first step in closing gaps for under-represented groups is to review the employment systems of an institution with the goal of identifying and removing any systemic barriers in attracting and retaining people from diverse groups. It has become clear that at Waterloo there is a need for additional measures to ensure consistent results-based accountability through a strong framework for identifying, preventing and removing barriers for the CRC complement. The institution has begun a multi-year, full-scope review of policies through an equity lens. In addition, an Equitable Recruitment & Selection Strategy has been developed and is now in use for faculty hires. As well, a third party consulting firm has been engaged to conduct an Employment Systems Review.

### **2.1 Policy Review**

The Secretariat has undertaken a [Policy Renewal Project](#). The intent is to weave equity, diversity and inclusivity into the fabric of all of Waterloo's governing policies, with specific provisions for not only closing gaps for the FDGs, but also enabling a welcoming and supportive environment for CRCs, and indeed all members of the university community. In this regard, the Secretariat has been engaged to ensure that an equity lens is applied to all policy renewals and development. An example of work facilitated through this process is the development of an accommodations policy to better accommodate staff and faculty with disabilities. Additional information on policies and procedures is included in section 6 below, which outlines the management of Chair positions.

### **2.2 Equitable Recruitment & Selection Strategy**

In 2015-2016, the Equity Office undertook a review of all faculty hiring procedures, including CRC selection, using a gender-based lens. This effort resulted in the creation of an Equitable Recruitment and Selection Strategy. This strategy included the development of improved training for selection committees and broadened outreach efforts based on identified inadequacies in existing approaches. Mandating unconscious bias training for those managing Waterloo's CRCP is an important evolution of this work.

### **2.3 Employment Systems Review**

In August 2019, Waterloo began a fulsome employment systems review of allocation, recruitment, nomination and retention systems, policies and processes related to the CRCP. The goals of this review are to determine the extent to which the University of Waterloo's current recruitment, selection and hiring practices are open and transparent, to identify barriers or practices that could be having an adverse effect on the employment of individuals from the FDG, and to recommend corrective measures the University could take to address identified systemic barriers/inequities.

A third-party consulting firm with extensive experience in conducting employment systems reviews has been selected by the EAP Self-Assessment Committee to undertake a review at Waterloo with a focus on the CRCP. This action reflects our contention that an independent consultant at arms-length to the institution may garner more open feedback and input from Chairholders, including members of under-represented groups. The project will include a full scope review of relevant policies and procedures using an intersectionality lens. Informal processes and practices related to the CRCP will be evaluated by considering the viewpoints of those who implement policies and processes, and those who have participated in the recruitment process as current or former Chairholders. Direct consultations with current and former CRCs will consist of focus groups with Chairholders in each of the FDGs, as well as men who do not identify as any other category. In addition, all current CRCs will be surveyed to allow an opportunity to offer input on a range of issues in a confidential, anonymous manner. One-on-one interviews will be conducted with a selection of Deans, Academic Chairs, and others involved in the selection process to better understand barriers to recruitment.

Once draft recommendations are developed, an Advisory Committee that includes CRCs from the FDGs will be engaged to interpret the results of the review through a series of one-to-one interviews and focus groups with representatives from each of the FDGs to ensure that identified systemic barriers and inequities accurately reflect the lived realities of Chairholders. The employment systems review will be completed by February 2020.

## **2.4 Future Action**

Systemic barriers identified through the 2019/20 Employment Systems Review will inform Waterloo's 2020 EAP, with specific attention to requirements reflected in the [2019 Addendum](#). Objectives and action items will be developed through engagement with the REDI Council using the recommendations in the Review. Actions will continue to be tracked by the EAP Self-Assessment Committee under the leadership of the Vice-President, Research and International. Ongoing engagement with EAP action item leads will be supported through the EAP monitoring framework, which will be updated on a biennial basis. Additional work related to policy renewal will be completed in collaboration with the Secretariat Office.

### 3. Comparative Review of Institutional Support

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Since the release of the 2017 EAP, actions have been taken to ensure all CRCs receive comparable levels of institutional support. In particular, Guidelines for Institutional Support for CRCs have been developed and implemented. An updated Comparative Review of Institutional Support was conducted in August 2019.

#### 3.1 Guidelines for Institutional Support

Following the release of the 2017 EAP, Waterloo undertook a comparative review to understand the support offered to current Chairholders. While no barriers related to support emerged for Chairholders in the FDGs, the exercise identified a gap in standardization of robust financial and non-financial support. Guidelines for support were then developed and, have been applied for all new and renewal nominations. Table 1 below identifies salary, stipend and research funds for CRCs, and how these budget items are to be determined. Table 2 outlines funding provided by the university, including residual salary and benefits.

**Table 1: Amount and Determination of Funding for CRCs**

<b>Budget item</b>	<b>Amount</b>	<b>Additional Information</b>
<b>Chairholder’s salary and benefits, Central University Charge</b>	Regular annual salary (salary increases will occur as per the standard annual merit based procedures)	Salaries for CRCs should be comparable with CRCs in other fields.
<b>Fixed stipend</b>	Tier 2 = \$10,000/year Tier 1 = \$15,000/year	For all Chairholders, the stipend is conditional on holding the CRC: if the CRC funding stops, so does the stipend. The stipend is not part of base salary for purposes of pension, benefits, or annual salary increases.
<b>CRC Research Fund</b>	Set by academic unit	Sourced from CRC Funds, with top-up from University funds. Each Faculty sets appropriate levels of support for each academic unit. These levels are re-evaluated annually and kept on file in the Office of Research. Chairholders have flexibility to use these funds in accordance with CRCP guidelines.

**Table 2: Funding from the University for CRCs**

<b>Budget item</b>	<b>Amount</b>	<b>Additional Information</b>
<b>Residual salary, Central University Charge, stipend, and CRC Research Fund</b>	Any outstanding commitments for funding	As per above, the CRC Research Fund can be used in accordance with CRCP guidelines.
<b>Benefits</b>	Estimated at 20% of salary	Actual rate will vary depending on family status and salary level.

The University of Waterloo has always provided Chairholders with protected time for research through a reduction in their teaching assignment. It is important to ensure that all Chairholders, including members of the FDGs, are equally supported through the provision of teaching release. Accordingly, the Comparative Review of Institutional Support confirmed that all Chairholders receive teaching release equivalent to 50% of the normal course assignment for their academic unit each year for the duration of their CRC term.

Inasmuch as teaching is an important element of an academic position, Chairholders are expected to teach both undergraduate and graduate courses over their CRC term, so that they can share their expertise with students. This also ensures their readiness to return to a standard teaching assignment once their CRC term ends. To ease this transition and to manage the attendant recalibration of research commitments, Chairholders have the option of deferring a portion of their reduced teaching assignment for up to two years beyond the end of their CRC term. The standardization of this approach was confirmed through the Comparative Review of Institutional Support.

**3.2 Comparative Review of Institutional Support**

Despite significant improvement in the availability and standardization of some forms of institutional support for CRCs at Waterloo, feedback received from Chairholders following the public release of the EAP in 2017 indicated systemic barriers persist in certain areas of institutional support. In 2019, Waterloo undertook an updated comparative review conducted using a three-phase approach to provide a full understanding of gaps and opportunities for improvement. For each phase of the review, we disaggregated our data by Tier of Chairship, funding agency, experience (i.e. new vs. renewal), discipline, rank (i.e. assistant professor, associate professor, professor), as well as FDGs status. Due to the need to protect the confidentiality of Chairholders, the results of the analysis are described at an aggregate level.

The first phase included an internal review conducted by the Research Equity team in the Office of Research based on annual reports submitted by Chairholders outlining level of financial and in-kind supports received from the institution. The results included quantitative information related to the following types of institutional support: student salary support, nonstudent salary support, research funds, administrative support, and teaching release. The

results of phase one were then compared against results from a direct online survey of academic unit heads conducted as phase two of the review. The online survey returned a response rate of 38% of academic unit heads (see Comparative Review of Institutional Support survey in Appendix I).

Phase three of the review included a comparison of CRC salaries conducted by the University's Department of Human Resources. Aside from variations in salary based on discipline, the comparison showed reasonable uniformity of salaries for Chairholders, including those from the FDGs, within the professorial ranks. However, no analysis could be completed for Indigenous CRCs due to lack of available data at time of completion.

The results of this comparative review will inform future endeavors to ensure that there is no systemic bias in the provision of institutional support for CRCs.

### **3.3 Mentorship**

Mentorship has always been an important component of institutional support for new faculty. The [Academic Leadership Program](#) (ALP) was launched in 2018 as a result of a university-wide environmental scan and a series of roundtable discussions with faculty who identify as women, including CRCs. The program provides education, support, and mentoring to faculty members in, or about to move into, positions of academic leadership at the University of Waterloo. The program includes orientation sessions for individuals new to leadership positions, as well as half-day workshops on various topics of interest and events featuring guest speakers. Informally, the program offers one-on-one support to individuals with particular concerns through confidential consultations or meetings with the Program Director. Waterloo aims to expand the ALP over the next five years as it matures to address the needs of Chairholders, including those who identify as members of the FDGs and individuals in the LGBTQ2+ communities. These opportunities are intended to complement the development of a mentoring program for junior Chairholders.

Beyond the categories of institutional support noted under the Comparative Review results, qualitative questions were added to the online survey completed by academic unit heads, including a question on mentorship programs. The results confirmed an interest in increasing mentorship and leadership training opportunities. Specific areas were noted where opportunities may be particularly informative for new Chairholders:

- Career progression milestones
- Proposal writing
- Research program administration
- Research team management
- Navigating space allocation
- Research team recruitment
- Leveraging and maximizing the impact of the CRC

### **3.4 Future Action**

The results of the Comparative Review indicate the need to improve the process of self-identification data collection from CRC applicants and Chairholders to support a fulsome understanding of whether inequities in institutional support persist. Further to these efforts, an annual report will be prepared for each Faculty based on aggregated self-identification data of CRC applicants to identify opportunities to improve the recruitment process. Access to institutional supports plays a large role in the perception that CRCs are valued and belong to the wider campus. The degree to which Waterloo is successful in providing equitable institutional supports will be gauged through the results of ongoing biennial Comparative Review surveys.

