



## INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION ACTION PLAN: PROGRESS REPORT

**Institution:** University of Waterloo

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### Instructions

Filling out all four sections of this report is mandatory. Institutions must email a PDF of this completed report and, if applicable, a revised copy of the institution's equity, diversity and inclusion action plan by December 15, 2018, to [edi-edi@chairs-chaire.gc.ca](mailto:edi-edi@chairs-chaire.gc.ca). If an institution chooses to revise its action plan in anticipation of the assessment process, it must post an updated version of the plan on its [public accountability web page](#).

### Equity, Diversity and Inclusion Recognition

Each year, the Tri-agency Institutional Programs Secretariat recognizes an institution with exemplary recruitment, nomination and/or appointment practices that promote equity and diversity. Indicate below whether your institution would like to be considered for the program's recognition. The evaluation process for the recognition will be based on the committee's assessment of this progress report and the institution's corresponding action plan.

Yes:    No: X

### PART A: Equity and Diversity Targets and Gaps

A.1) Provide the current targets and gaps for your institution in the table below (using the [target-setting tool](#)).

Designated group	Target (percentage)	Target (actual number)	Representation (actual number)	Gap (actual number)
Women	26%	15	14	-*
Indigenous Peoples	1%	-*	-*	-*
Persons with disabilities	4%	-*	-*	No gap
Visible minorities	15%	11	17%	No gap

\* Active as of November 9 2018

\*-- In keeping with the Privacy Act, if the number of respondents who self-identified as belonging to one of the four groups is less than five, it is not provided to protect the privacy of the respondents.

Number of currently active chairs: 65  
 Number of empty chairs: 4 from original allocation / 9 from new allocation  
 Number of chairs currently under peer review: 9



A.2) Provide any contextual details, such as empty chairs for which recruitment processes have started (limit 200 words):

As demonstrated in the table above, Waterloo is very close to meeting its CRC targets for the FDG. With additional staffing targeting recruitment, more robust advertising guidelines for CRC positions and central management of Waterloo's CRC allocation, it is anticipated that our FDG gaps will be eliminated before December 2019. As noted in the table, we have already exceeded our target for members of visible minorities and Persons with disabilities. We have narrowed our gap of women Chairholders to one remaining Chairholder. We currently have active recruitment targeting Indigenous Peoples to eliminate that gap and create a community of indigenous scholars at Waterloo. We expect to eliminate the gap of women chairholders and Indigenous Peoples before December 2019.

## **PART B: Results of the institution's Employment Systems Review, Comparative Review and Environmental Scan**

In developing their action plans, institutions were required to develop objectives that were S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see Appendix A for the requirements that the program stipulated to develop the action plans).

B.1) Outline the key findings of the employment systems review that was undertaken when drafting the action plan limit 250 words:

In-depth discussions with senior administrators to enlist support and develop strategies for the removal of barriers for CRCs from the FDG has been ongoing in 2018 and will continue in 2019. Waterloo identified gender as an immediate and initial priority and tailored our early EAP work towards eliminating the gender gap. In 2015/16, Waterloo undertook a review of all faculty hiring procedures, including CRC selection, using a gender-based lens, and an Equitable Recruitment and Selection Strategy was developed. This strategy included the development of improved training for selection committees and broadening outreach efforts.

Waterloo's Equity Action Plan calls for the employment systems review to be extended across the FDG beginning in 2019. This fulsome employment systems review of all FDG will commence in the spring of 2019, with anticipated completion by the end of the year. The results of this analysis will inform future initiatives to improve internal CRC processes and FDG representation among our CRCs.



B.2) Outline the key findings of the comparative review that was undertaken when drafting the action plan (limit 250 words):

At Waterloo, we have been tracking aggregate self-identification equity data from applicants to our CRC positions since 2016. Working with our Human Resources Department, standardized and secure self-identification surveys of active Chairholders will be completed annually to better understand the equity profile of our Canada Research Chair complement. The HR data will be contrasted with equity data collected by CRC as part of the nomination process and discrepancies will be used to better understand disclosure rates. Following best practices related to the disclosure of FDG self-identification, all surveys are voluntary, anonymous and strictly confidential, and the aggregate data is only used for administrative purposes.

B.3) Outline the key findings of the environmental scan that was undertaken when drafting the action plan (limit 250 words):

In early 2018, a university-wide open consultation was held by the Provost's Advisory Committee on Equity (PACE), whereby all members of the university community 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 some of the following: 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. These university-wide open consultations will continue to be held on an annual basis and will continue to inform the CRC EAP.

Together with input from advisory committees conducting the University-wide environmental scans, feedback from stakeholder-focused roundtables will be used to inform the development and implementation of additional surveys and consultation sessions to assess the equity climate for CRCs on campus. The surveys will focus on gaining a better understanding of Chairholder experience during recruitment, onboarding and during the term of the CRC. Our plan is to administer a CRC Equity Climate Survey every two years, starting in 2019, and use the feedback to refine equity initiatives. Annual Progress Reports will delineate improvements made in the equity climate for CRCs, particularly members of the FDG.

B.4) Provide an overview of who was consulted in the drafting of the action plan. What form did the consultation/engagement with members of the four designated groups (i.e. women, persons with disabilities, Indigenous peoples and visible minorities) and other underrepresented faculty take? What equity diversity and inclusion (EDI) experts were consulted? Note: Do not to disclose any third party personal information (limit 250 words):

A steering committee and five sub-committees (see [governance plan](#)) were tasked with developing Waterloo's Equity Action Plan in 2017. These committees diligently reviewed every aspect of Waterloo's internal CRC processes and developed a number of recommendations to remove obstacles to individuals from the FDG. These recommendations were turned into the SMART (Specific,



Measurable, Aligned with the wanted outcome, Realistic, and Timely) objectives of this report. For the 2018 EAP revisions, an external equity-focused researcher was consulted, and support was provided by this consultant in the development of a detailed timeline and a measurement framework. In the coming years, we will continue to engage a diverse representation of members of the university community to determine what is being done well and what can be improved to make the CRC Program and our campus as inclusive as possible. Feedback will be used to further enhance internal processes, and progress on meeting and exceeding equity targets will be reported annually.

### PART C: Objectives, Indicators and Actions

Indicate what your institution’s top six key EDI objectives are, as well as the corresponding indicators and actions (as indicated in the action plan). For each objective, outline what progress has been made, with reference to the indicators. Use the contextual information box to communicate any progress made to