## **4. Equity Climate Review (Environmental Scan)**

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The University of Waterloo is committed to creating a healthy, safe and supportive work environment, as reflected in its [Healthy Workplace Statement](#). University-wide open consultations held by the Provost's Advisory Committee on Equity (PACE) in 2018, and an equity climate survey of CRCs completed in August 2019 identified opportunities to create a more inclusive work environment for Chairholders. Waterloo's EAP action items will leverage strengths, including a strong sense of belonging within the University of Waterloo Community, to create a more inclusive campus.

### **4.1 Open Consultations**

In early 2018, a university-wide open consultation was held by PACE whereby all members of the university community, including staff, faculty and students were invited to take part in a discussion regarding equity on campus. With over fifty individuals in attendance, a variety of issues and questions were raised, including: the structure and work of PACE and its working groups; communication and awareness of equity issues and resources available; policies and procedures for faculty and staff, including support for sessional instructors and training for all faculty; student experiences regarding employee rights; awards, accommodations, and avenues for filing co-op grievances; issues around mobility and access, including snow removal, construction, and dietary options.

Going forward, these university-wide open consultations will be held on an annual basis. In addition to open consultations, the University of Waterloo seeks regular input and contributions from equity initiatives and groups across campus focused on fostering an inclusive campus climate for students, staff and faculty, including CRCs in the FDGs and individuals in the LGBTQ2+ communities. A full description on these activities is provided below.

### **4.2 Equity Climate Survey**

During development of the 2017 EAP, we reached out to current Chairholders, including members of the FDGs, to learn what is needed to create a more supportive and inclusive environment. Feedback was used to develop strategies for enhancing retention and inclusivity within the program and to address equity concerns on campus.

To complement these efforts to identify systemic barriers, in August 2019 current Chairholders were invited to complete an online Equity Climate Survey (see Campus Climate Survey in Appendix II). The intent of the survey was to provide a fulsome analysis of the extent to which Waterloo provides a healthy workplace environment and culture, and the impact the climate has on Chairholders. The survey was completed by 44% of all Chairholders, including 63% of respondents who self-identified as a member of one or more FDGs or as an individual in the LGBTQ2+ community. The information

below highlights perceived areas of strength of Waterloo's campus climate that can be leveraged as part of specific actions, and opportunities for enhancing equity and inclusivity to be addressed through action items delineated in the EAP.

### **Perceived Strengths of Waterloo's Campus Climate**

- 96% value opportunities to network with other Chairholders
- 96% feel valued by the University of Waterloo
- 96% feel Waterloo promotes a climate free from racial discrimination
- 93% feel Waterloo promotes a climate free from sexual identity discrimination
- 93% feel they are treated with respect by their colleagues
- 93% feel supported by Waterloo (e.g., reduced teaching load, adequate budget)
- 89% feel a sense of belonging/community within the campus

### **Enhancing Equity and Inclusivity**

Opportunities for enhancing equity and inclusivity identified in the survey include:

- 81% feel equity is a priority and that CRCs reflect the diversity of the wider professoriate. However, a majority of CRCs who would like equity to be a higher priority identify as members of one or more of the FDGs.

Waterloo's EAP is designed to implement specific actions to address this including: promoting discussion of equity at Waterloo's Executive Council, the highest level of leadership; implementing inclusive recruitment practices through updating policies, procedures and processes; posting CRC positions with organizations that have a specific outreach to faculty in the FDGs; developing a process for the establishment of equity champions on all CRC-related committees.

- 37% feel they would like a stronger sense of community with other CRCs, and 30% would like to have more access to mentorship opportunities.

We are actively working to build community for CRCs by providing opportunities to connect and network, particularly for those from the FDGs. Luncheons for female CRCs are hosted twice per term. The REDI Council is leading the development of a mentoring program for junior CRCs that will complement the expansion of our Academic Leadership Program.

- 26% would like service assignments to be more equitably distributed.

While some Chairholders noted the value of new policies standardizing institutional support, the survey also indicated that the climate for Chairholders would be enhanced by increased transparency in Chair nomination and negotiation processes. In response, we have implemented changes to communications to offer clear information on Chair nominations, negotiations and advancements.

- 30% feel evaluations of performance should be more equitable.

Waterloo has expanded the definition of service (Department, Faculty, and University) to encompass unconventional, yet important, service that individuals from the FDGs provide. At the same time, steps will be taken to ensure service loads are fairly distributed. This is essential, particularly for CRCs from the FDGs who are likely to receive disproportionately large numbers of requests to serve on committees.

- While challenges in accessing support for medical or parental leaves were not reported, 7% feel it should be easier to access appropriate resources for needed accommodations.

We will work to ensure the provision of appropriate resources and/or accommodations for CRCs with disabilities. An accommodations policy currently in development for staff and faculty will focus on providing proactive accommodations.

### **4.3 Future Actions**

The Equity Climate Survey identified areas for improvement. Led by the VPRI, priority areas will be discussed with senior leadership and further actions will be developed. The CRC Equity Climate Survey will be conducted every two years. This will ensure continual focus on campus climate in support of the University's overall aim to attract and retain Chairholders and provide a consistent active voice for Chairholders. Annual Progress Reports will delineate improvements made in the equity climate for CRCs, particularly members of the FDGs and LGBTQ2+ communities.

The University of Waterloo affirms the importance of the principle of freedom of information and the obligation to conduct its operations as much as possible in ways which are open to public scrutiny. The University is also committed to the protection of the privacy of those who work and study at the university. Each of the three reviews was completed in accordance with these well-established principles.

## 5. Summary of Review Findings and Work Plan

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From the reviews above, three areas for improvement have been identified:

1. The framework to ensure accountability for identifying, preventing and removing barriers within the University of Waterloo's CRC complement, including gaps in data collection related to the CRCP and training supports for those managing the CRCP, can be improved.
2. Practices, policies, processes and procedures in place to adequately support and validate equitable management of Waterloo's CRC positions, including transparency in hiring and management and clear communication tools, can be improved.
3. Despite the fact that most CRCs feel valued by the University, some Chairholders, including those from the FDGs and individuals in the LGBTQ2+ communities, may continue to face barriers to full inclusion in the work environment that need to be addressed. These include less access to mentoring opportunities and feeling that equity is not prioritized and service not fairly distributed. Persons with disabilities, in particular, may find it difficult to access needed accommodations.

Through ensuring results-based accountability supported by a framework for identifying, preventing and removing barriers within its CRC complement, Waterloo will meet its FDG targets on or before December 2019. The institution has exceeded its target for CRCs with disabilities. Active cluster recruitment targeting Indigenous peoples is being deployed to address this gap. In the coming years, Waterloo will continue to engage a diverse representation of members of the university community in initiatives to make the CRCP at Waterloo as inclusive as possible.

**Table 3: University of Waterloo – Active\* CRCs and 2019-nominations**

<b>Designated Group</b>	<b>Target</b>	<b>Occupancy</b>	<b>Result</b>	<b>Gap (# of Chairs)</b>
<b>Women</b>	24%	23%	target not met	*--
<b>Visible minorities</b>	15%	13%	target not met	*--
<b>Persons with disabilities</b>	4%	*--	target met	no gap
<b>Indigenous peoples</b>	1%	*--	target not met	*--

\* Active as of August 12, 2019

\*-- In keeping with the Privacy Act, if the number of respondents who self-identified as belonging to one of the FDGs is less than five, it is not provided to protect privacy (See Appendix III for Self-Identification Survey).

2019 FDG Chairholder Target Status Highlights:

- Female Chairholder gap almost eliminated
- Persons with disabilities Chairholder gap eliminated
- Active cluster recruitment for Indigenous peoples Chairholders to eliminate gap

**Table 4: EAP Work Plan 2019**

**Goal #1:** Results-based accountability supported by a strong framework for identifying, preventing and removing barriers for Waterloo CRCs

**Key Indicators:**

- Count of CRCs by FDGs, including through intersectional lens
- % of CRC applicants who have completed the self-identification survey
- % of administrators and faculty involved in the CRC recruitment/selection process who have completed mandatory unconscious bias training

Objective	Action	Responsibility	Status
<p><b>Increase accountability for Equity, Diversity and Inclusion in the CRCP, and across the Waterloo campus</b></p>	<ul style="list-style-type: none"> <li>• Discussion with university leaders regarding initiatives to promote equity at meetings of Executive Council (the President's Advisory Council)</li> </ul>	VPRI/AVP HREI	Ongoing
	<ul style="list-style-type: none"> <li>• Developed a process for the establishment of equity champions on CRC-related committees</li> <li>• Developed a process to ensure committees with decision-making responsibility (e.g., Department/School Advisory Committees on Appointments (DACAs/SACAs), Performance Evaluation Advisory Committees, Tenure and Promotion Committees, Internal CRC Review Committee, Faculty Renewal Evaluation Committees) are established with consideration to equity and include a designated “equity champion”</li> <li>• Developed and implemented a monitoring framework for EAP tasks</li> </ul>	VPRI	Complete

	<ul style="list-style-type: none"> <li>Develop an annual report for each Faculty based on aggregated self-identification data of CRC applicants to identify gaps</li> </ul>	VPRI	To be complete December 2019
<b>Improve collection of self-identification data from CRC applicants to better understand the composition of applicant pools and inform outreach efforts</b>	<ul style="list-style-type: none"> <li>In collaboration with Human Resources, established a sustainable process to securely and systematically collect self-identification data from CRC applicants</li> </ul>	AVP HREI	Complete
<b>Implement an annual self-identification survey of active Chairholders to better understand the equity profiles of CRCs</b>	<ul style="list-style-type: none"> <li>In collaboration with Human Resources, established a secure and standardized process for continual administration and refinement of an annual self-identification survey for active CRCs</li> </ul>	AVP HREI	Complete
<b>Assess the current state of internal CRC practices, processes, and policies (e.g. equity/unconscious bias training, advertising/outreach, recruitment, retention, Chairholder support, and termination) in order to identify and address barriers to FDGs and LGBTQ2+ Communities</b>	<ul style="list-style-type: none"> <li>Undertake an Employment Systems Review (ESR) for FDG and LGBTQ2+ communities to identify and address barriers</li> </ul>	VPRI	To be complete February 2020
<b>Assess the current equity climate at Waterloo to inform future equity, diversity, and inclusion initiatives. Re-assess every two years to track</b>	<ul style="list-style-type: none"> <li>Developed a framework to assess the university climate and Chairholder experience that includes conducting biennial equity climate surveys</li> </ul>	AVP HREI, in consultation with VPRI	Complete

<p><b>progress in improving the equity climate</b></p>			
<p><b>Introduce and expand training related to unconscious bias, equity, diversity and inclusion for those involved in managing Waterloo's CRCP</b></p>	<ul style="list-style-type: none"> <li>• Continue to provide mandatory training focused on tools and processes that minimize unconscious bias and aid better decision-making to administrators and faculty involved in the CRC recruitment/selection process</li> <li>• Continue to implement a tracking mechanism for equity training completed by those involved in the CRC process</li> </ul>	<p>AVP HREI</p>	<p>Ongoing</p>

**Goal #2:** Equitable management of Waterloo’s CRC positions

**Key Indicators:**

- % CRC DACAs/SACAs with a completed equity checklist
- % CRCs with salaries falling below the average, including the FDGs
- % CRCs who have received a teaching release equivalent to 50% of the normal course load

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Status</b>
<b>Introduce procedural changes to increase transparency in the management of Chair allocations</b>	<ul style="list-style-type: none"> <li>• Established an advisory committee to continually update and refine processes, procedures, communication strategies, guidelines and documents to ensure fairness in the management of Chair allocations</li> </ul>	VPRI	Complete
	<ul style="list-style-type: none"> <li>• Publish Annual Progress Reports on EAP action items by October 31 each year</li> </ul>	VPRI	Complete
<b>Improve hiring and outreach practices to increase representation from the FDGs in the CRC complement</b>	<ul style="list-style-type: none"> <li>• Continue to engage FDG-relevant associations to determine optimal ways to advertise CRC positions</li> </ul>	Provost	Ongoing
	<ul style="list-style-type: none"> <li>• Develop a targeted outreach process focused on attracting leading and upcoming scholars from the FDGs</li> </ul>	AP HR/AVP HREI	To be complete December 2019
<b>Create inclusivity and diversity promotional materials for CRC interviewees</b>	<ul style="list-style-type: none"> <li>• Create an inclusivity pamphlet/information package to be distributed to all CRC interviewees</li> </ul>	VPRI	To be complete December 2019

<p><b>Introduce procedural changes to increase transparency and equity in recruitment of CRCs</b></p>	<ul style="list-style-type: none"> <li>Revised current equity checklist to help guide CRC hiring committees through a fair and transparent recruitment process</li> </ul>	<p>VPRI</p>	<p>Complete</p>
<p><b>Increase transparency of the process for advancement from Tier 2 to Tier 1</b></p>	<ul style="list-style-type: none"> <li>Developed and implemented a clear communication strategy on advancement from Tier 2 to Tier 1</li> </ul>	<p>VPRI</p>	<p>Complete</p>
<p><b>Introduce measures to ensure that individuals from the FDG are not disadvantaged in negotiations related to institutional support</b></p>	<ul style="list-style-type: none"> <li>Develop and implement internal financial guidelines that minimize the need for negotiation</li> </ul>	<p>VPRI, Deans</p>	<p>To be complete December 2019</p>

**Goal #3:** Inclusive work environment for all Waterloo Chairholders, including those from the FDGs and the LGBTQ2+ communities, with recognition of intersecting identities

**Key Indicators:**

- % of new faculty members who have completed equity and unconscious bias training within their first year
- % of new Chairholders participating in mentoring programs and leadership development opportunities
- % of policies updated through Policy Renewal Project that include specific equity considerations

Objective	Action	Responsibility	Status
<b>Promote equity-related education/learning opportunities</b>	<ul style="list-style-type: none"> <li>• Creating and implementing a process for the delivery of equity and unconscious bias training to new faculty members within their first year and every five years thereafter</li> </ul>	AVP HREI	To be complete December 2019
	<ul style="list-style-type: none"> <li>• Integrating equity/unconscious bias training into the Academic Leadership Program for Academic Unit Heads/Associate Deans, Research and providing this training as well for University Centre/Institute Executive Directors</li> </ul>	AVP HREI, in consultation with Academic Leadership Program	To be complete December 2019
	<ul style="list-style-type: none"> <li>• Adding CRC-specific and FDG-specific elements to IMPACT 10x10x10 ALDP, including opportunities for Chairholders to engage senior university administrators</li> </ul>	AVP HREI, in consultation with VPRI	To be complete December 2019
	<ul style="list-style-type: none"> <li>• Promoting the EAP and EDI-related education/learning opportunities to all faculty and staff</li> </ul>	Deans/AVP HREI	Ongoing

<b>Develop policies and procedures that are conducive to equity, diversity and inclusion</b>	<ul style="list-style-type: none"> <li>Incorporating equity considerations into the University's Policy Renewal Project</li> </ul>	Secretariat, in consultation with AVP HREI	Ongoing
	<ul style="list-style-type: none"> <li>Developing an accommodations policy for staff and faculty to better accommodate persons with disabilities</li> </ul>	Secretariat, in consultation with AVP HREI	To be complete December 2021
<b>Continue to manage accommodation-related needs of CRCs, including those from the FDGs</b>	<ul style="list-style-type: none"> <li>Creating and implementing communication strategies to raise awareness of the process for requesting accommodations</li> </ul>	Deans	To be complete December 2019
<b>Provide options for flexible accommodations beyond policy</b>	<ul style="list-style-type: none"> <li>Developing activities to provide flexible accommodations and enhance the campus culture</li> </ul>	AP HR/ Deans/ AVP HREI	To be complete December 2019
<b>Provide a more supportive/inclusive workplace for all Chairholders</b>	<ul style="list-style-type: none"> <li>Increasing promotion of opportunities to engage with university-advisory committees related to EDI (e.g., PACE, Indigenization Strategy Advisory Committee, Accessibility Committee, Faculty Association, Equity Committee)</li> </ul>	AVP HREI/AP HR	Ongoing
	<ul style="list-style-type: none"> <li>Developing a mentoring program and leadership development opportunities for junior Chairholders</li> </ul>	VPRI, in consultation with AVP HREI	To be complete December 2020

	<ul style="list-style-type: none"> <li>• Developing a process to facilitate connections between CRC Chairholders and other faculty who have related research interests</li> <li>• Continue to engage senior leadership through the Vice-President, Research and International on implementation of EAP Action Items with particular reference to provision of resource needs and monitoring progress</li> <li>• Ensuring equity initiatives across Waterloo's research enterprise include an Indigenous paradigm and practices consistent with Indigenous Ways of Knowing through direct input to the Vice-President, Research and International from Waterloo's Indigenous CRCs and Six Nations Reserve</li> </ul>	VPRI	To be complete December 2019
<b>Develop a broader definition of service and research for faculty members, including CRCs</b>	<ul style="list-style-type: none"> <li>• Expanding the definition of service (Department, Faculty, and University) to encompass unconventional, yet important, service that individuals from the FDG provide</li> </ul>	Provost/Deans	To be complete December 2019
	<ul style="list-style-type: none"> <li>• Advocated equity-related research considerations to federal granting agencies through the Vice-President, Research and International to ensure that adjudication processes do not undervalue scholarship or research that is non-traditional or unconventional</li> </ul>	VPRI	Complete

<b>Improve support for CRCs transitioning out of a Chair position</b>	<ul style="list-style-type: none"> <li>Supporting end-of-term transition for CRC Chairholders by offering clear and consistent communication from the start of their term, during their performance reviews and, in particular, during the last two to three years of the Chairholder's term</li> </ul>	VPRI, in consultation with Academic Unit Heads	Ongoing
	<ul style="list-style-type: none"> <li>Developing a CRC exit survey to refine supports provided at end of term</li> </ul>	VPRI, in consultation with the AVP HREI	To be complete December 2019

## 6. Management of Chair Positions

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Specific processes and procedures have been established to support the equitable management of Waterloo's CRC positions, including allocation of Chair positions and the corridor of flexibility. The Office of Research is responsible for oversight of the CRCP at the University of Waterloo. The CRC Internal Review Committee has been expanded from three to twelve members. It is now comprised of three standing members: the Vice President, Research and International, and two Associate Vice-Presidents, and nine researchers from across the professoriate (three members for each of SSHRC, CIHR and NSERC). The committee has broad representation (across the FDGs and disciplines) and provides input to the Vice-President, Research and International in respect of both new and renewal nominations and the use of the corridor of flexibility. Per the EAP, terms of reference for this committee were revised, and the committee members received equity training and began their work in January 2019. Going forward, Chair allocations will focus on meeting Waterloo's FDG targets.

### 6.1 Policies and Procedures

Waterloo's commitment to the principles of equity, diversity, and inclusion can be found throughout its library of University policies. Those policies relevant to the recruitment and management of CRCs include the following:

- [Policy 3, Sabbatical and Other Leaves for Faculty](#)
- [Policy 14, Pregnancy and Parental Leaves \(including adoption\)](#)
- [Policy 33, Ethical Behaviour](#)
- [Policy 42, Prevention and Response to Sexual Violence](#)
- [Policy 59, Reduced Workload](#)
- [Policy 61, Religious Accommodation](#)
- [Policy 65, Equality in Employment](#)
- [Policy 76, Faculty Appointments](#)

Several University of Waterloo policies have provisions designed to ensure that faculty members, including members of the FDGs, are not disadvantaged by career gaps stemming from leaves such as pregnancy or parental leave. These include [Policy 3](#) (Sabbatical and Other Leaves for Faculty Members), [Policy 14](#) (Pregnancy and Parental Leave), and [Policy 59](#) (Reduced Workload).

CRCs are encouraged to bring accommodation-related issues to the attention of their academic unit head and/or Faculty Dean. The University will continue to be sensitive to the

need to manage accommodation-related costs to ensure they will not be a disincentive to making accommodation-related issues known or acted upon. Equity Office training and educational materials provide guidance to senior administrators for managing these requests. Creating an inclusive environment for all Chairholders also requires flexible “accommodations” beyond the provisions in Policies. For example, academic units should be supportive of providing a replacement instructor if a Chairholder or other faculty member has to care for sick children. These types of initiatives help to ensure that all Chairholders, including members of the FDGs, feel included and valued.

Finally, the University must provide easily accessible and appropriate facilities for Chairholders and others in the University community. For example, through Waterloo’s ‘Inclusive Washroom Initiative’, single-use inclusive washroom facilities are being provided to meet the diverse needs of students, Chairholders, other faculty and staff, including those individuals who identify as transgender or gender variant, parents with children of the opposite sex/gender, persons with disabilities accompanied by a personal care attendant, men and women. Phase I of this initiative is complete with 60+ washrooms on campus being retrofitted to become gender neutral. Phase II, which involves larger washroom upgrades, was initiated in 2018. Work is underway to promote the availability of existing multi-faith prayer and meditation spaces. As well, a process for proactively identifying the need for such spaces in the future is being developed.

## **6.2 Recruiting and Advertising Chair Positions**

A fair and equitable CRC recruitment process begins with strong advertising and outreach initiatives. All CRC advertisements include the University of Waterloo's Equity Statement:

*The University of Waterloo regards equity and diversity as an integral part of academic excellence and is committed to accessibility for all employees. As such, we encourage applications from women, persons with disabilities, Indigenous peoples, members of visible minorities, and others who may contribute to the further diversification of ideas. At Waterloo, you will have the opportunity to work across disciplines and collaborate with an international community of scholars and a diverse student body, situated in a rapidly growing community that has been termed a “hub of innovation.”*

Equitable recruitment involves ensuring that well-developed processes for open competitions and clear evaluation criteria are in place. Transparency is the key to reducing perceptions of unfairness. Equity - best practice contends that recruitment should be research area-focused rather than person-focused. To ensure a fair process, the University of Waterloo eliminated the option of using the emergency retention pathway (nominating a researcher for a CRC who is considering leaving the university to take a position elsewhere, and whose departure would significantly jeopardize a strategic area of research) effective January 1, 2018.

In 2015, Waterloo's hiring practices for CRCs were reviewed, and equity guidelines were implemented in 2016. This included development of an equity checklist to help guide CRC hiring committees through a fair and transparent recruitment process. These guidelines have been updated in light of our decisions to remove the emergency retention pathway, and to concurrently advertise CRC positions internally and externally in order to cast as wide a net for potential candidates as possible. The process for the management of Chair positions is outlined in Appendix IV.

As of January 1, 2018, all CRC positions are advertised internally and externally in accordance with [Policy 76](#). A Faculty may petition the Internal Review Committee for a waiver of this requirement. In addition, Waterloo has expanded the minimum number of sites for advertising all external positions, including CRC positions, to ensure more diverse groups are made aware of recruitment opportunities. Originally limited to advertisements through the Canadian Association of University Teachers (CAUT) and Association of Universities and Colleges of Canada (AUCC), mandatory sites for advertising now include the University's CRCP Public Accountability website and relevant Faculty/Department webpages.

Hiring committees are also strongly encouraged to post in additional venues that reach a broad and diverse audience, including job-posting platforms, websites, listservs, journals, and professional networks targeted to under-represented groups. The venues suggested to all committees include "women in" sites (such as [Senior Women Academic Administrators of Canada \(SWAAC\)](#), [Society for Canadian Women in Science and Technology](#) and [Canadian Research Institute for the Advancement of Women](#)), Indigenous websites (such as [Indigenous Professional Association of Canada](#)), as well as (dis)ability, diversity and LGBTQ2+ networks.

Hiring committees are proactively identifying leading and upcoming scholars from the FDGs and engaging with them to build long-term relationships with the Waterloo community. This outreach includes, but is not limited to, inviting individuals to give research seminars at Waterloo and introducing them to senior administrators and Waterloo faculty from the FDGs. In particular, committee members have been actively engaged with Indigenous communities, leaders and elders to help build an Indigenous community at Waterloo. The Vice-President, Research and International has provided active leadership for this important work. Visits to Six Nations of the Grand River will occur as part of an initiative to develop a partnership between the University of Waterloo and the local Indigenous community.

Waterloo's [Policy 76 - Faculty Appointments](#) specifies that the membership of DACAs/SACAs, the committees tasked with faculty hiring, include all genders. Deans and academic unit heads require all hiring committees related to CRCs to be reflective of equity across the FDGs in their composition. As this requires additional committee work for FDG faculty, Academic Unit Heads are encouraged to take this into account in annual reviews of contributions. Additionally, the President, Vice-Presidents, and Deans report on equity initiatives to Waterloo's Executive Council, the senior leadership committee, twice annually. Annual progress reports are published on the university's EAP website to ensure accountability and improve visibility as we strive to exceed equity targets.

### **6.3 Allocation and Renewal of Chair Positions**

CRC allocations are informed by equity considerations as well as Tri-agency funding. Decisions are also guided by the strategic priorities of the University, with oversight by the Vice President, Research and International, the Provost and the President. For some STEM disciplines, a committee of Research Fellows advises on research areas with a strong pool of candidates in the FDGs. This benefits all FDGs, but is particularly helpful in closing the gap for Indigenous CRCs.

In conjunction with introducing procedures to more effectively recruit members of the FDGs for open CRC positions, we have implemented a more transparent and equitable process for reaching decisions on renewals of existing CRCs. Renewal nominations continue to be reviewed at the Faculty level and by the CRC Internal Review Committee. We have implemented greater transparency in this process so that Chairholders clearly understand criteria for renewal of their Chair. Effective January 2018, academic unit heads, guided by new processes and metrics (details in Appendix IV), work with first term CRC nominees to establish bona fide renewal criteria appropriate to the unit/Chairholder. If the nomination is successful, progress of the Chairholder against these criteria will be discussed during annual/biennial performance reviews. The renewal criteria are also used by the Internal CRC Review Committee to evaluate proposals for CRC renewals.

### **6.4 Corridor of Flexibility**

The CRCP provides universities with flexibility to change the Tier or research area of a limited number of Chair positions. Waterloo has been allocated 10 “flex moves”, and the current deployment of these is [publicly available](#). Flex moves are coordinated by the Office of Research. From 2018 forward, flex move requests are made prior to advertising a Chair position. All requests are reviewed by the Internal CRC Review Committee, with due consideration to equity. For example, flex moves have been made recently to allow searches in fields where the applicant pool has higher representation of members from the FDGs. All flex move requests are ultimately approved by the Tri-Agency Institutional Program Secretariat. Once a flex move has been utilized, the Faculty and Office of Research use the earliest opportunity to implement it whilst maintaining the original balance between Tiers and among research areas (i.e., SSHRC, NSERC and CIHR). The full process is outlined in Appendix IV.

## 6.5 Phasing Out in the Event of a Decrease

In national re-allocations of CRCs to date, Waterloo's CRC complement has remained constant or increased. However, procedures for phasing out Chair positions in the event of a reduction in our institutional allocation have now been formalized using an equity lens. If the re-allocation results in the need to adjust the number of Chair positions assigned to a Faculty, the following process will be used:

- Any increase to a Faculty's Chair allocation will take effect immediately
- Any decrease to a Faculty's Chair allocation will be implemented as follows:
  - If that Faculty has an open Chair position, it will be withdrawn and either reallocated to another Faculty in accordance with internal procedures or, if the University as a whole must lose a Chair position, returned to the CRCP.
  - If that Faculty does not have an open Chair position, the Office of Research will review allocations across the institution to determine if there is an open Chair position elsewhere that could be returned to the CRCP to avoid having to wind-down a filled Chair. Inter-Faculty negotiations facilitated by the Office of Research will ensure that the Chair position is returned as soon as possible.
  - If there is no flexibility across the University, the Faculty losing a Chair position will be required to initiate a wind-down of an existing Chair. To wind-down a Chair(s), that Faculty will work with the Office of Research to do so with minimal disruption to the Chairholder.
  - To ensure a fair and transparent process for returning a filled Chair position, the first call for a phase-out will be a second-term Chairholder closest to the end of his/her second term or, if there is no second-term Chairholder, the Chairholder closest to the end of his/her first term, regardless of Tier.

At Waterloo, we strongly believe that active Chairholders should not be penalized if, through no fault of their own, their CRC must be wound down. To protect all Chairholders, including those from the FDGs, if a Faculty must wind down active Chairholder positions, the Dean and Provost will ensure that the level of support agreed at the outset (financial and non-financial) continues until what would have been the normal end of the CRC term. In keeping with the CRCP's guidelines, the Chairholders will also retain their title until what would have been the end of their terms.

## 6.6 Advancement from a Tier 2 Chair to a Tier 1 Chair

Tier 2 Chair positions are meant to help early career researchers establish a strong research program and there will not be any expectation of automatic advancement to a Tier 1 Chair. Advancement from a Tier 2 to a Tier 1 Chair is possible, but only for *exceptional* candidates who compete for a Tier 1 Chair position in a broad disciplinary area that is advertised internally and externally. It is noted that:

- Advancements are considered *new* positions and must follow Waterloo's CRC Recruitment procedures (see recruitment); and
- To ensure continual funding, if approved to move forward by the Internal Review Committee, an advancement application must be submitted to a regular CRC round (April or October) at least six months prior to the end date of the Chairholder's current term.

## 6.7 Training Opportunities

The Equity Office has developed two training sessions relevant to CRC recruitment, and all members of Waterloo's EAP steering committee and sub-committees, current members of the Internal CRC Review Committee, Office of Research staff involved in administering the CRCP, and the Deans of our six Faculties have received this equity and unconscious bias training:

**Equitable Recruitment and Selection Training for Hiring Committees:** All procedures related to recruitment and selection of CRCs, and indeed, all faculty hires, are reviewed through an equity lens. The goal is to ensure that fair, objective and inclusive recruitment and selection processes, mindful of current legislation, are followed to identify the best-qualified candidate.

**Addressing Unconscious Bias in the Evaluation Process:** An interactive session has been designed for individuals with responsibility for faculty recruitment, including members of CRC recruitment committees. Among the topics considered are the nature of unconscious bias, its impact and how to disrupt it. The goal is to develop awareness of strategies for obviating any effect of unconscious bias on performance evaluation.

In addition to this, several offices on campus provide learning and development opportunities to promote a campus culture supportive of equity. Beyond the "Equitable Recruitment and Selection Training" and "Addressing Unconscious Bias in the Evaluation Process" training, the Equity Office offers a [suite of customizable training sessions](#) to faculty including CRCs, as well as staff and students. One of the main programs is Making Spaces, designed to create inclusive spaces for people of diverse gender and sexual identities. Recently, the Human Rights, Equity and Inclusion Unit launched training to deepen understanding of the impacts of colonization on Indigenous peoples with sessions run in December 2018 and January 2019.

The Department of Organizational and Human Development (OHD) offers the Inclusivity Series, a seven-part e-certificate program of workshops that acknowledges, communicates and promotes an understanding of the complexity and uniqueness of the University of Waterloo community, presenting the ideals by which campus members should engage one another - with respect, sensitivity and fairness. In November 2015, OHD and the University received the Silver Award in Facilitated Programs from the Institute of Performance and Learning for the Inclusivity Series.

The Office of Research works with the Faculties and hiring committees to ensure that the processes related to Waterloo’s management of CRCs described herein are enacted, reviewed regularly, and revised as needed based on feedback from biennial equity climate surveys.

### 6.8 Management of Complaints Related to Equity

Academic unit heads and Faculty Deans are encouraged to proactively engage the Equity Office with respect to supporting and promoting equity and inclusivity. However, specific concerns or complaints related to equity in the CRCP, and more generally across the University, are initially addressed through speaking with the direct manager. Academic unit heads and supervisors are encouraged to consult members of the Human Rights, Equity, and Inclusion Office for advice in dealing with such matters. The steps for addressing a concern are outlined below.

**Table 5: Steps for executing an equity concern**

<b>Role</b>	<b>Concern</b>	<b>Contact</b>
<b>Academic unit head/manager/individual</b>	Want to address an equity matter proactively	Equity Office
<b>Individual</b>	Want to proceed with an equity concern/complaint	Speak with the supervisor in question: <ul style="list-style-type: none"> <li>• Faculty - Department Chair/School Director</li> </ul>

**Table 6: Steps for executing an equity concern**

<b>Role</b>	<b>Contact</b>
<b>Academic unit head/managers</b>	Consult with the appropriate unit of the Human Rights, Equity, and Inclusion Office: <ul style="list-style-type: none"> <li>• Equity Office,</li> <li>• <u>Conflict Management and Human Rights Office</u>, or</li> <li>• Sexual Violence Response Coordinator</li> </ul>

The Conflict Management & Human Rights Office (CMAHRO) acts as a focal point and resource to all members of the university community regarding matters of harassment, discrimination, and other general forms of conflict. Cases handled through CMAHRO are tracked, and the Associate Vice-President of Human Rights, Equity, and Inclusion will be made aware of, and will address, any larger, systemic equity issues that emerge. Proactive management of equity concerns is supported through equity initiatives and groups across campus that seek to create a more inclusive campus.

## **7. Equity Initiatives and Groups across Campus**

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A cornerstone of institutional support for equity, diversity and inclusion at the University of Waterloo is regular input to university leadership and policy-makers from a number of advisory groups, committees and councils, as well as key initiatives focused on fostering an inclusive campus climate for students, staff and faculty.

### **Female CRC luncheons and networking sessions**

All female CRCs are invited to two networking meetings - one formal and one informal - each academic term. The purpose of these luncheons is to connect female CRCs directly with the Vice-President, Research and International and to provide an opportunity for female CRCs to build a community with each other. The luncheons also provide the opportunity to share experiences and concerns. The formal meetings include guest speakers on specific topics of interest. Informal gatherings are held each term for female CRCs to network and share in a more social atmosphere.

### **Research Diversity, Equity and Inclusion (REDI) Council**

The REDI Council, established in 2018 is championed by the Vice-President, Research and International and includes representation from all Faculties. The Council develops strategies to help support successful research outcomes by members of the FDGs and more generally for young investigators and researchers new to Waterloo, develops leadership - training events for senior and junior researchers, and drives development of key activities related to the implementation and tracking of Waterloo's EAP.

In 2018, the Council made significant impact through:

- identifying equity gaps in research funding for external award nominees at the University of Waterloo through a review of available EDI data;
- recommending specific improvements related to EDI in the process for identifying potential external award nominees;
- through the REDI Council Chair attending the Waterloo Awards Committee (WAC) deliberations with the goal of improving diversity of potential external award nominees;
- recommending suggested changes to the WAC nominations process related to EDI measures and objectives;
- along with the Office of Research, co-hosting an annual CRC dinner, with a focus on promoting EDI initiatives related to the CRCP;
- along with the Equity Office, co-hosting a panel on leadership for faculty and staff; and
- planning for a mentoring program for CRCs across each Faculty at the University of Waterloo.

### **The Provost's Advisory Committee on Equity (PACE)**

PACE is a University-level committee comprised of students, staff and faculty with lived experience or extensive knowledge in equity and the intersections between different aspects of

diversity. This committee advises the AVP HREI on equity plans and initiatives including an institutional equity plan. Working groups are convened to provide advice on specific equity issues. Through specific actions and input, PACE is creating inclusive spaces for open dialogue on issues impacting the FDGs and individuals in the LGBTQ2+ communities.

### **Gender and Sexual Diversity Working Group (GSDWG)**

Operating under the Provost's Advisory Committee and supported by the Equity Office, GSDWG seeks to address issues related to gender and sexual identity. The priorities, initiatives and recommendations taken on by the working group evolve with the changing nature of society, culture and campus needs. At minimum however, GSDWG strives to foster a more inclusive campus environment related to gender and sexual identity and at its intersections with other important aspects of identity including race, ethnicity, social class, ability and religion. GSDWG recommendations endorsed by the majority of the working group are presented to PACE. The working group is open to the campus community of faculty, staff and students.

### **University of Waterloo Indigenization Strategy Advisory Committee**

The Associate Vice-President, Human Rights, Equity, and Inclusion (AVP HREI) established an Advisory Committee to advise the President, Provost, and senior management on the development of an [Indigenization Strategy](#) at Waterloo. In collaboration with this advisory committee, the University of Waterloo undertook a process to identify ways to indigenize our campus. Five working groups were struck with Indigenous and non-Indigenous stakeholders across campus. The working groups submitted 122 recommendations to the AVP HREI. The AVP HREI is currently leading a process to hire a Director of Indigenous Initiatives.

### **Accessibility Committee**

This committee, established in 2017, comprises representatives from administrative groups that have direct influence on creating accessible environments (including Plant Operations, Information Systems & Technology, Human Resources, and the Equity Office) as well as representatives from the Faculty Association of the University of Waterloo, the Canadian Union of Public Employees, and the University of Waterloo Staff Association. The mandate of this committee is to identify initiatives and frame attendant recommendations that will enhance spatial accessibility for the entire University community. The committee is also tasked with supporting the development of an Accessibility Policy to remove and prevent barriers to employment, education, and services for persons with disabilities whilst respecting their dignity and right to privacy.

## **Faculty Association of University of Waterloo (FAUW) Equity Committee**

FAUW's equity committee engages in educational and advocacy activities related to the status of women, and equity issues such as those arising from gender, ethnicity, race, sexual orientation, disability, religion, age, or gender identity. In 2018, the committee launched an annual award recognizing a member or affiliate of the University of Waterloo community whose actions have demonstrated an exemplary commitment to improving equity, inclusivity, and/or diversity at the University.

## **Campus Wellness Collaborative**

The Campus Wellness Collaborative is a University-wide collaboration led by Campus Wellness with representatives that include students, faculty and staff. The collaborative is tasked with learning from each Faculty, Department and student group their unique insights and learnings, and then with responding to those needs and strengths. The collaborative promotes and leverages existing wellness programs and initiatives.

## **W3: Waterloo Women's Wednesdays**

W3 is a gathering of women and non-binary grad students, post-docs, staff and faculty. W3 meets with the purpose of fostering a social and support network among women and non-binary members of the UW community. The group offers a safe space to discuss issues, provides a place to present university research, and raises awareness about gender and sexuality at the university both as a workplace and as a place for intellectual engagement.

## **Impact Girls Summer Camp**

The Impact Girls Summer Camp promotes post-secondary education awareness and builds confidence in girls to consider a career in the STEM (science, technology, engineering and math) fields. Through this approach, Waterloo seeks to contribute to a strong pipeline for future women in STEM.

## **HeForShe Impact 10x10x10**

As mentioned in the introduction, Waterloo is one of only 10 universities in the world participating in the United Nations' Impact 10x10x10 framework. We have achieved our goal of increasing the women - identified faculty complement to 30% and surpassed our goal of 29% percent women- identified persons in senior academic and administrative positions, reaching 32% in 2018. Our IMPACT framework celebrates these achievements publicly through, for example, our President participating in national events, such as the Gender Summit, and through recognition of achievements in our media publications. Equity and diversity are considered at all levels of leadership when structuring committees. These achievements will provide junior female CRCs with role models and will create a pipeline of female leaders.

Waterloo's framework aims to boost girls' participation in STEM outreach experiences, enhance the female faculty complement, and advance women into leadership positions in the University.

A number of specific 10x10x10 initiatives have been developed, including the following:

- Development of a comprehensive leadership program, including mentoring and networking opportunities for all faculty
- the provision of gender equity research grants to support research aimed at understanding and advancing gender equity, with preference given to projects that advance our IMPACT commitments
- the provision of campus and Faculty advocates who engage students, staff, faculty and alumni in discussion of gender equity issues to foster an equitable environment
- the Excellence and Quality in Academic Life in STEM (EQuALS) conference, Ideathons, positive masculinity workshops, and Equity In/Action anthology

Together, the equity initiatives and groups above have helped Waterloo make real progress toward an inclusive campus, which in turn will create a more supportive environment for all Chairholders on campus, including those in the FDGs and individuals in the LGBTQ2 communities.

## 8. Conclusion

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The goals outlined in Waterloo's Equity, Diversity and Inclusion Action Plan (EAP), along with other campus-wide initiatives, are designed to enhance diversity and inclusivity in the Waterloo CRCP and the greater University community, including FDGs and individuals in the LGBTQ2+ communities (See Appendix V for Work plan—EAP 2019). The EAP is guided by the twin lampposts of research excellence and equity. At the University of Waterloo, we firmly believe that by interweaving these two priorities we can build an even stronger and more robust research environment that will be an important engine of innovation for Canada in the future.

The objectives aligned with specific action items in the EAP are complex and require careful implementation to achieve the three key goals: results-based accountability, equitable management of Waterloo's CRC positions, and an inclusive work environment. Of course, change of any kind can be challenging. However, by introducing these changes in the spirit of fairness and by communicating our intentions clearly, we strive to rally the university community around a determination to meet, and even exceed, equity expectations.

The EAP is rooted in building a more inclusive and stronger research community at Waterloo and in Canada, one that will ultimately inspire future generations of Canadian researchers and lead to more innovation and economic progress for the benefit of all Canadians.

## **Appendix I: Comparative Review of Institutional Support Survey**

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Dear Chair/Director (Landing Page)

As Chair/Director of a Department/School with one or more Canada Research Chairs (CRCs), your response to this survey is required to support the completion of a comparative review of institutional support for Chairholders. These questions were developed based on best practice guidelines provided by the Tri-Agency Programs Secretariat. In the case where a Department/School has only one Chairholder, it is suggested to consider the question as to whether you would be offering the same opportunities for institutional support for future Chairholders.

The Office of Research will use the information collected exclusively for the purposes of understanding barriers and creating a more equitable, diverse and inclusive environment at the University of Waterloo. This survey will be conducted every two years.

If you have a question about this survey, please contact Jenny Flagler-George, Senior Manager, Research Equity by email at [jflagler@uwaterloo.ca](mailto:jflagler@uwaterloo.ca).

This survey is being completed on behalf of the Department/School of: \_\_\_\_\_

In the case where a Department/School has only one Chairholder, it is suggested to consider the question as to whether you would be offering the same opportunities for institutional support for future Chairholders.

**1. Are CRC stipends for Chairholders standardized in the Department/School?**

- Yes
- No

**2. How much is the Tier 1 stipend per year?**

**3. How much is the Tier 2 stipend per year?**

**4. Describe the process for negotiating additional stipend amounts for holding a CRC award.**

**5. Is protected time for research standardized for Chairholders?**

- Yes
- No

**6. What percentage of Chairholder research time is protected?**

**7. Describe the process for negotiating protected research time for each of your Chairholders.**

- 8. Is student and postdoctoral fellow (PDF) support standardized for Chairholders?**  
 Yes  
 No
- 9. Describe the student and PDF support provided to Chairholders.**
- 10. Describe the process for negotiating student and PDF support for Chairholders.**
- 11. Is non-student salary support standardized for Chairholders (e.g., dedicated staff including clerks, technicians, secretaries, research assistants, research associates)?**  
 Yes  
 No
- 12. Describe the non-student salary support provided to Chairholders.**
- 13. Describe the process for negotiating non-student salary support for Chairholders.**
- 14. Do you provide all of your Chairholders with approximately similar office space?**  
 Yes  
 No
- 15. Describe how final office space allocations are determined.**
- 16. Do you provide all of your Chairholders with approximately similar lab space?**  
 Yes  
 No
- 17. Describe how final lab space allocations are determined.**
- 18. Select the administrative support provided to Chairholders.**  
 Moving expenses  
 Proposal writing  
 Technology transfer  
 Publication acquisition  
 Research services (e.g. library)  
 Financial administrative services  
 Other \_\_\_\_\_  
 No administrative support
- 19. Is there a default amount of Canada Foundation for Innovation (CFI) envelope allocated to the Chairholders for purchase of equipment?**  
 Yes  
 No

- 20. What is the default amount of CFI envelope allocated to Chairholders for the purchase of new equipment?**
- 21. Describe the process of how CFI envelope is allocated to Chairholders for the purchase of new equipment.**
- 22. Describe the communication the Department/School uses to support end of term transition for Chairholders.**
- 23. Over and above the categories outlined, describe any other support for Chairholders offered by the Department/School.**
- 24. Does the Department/School offer a mentoring program for new Chairholders?**  
 Yes  
 No
- 25. Describe the mentoring program for new Chairholders.**
- 26. If the Office of Research were to offer a mentoring program for Chairholders, what do you think should be included?**
- 27. Do you have any other comments?**

## Appendix II: Equity Climate Survey

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### INTRODUCTION (Landing Page)

The University of Waterloo values your contributions as a Chairholder, and we want to ensure that we are working towards fostering a positive environment for all our Chairholders. With that in mind, we invite you to complete a brief equity climate survey. This survey was developed as part of the Equity Action Plan (EAP) submitted as a mandatory component of the Canada Research Chair (CRC) program.

In this survey, we will ask you about your perceptions of the University of Waterloo's climate, and specifically how the University of Waterloo supports diversity and equity among the CRCs.

All current Chairholders are strongly encouraged to complete the survey, though it is not mandatory.

### CONFIDENTIALITY AND DATA SHARING

Although name of participant will not be required in the survey, some personal identifying information will be asked, such as the faculty in which the Chairholder resides, as well as identification within the four designated groups (FDGs) - women, members of groups racially categorized, people with disabilities and Indigenous peoples, as well as membership in the LGBTQ2+ community. Within this framework, all responses are anonymous. All responses will be confidentially collected by the Director of Equity (Equity Office) and the Senior Manager, Research Equity (Office of Research), with only aggregate, anonymized, information reported publicly. Results will not be shared from smaller Faculties with low participation, in order to ensure anonymity. Results with less than 5 counts will be suppressed.

### HOW THIS DATA WILL BE USED

The Equity Office, the Office of Research and the Research, Equity and Diversity Council will use the information you provide to improve support, policies, and practices for CRCs at the University of Waterloo. You will receive a summary report of the responses which will include how the information gathered is being used to improve processes and address gaps.

Completion of the survey should take 15 minutes or less. Please complete this survey by 5:00pm on Friday, August 30, 2019.

If you have any questions about this survey, please contact:

Gina Hickman, Director of Equity [gina.hickman@uwaterloo.ca](mailto:gina.hickman@uwaterloo.ca) 519-888-4567 ex 48633

Jenny Flagler-George, Senior Manager Research Equity [jflagler@uwaterloo.ca](mailto:jflagler@uwaterloo.ca) 519-888-4567 x33256

Using the dropdown menu provided, please provide your Faculty: \_\_\_\_\_

## FDG IDENTIFICATION

Part of the Equity commitment of the University of Waterloo is to provide sufficient Chairholder opportunities to those within FDGs who have been historically underrepresented.

### 1. Select the option you identify with (select all that apply)

- Woman
- Man
- Non-binary
- Two-spirit
- Prefer not to answer

### 2. Select the option you identify with (select all that apply)

- Asexual
- Bisexual
- Gay
- Lesbian
- Pansexual
- Straight/heterosexual
- Other, please specify
- Prefer not to answer

**3. A person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning disability, and (a) who considers herself/himself/themself to be disadvantaged in employment by reason of that disability, OR (b) who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that disability. (c) includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.**

**Based on this description, are you a person with a disability?**

- Yes
- No
- Prefer not to say

### 4. Do you identify as Indigenous (First Nations status or non-status, Métis, or Inuit)?

- Yes
- No
- Prefer not to say

**5. A “member of a visible minority” (racialized) in Canada** means a person other than an Indigenous (First Nations, Metis or Inuit) person, who identifies as not white, regardless of the place of birthplace or citizenship.

Based on this description, are you a member of a visible minority?

- Yes
- No
- Prefer not to say

**6. How would you describe yourself? (select all that apply)**

- Arab
- Black
- Chinese
- Filipino
- Japanese
- Korean
- Latin American
- South Asian (including East Indian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)
- West Asian (including Iranian, Afghan, etc.)
- White
- Other visible minority group, please specify
- I prefer not to answer

## CAMPUS CLIMATE

The first section of this survey will be focused on the overall campus climate when it comes to diversity and equity.

Diversity: Diversity includes all the ways in which people differ, including the different characteristics that make one individual or group different from another.

Equity: Equity is the fair treatment, access, opportunity, and advancement for all people.

7. Please indicate your agreement with each of the following statements about the overall campus climate at the University of Waterloo

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Do not know
UW is an environment where <b>equity</b> is clearly a priority						
Canada Research Chairholders reflect the diversity of the faculty at Waterloo						
I feel a sense of belonging/community within the UW campus community						
I feel that there is an opportunity for all members of the UW campus to feel a sense of belonging/community						

## CLIMATE FOR CANADA RESEARCH CHAIRHOLDERS

The second section of this survey is focused on your experiences as a Chairholder.

8. Please indicate your agreement with each of the following statements about the overall campus climate at the University of Waterloo

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Not applicable
I feel valued by the institution							
I feel supported by the institution (e.g., reduced teaching load, adequate budget, lab space)							
Support is equitably distributed across the CRCs (by Tier)							
I value opportunities to network with other Chairholders							
I am treated with respect by my colleagues within my department							
I am treated with respect by my colleagues within my broader faculty							
I feel a sense of community with other Chairholders							

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Not applicable
I have to work harder than others to be valued equally within my department							
I have to work harder than others to be valued equally within my faculty							
I am satisfied with the amount of time I have to spend with family and/or outside interests							
I have a voice in the decision-making that affects the direction of my department							
The teaching workload is fairly and equitably distributed in my department							
The service load is fairly and equitably distributed in my department							
There are fair and equitable expectations regarding research among the CRCs							
Rewards for work performance are fairly							

and equitably distributed in my department							
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9. Please rate the effectiveness of the University of Waterloo with respect to the items below, using a scale from 1-5, where 1-Very ineffective to 5-Very effective.

	Very ineffective	Ineffective	Neither effective nor ineffective	Effective	Very effective	Do not know
Providing access to mentorship opportunities						
Providing appropriate resources or accommodations for people with disabilities						
Providing support for medical leave						
Providing support for parental/maternity leave						
Promoting a climate of gender equity						
Valuing Indigenous knowledge and ways of knowing across the institution						
Promoting a climate that is free from racial discrimination						
Promoting a climate free from discrimination based on sexual identity						
Providing clear processes to address equity issues as they impact chairholders						
Addressing equity issues or problems in a fair and timely manner, when they are raised						

**10. Please describe any other important factors that impact the climate for Canada Research Chairholders at the University of Waterloo.**

**11. Are there any initiatives you would like to see related to an equitable climate for Chairholders?**

**12. Is there anything else you would like the Equity Office and the Office of Research to know, related to the climate of equity at Waterloo?**

## Appendix III: Self-Identification Survey

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The University of Waterloo aims to attract and retain outstanding and diverse faculty members with the goal of being recognized as one of the top innovative universities in the world. Embedding equity, diversity and inclusivity across the research enterprise enhances research excellence.

Waterloo is committed to ensuring equity within our CRC recruitment processes, and to meet the [Equity, Diversity and Inclusion Requirements of the Canada Research Chairs Program \(CRCP\)](#). To meet this commitment, applicants are encouraged to provide self-identification data by completing this short survey. Your responses to the survey are voluntary and confidential and should take 5 minutes to complete.

The data collected will only be used for administrative and statistical reporting purposes. Aggregate information will be used to improve internal processes related to the advertising and recruitment processes used for CRC hiring at Waterloo summaries will be shared with the Canada Research Chair program. Names and individual responses will never be shared.

We thank you in advance for your assistance in helping us meet our goals of equity and diversity. If you have questions about this survey, please contact Jenny Flagler-George, Senior Manager, Research Equity at [jflagler@uwaterloo.ca](mailto:jflagler@uwaterloo.ca).

Please identify which Canada Research Chair position you are applying for:

- CRC Tier 1 in Micro and Nano Systems
- CRC Tier 2 in Artificial Intelligence for Biomedical Engineering, Human-Centered Robotics
- CRC Tier 2 in Computer and Electrical Engineering

**1. What is your name?** \_\_\_\_\_

Note: applicant names will only be viewed confidentially by the data administrator in Human Resources to assess the diversity of the applicant pool and selected candidates. The hiring / selection committee and the Office of Research will not have access to your name.

The Canada Research Chair program identifies designated groups. These groups are women, people with disabilities, Indigenous persons (First Nations status or non-status, Inuit or Métis), members of a visible minority [in Canada], and LGBTQ2+. For the purposes of this survey, we will be using the [definitions and categories outlined by the CRC program](#).

**2. Select the option that you identify with:**

- Woman
- Man
- Gender-fluid and/or non-binary
- Two-spirit
- Prefer not to answer

**3. Select the option you identify with:**

- Asexual
- Bisexual
- Gay
- Lesbian
- Pansexual
- Straight/heterosexual
- Other, please specify \_\_\_\_\_
- Prefer not to answer

A person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning disability, and

(a) who considers herself / himself /them self to be disadvantaged in employment by reason of that impairment, or

(b) who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and

(c) includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.

**4. Based on this description, are you a person with a disability?**

- Yes
- No
- Prefer not to answer

**5. Do you identify as Indigenous (First Nations status or non-status, Métis, or Inuit)?**

- Yes
- No
- Prefer not to answer

**6. A “member of a visible minority” (racialized) in Canada means a person other than a First Nations, Métis or Inuit person, who identifies as not white.**

Based on this description, are you a member of a visible minority?

- Yes
- No
- Prefer not to answer

**7. How would you describe yourself?**

- Arab
  - Black
  - Chinese
  - Filipino
  - Japanese
  - Korean
  - Latin American
  - South Asian (including East Indian, Pakistani, Sri Lankan, etc.)
  - Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)
  - West Asian (including Iranian, Afghan, etc.)
  - White
  - Other visible minority group – please specify
- 

- I prefer not to answer

Your responses to the CRC Applicant Self-Identification Equity Survey have now been recorded.

If you have any comments or questions about this survey, please contact Jenny Flagler-George, Senior Manager, Research Equity at 519-888-4567, ext. 33256 or by email at [jflagler@uwaterloo.ca](mailto:jflagler@uwaterloo.ca)

## Appendix IV: Chair Position Management Processes

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Appendix III outlines the processes related to use of flex moves (III.1), CRC recruitment (III.2), and CRC renewals (III.3).

### II.1 Flex Moves

Faculties should follow the process below in order to request or reverse a flex move.

**Table 7: Processes for faculties when requesting or reversing a flex move**

<b>Step</b>	<b>Timing</b>	<b>Responsibility</b>	<b>Action</b>
<b>Apply equity lens</b>	Prior to requesting flex move/advertising a CRC position	Faculty	Apply an equity lens to ensure that members of the FDGs would not be disadvantaged by changing the original allocation
<b>Contact Office of Research</b>	Prior to advertising a CRC position	Faculty	Request a change from the original allocation (split of Tier 1 into two Tier 2s or merging two Tier 2s into a Tier 1 or change Agency)
<b>Internal review</b>	Upon receipt of request	Internal CRC Review Committee	Review request including consideration of impact to the FDGs
<b>TIPS review</b>	Upon Internal CRC Review Committee approval	Office of Research	Forward request to Tri-Agency Institutional Programs Secretariat for approval
<b>Faculty notified of decision</b>	Upon final approval	Office of Research	Notify Faculty of final decision and update public accountability website
<b>Advertise position</b>	Upon final approval	Faculty	Advertise Chair position
<b>Reverse flex move</b>	As soon as possible	Faculty/Office of Research	Revert back to the initial allocation as soon as possible

## II.2 CRC Recruitment

For the purposes of this document, Selection Committee refers to either the DACA/SACA (concurrent external/internal advertisement) or the internal Selection Committee that was formed (internal advertisement)

As of September 10, 2018, the CRCP introduced new requirements for recruiting/nominating CRCs. In order to meet these requirements and Waterloo's CRC equity targets by December 2019, vacant CRC positions may be advertised internally, or advertised concurrently internally and externally.

### Internal advertisement

#### Selection Committee

1. When a CRC allocation has been approved, contact the Office of Research CRC manager ([crc@uwaterloo.ca](mailto:crc@uwaterloo.ca))
2. To obtain information about Waterloo's internal arrangements (financial and non-financial) for CRCs and a copy of the CRC Selection Committee Cover Memo.
  - a. Use the Cover Memo to guide you through the steps for selecting and nominating a CRC.
  - b. Attach the completed Cover Memo to the front of the Internal Nomination Form package (also see step 9).
3. Establish a selection committee and follow all relevant University/Faculty/Departmental Policies/guidelines (e.g. [Policy 65](#), [Policy 69](#)) and [CRC selection practices/policies](#) to select new CRC nominees. The committee must:
  - a. have more than one member;
  - b. include one or more individuals from the FDG or have made concrete efforts to form a diverse committee; and
  - c. include an equity champion. While equity is everyone's responsibility, the champion will ensure that equity and diversity are considered throughout the selection process.
4. Contact Lynn Long ([l3long@uwaterloo.ca](mailto:l3long@uwaterloo.ca)) to ensure all individuals involved in the selection process have undertaken equity, diversity and inclusion (EDI) training within the previous 12 months. If not, training must be completed before committee work is initiated.
5. Once EDI training is complete, decide the strategic area that will be filled by the Chair position and the evaluation criteria that will be used to identify a nominee.
  - a. UW's equity targets and gaps must be taken into account when deciding which field to support with a Chair and whether to limit the pool to internal candidates.

## Advertisements/Search for Applicants<sup>1</sup>

6. Two documents are required to advertise internally, which must be completed concurrently. Send drafts of the following two documents to the Office of Research ([crc@uwaterloo.ca](mailto:crc@uwaterloo.ca)) for review:
  - a. An internal advertisement by email to faculty members. Use the [CAUT Authorization to Advertise for Tier 1 / Tier 2 CRC](#) to create your internal ad.
    - Use inclusive, unbiased, and ungendered language focused only on the qualifications and skills necessary to do the job.
    - It is up to the Selection Committee to determine how broadly to distribute the internal ad, but it must be distributed at a minimum to: the entire department/Institute/Centre/School or Faculty.
    - The internal ad must provide a **minimum of 30 days** for applications to be submitted.
  - b. A transparency statement (template provided) to be posted on UW's CRC Public Accountability website.
7. Once the Office of Research has approved both documents and the transparency statement has been posted on the UW CRC Public Accountability website, distribute your internal ad as determined in step 5.
  - a. The transparency statement must be posted to the Public Accountability website *on the same day* the internal ad is sent to faculty members and will remain posted until the closing date indicated in the internal ad.
8. Provide names and email addresses of all applicants for the position to the Equity Office, indicating those applicants selected for an interview ([equity@uwaterloo.ca](mailto:equity@uwaterloo.ca)). Applicants will be asked to complete an Equity Survey to assess effectiveness of outreach strategies and to determine the diversity of the pool. Aggregate data will be shared with the selection committee to refine outreach practices in future searches.

## Evaluation/Nomination Decision

9. Evaluate the applicants using the evaluation criteria developed in Step 4. For nominees from outside Canada, consult the [CRC Guidelines on Foreign Nominations](#). The committee must:
  - a. fairly consider the impact of leaves on a potential candidate's record when assessing research outputs;
  - b. consider that leaves can contribute to a career slowdown as individual's transition to being on leave and back to work;
  - c. ensure that the assessment process does not undervalue scholarship or research that is non-traditional or unconventional, based on Indigenous ways of knowing, outside the mainstream of the discipline, or focused on issues of gender, race, or minority status;

<sup>1</sup> \*The time from advertisement to application submission must be less than two years.

- d. ensure that the need for workplace accommodations does not negatively impact a candidate's assessment;
  - e. carefully document all evaluation processes and decisions at each stage of the process, and retain this information for a **minimum of 48 months**; and
  - f. review the final hiring decision (and challenge it if necessary) to ensure that unconscious bias did not negatively impact the decision-making process and that it is aligned with UW's EDI Action Plan.
10. Once a CRC nominee has been selected in compliance with the procedures above, complete the [Internal Nomination Form](#) package (including all attachments) and forward the original to the CRC manager ([crc@uwaterloo.ca](mailto:crc@uwaterloo.ca)).  
Include the completed CRC Selection Committee Cover Memo.
  11. Once CRC requirements have been met, the Office of Research will forward the Internal Nomination Form package to a CRC Internal Review Committee, for approval based on an assessment of:
    - a. alignment with Waterloo's strategic priorities, including EDI; and
    - b. the strength of the nomination package.
  12. Office of Research staff will work with approved nominees to ensure applications are completed to meet CRC application deadlines.

### **Concurrent external/internal advertisement**

The selection committee must follow the steps below to ensure compliance with new CRC requirements for a position being advertised concurrently externally and internally. If you have questions at any point, contact the Office of Research (UW CRC, [crc@uwaterloo.ca](mailto:crc@uwaterloo.ca)).

### **Selection Committee**

13. When a CRC allocation has been approved, contact the Office of Research CRC manager ([crc@uwaterloo.ca](mailto:crc@uwaterloo.ca)) to obtain information about Waterloo's internal arrangements (financial and non-financial) for CRCs and a copy of the CRC Selection Committee Cover Memo.
  - a. Use the Cover Memo to guide you through the steps for selecting and nominating a CRC.
  - b. Attach the completed Cover Memo to the front of the Internal Nomination Form package (also see step 9).
14. Establish a selection committee and follow all relevant University/Faculty/Departmental Policies/guidelines (e.g. [Policy 65](#), [Policy 69](#)) and [CRC selection practices/policies](#) to select new CRC nominees. The committee must:
  - a. have more than one member;
  - b. include one or more individuals from the FDG or have made concrete efforts to form a diverse committee; and
  - c. include an equity champion. While equity is everyone's responsibility, the champion will ensure that equity and diversity are considered throughout the selection process.

15. Contact Lynn Long ([l3long@uwaterloo.ca](mailto:l3long@uwaterloo.ca)) to ensure all individuals involved in the selection process have undertaken equity, diversity and inclusion (EDI) training within the previous 12 months. If not, training must be completed before committee work is initiated.
16. Once EDI training is complete, decide the strategic area that will be filled by the Chair position and the evaluation criteria that will be used to identify a nominee.
  - a. UW's equity targets and gaps must be taken into account when deciding which field to support with a Chair and whether to limit the pool to internal candidates.

### **Advertisements/Search for Applicants<sup>2</sup>**

17. Use the [CAUT Authorization to Advertise for Tier 1 / Tier 2 CRC](#) to create your ad.
  - Send drafts of your advertisement to the Office of Research ([crc@uwaterloo.ca](mailto:crc@uwaterloo.ca)) for review.
  - Use inclusive, unbiased, and ungendered language focused only on the qualifications and skills necessary to do the job.
  - You are strongly encouraged to advertise as widely as possible and target FDG (beyond minimum requirements) to obtain a diverse group of applicants.
  - You are also strongly encouraged to email the advertisement to faculty members in the department/Faculty so they also know of the opportunity.
  - The ad must provide **a minimum of 30 days** for applications to be submitted.
18. Once the Office of Research has approved the advertisement, distribute your advertisement as determined in step 5.
19. Provide names and email addresses of all applicants for the position to the Equity Office, indicating those applicants selected for an interview ([equity@uwaterloo.ca](mailto:equity@uwaterloo.ca)). Applicants will be asked to complete an Equity Survey to assess effectiveness of outreach strategies and to determine the diversity of the pool. Aggregate data will be shared with the selection committee within three weeks in order to refine outreach practices in future searches.

### **III.3 CRC Renewals**

The Office of Research will reach out to the Faculty approximately 18 months before the term end date to determine if they support a renewal. Renewal nominations are accepted within the following timeframe:

- within one of two intake cycles prior to the current term end date (details at <http://www.chairschaires.gc.ca/program-programme/renew-renouvellement-eng.aspx#s9>).
- An application submitted less than six months prior to the first term expiry date would not be considered a renewal. This “new” nomination would result in a gap of CRC funding and would not be eligible for renewal.

<sup>2</sup> *The time from advertisement to application submission must be less than two years.*

Faculties should follow the steps outlined in the table below to renew a Chairholder.

**Table 8: Steps for Faculties to follow to renew a Chairholder**

<b>Step</b>	<b>Timing</b>	<b>Responsibility</b>	<b>Action</b>
<b>Create Chairholder-specific renewal criteria</b>	Once a first term nominee has been selected	Academic unit head/nominee	Use general principles to establish renewal criteria
	Once draft criteria developed	Internal CRC Review Committee	Review criteria, applying an equity lens to ensure criteria are not unintentionally biased
<b>Communicate Chairholder-specific renewal criteria</b>	By first term Internal Nomination Form submission deadline	Chairholder/Academic Unit Head/Dean	Include criteria as an attachment to Internal Nomination Form
	When initial CRC approved	Office of Research	Send confirmation to nominee, academic unit head, and Dean
	Annual/biennial performance reviews	Academic unit head	Review criteria and progress with Chairholder
<b>Notification of potential upcoming renewal</b>	~18 months before first term end date	Office of Research	Notify academic unit head and Dean of potential renewal  Response requested within one month of receipt
<b>Academic unit/Faculty review of case for renewal</b>	~18 months before first term end date	Academic Unit Head/Dean/Chairholder	<ul style="list-style-type: none"> <li>• Use departmental/Faculty processes/practices/procedures and a review of the renewal criteria to evaluate the case for renewal</li> <li>• Provide Office of Research with a response within one month of notification of upcoming renewal</li> <li>• Complete and submit an internal nomination form no later than three</li> </ul>

Step	Timing	Responsibility	Action
			months before the CRC Program application submission deadline
<b>University-level review of case for renewal</b>	Upon receipt of the Internal Nomination Form	Internal CRC Review Committee	Review renewal request based on: <ul style="list-style-type: none"> <li>• the recommendation of the Faculty Evaluation Committee</li> <li>• the quality of the nominee and nomination package</li> <li>• alignment with renewal criteria, Waterloo's strategic priorities and institutional efforts to meet our FDG goals for Chairholders</li> </ul>
<b>Prepare Renewal Application</b>	Prior to CRCP deadline	Chairholder/Office of Research	If approved, prepare and submit renewal nomination

## Renewal criteria

Excellence comes in many forms, and the metrics discussed below are by no means exhaustive. Though these metrics have always been taken into account, they have now been made explicit in this transparent framework.

Committee members should give careful consideration to, and be sensitive to the impact of, individual circumstances when assessing the nominee's research productivity. This can include, but is not limited to, the following examples: career interruptions or slow-downs (e.g. maternity, parental, or sick leaves, pregnancy, eldercare, etc.); publication delays (e.g. to protect intellectual property); research in an emerging field or interdisciplinary research; and intellectual leadership activities. Waterloo's Equity Office will provide training to those involved in developing CRC renewal criteria and to members of Faculty Evaluation Committees reviewing renewal requests. For more information, please see the [CRC Program Guidelines for Assessing Productivity of Nominees](#).

In order to be nominated for renewal, CRCs must have met all the criteria of the 'renewal plan' established at the start of their initial term, while accounting for any individual circumstances outlined above. They must also have demonstrated an ability to establish an outstanding, world-class research program that builds on the accomplishments of the initial term (Tier 1), or have made progress toward becoming an outstanding researcher of world-class caliber (Tier 2).

All CRCs will be academics of stellar reputation, demonstrating academic and research leadership appropriate to their discipline and Tier. Leadership can take many forms, including

but not limited to, participating in university committees or other strategic endeavors that positively impact a broad audience. It can also include creating research centres/institutes; outreach to stakeholder groups; advocating for policy improvements; leading multi-PI grants; writing books or manuals; communicating research results internally and externally; and providing mentorship to junior faculty and/or graduate students. CRCs are also expected to demonstrate leadership that promotes equitable conditions for all to succeed by:

- fostering a supportive climate – valuing equity, diversity and encouraging work/life balance; and
- addressing under-representation of designated groups by supporting and promoting equity considerations.

**Table 9: Chairholder renewal criteria: potential metrics, subject to discipline norms**

Category	Tier	Details	Potential metrics (subject to disciplinary norms)
<b>Excellence of Researcher</b>	Tier 1	Should be acknowledged as doing world-class, innovative research by arms-length international leaders.	Consistent record of high quality research published in high impact, peer-reviewed journals and/or conference proceedings
	Tier 2	Should be emerging world-class researchers who have demonstrated creativity in a particular field.	Early career awards and Prizes (e.g. Ontario Early Researcher Awards; Scientific Society Young Investigator Awards)
	Tier 1 / Tier 2	World-class (Tier 1) or emerging world-class (Tier 2) researchers demonstrating academic leadership	<ul style="list-style-type: none"> <li>• Active participation as an academic citizen               <ul style="list-style-type: none"> <li>○ accepting invitations to speak at leading conferences</li> <li>○ serving as external examiners on PhD defenses at other universities</li> <li>○ refereeing important papers or participating on editorial boards of journals</li> <li>○ performing administrative roles in academic societies,</li> <li>○ adjudicating significant awards or grant proposals</li> </ul> </li> <li>• Receiving prestigious research awards</li> </ul>

<b>Category</b>	<b>Tier</b>	<b>Details</b>	<b>Potential metrics (subject to disciplinary norms)</b>
<b>Record of research results / dissemination</b>	Tier 1	Should be recognized by their peers as international leaders in their field(s).	<ul style="list-style-type: none"> <li>• Citation counts or other use or mention of research results</li> <li>• Invited lectures at international conferences, particularly keynote addresses</li> <li>• International grants and prizes</li> <li>• Invitations to serve on expert panels (grant review; government advisory; University program review) in and outside of Canada.</li> </ul>
	Tier 2	Should have demonstrated the potential to achieve international recognition in their field(s) in the next five to ten years.	<ul style="list-style-type: none"> <li>• International meetings attended and talks given</li> <li>• International collaborations established</li> </ul>
<b>Training record</b>	Tier 1	Should have a superior record of attracting and supervising graduate students and Postdoctoral fellows, as evidenced by a continuous record of supervision at multiple levels.	<ul style="list-style-type: none"> <li>• Overall numbers of graduate student and PDF trainees</li> <li>• Trainees have obtained scholarships, awards and prizes (particularly external ones)</li> <li>• Trainees have published and/or given conference presentations (differentiating between M.Sc., Ph.D. and PDF)</li> <li>• Some trainees have successfully completed their programs and are pursuing further studies or have found suitable employment</li> </ul>
	Tier 2	Should have demonstrated the ability to attract and retain excellent trainees.	

## Appendix V: Glossary of Acronyms

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The University of Waterloo has identified several actions that will enable progress toward meeting or exceeding equity and diversity targets within the next year. All of these activities are elaborated in detail in the body of the CRC EAP. The work plan outlined over the next several pages serves as a road map for tracking progress on implementation of the EAP actions. A monitoring framework is being developed to accompany this plan, which will be implemented in 2019 to track ongoing progress.

### Abbreviations:

**ALDP** - Academic Leadership Development Program

**ALP** - Academic Leadership Program

**AP HR** - Associate Provost Human Resources

**AUH** – Academic Unit Head

**AVP HREI** – Associate Vice-President Human Rights, Equity, and Inclusion

**CRC** – Canada Research Chair

**CRCP** – Canada Research Chair program

**DACA** – Department/School Advisory Committee on Appointments

**EAP** - Equity, Diversity, and Inclusion Action Plan

**EDI** – equity, diversity, and inclusion

**ESR** – Employment Systems Review

**FDGs** – four designated groups

**IRC** – Internal CRC Review Committee

**PACE** – Provost’s Advisory Committee on Equity

**UW** – University of Waterloo

**VPRI** – Vice-President, Research & International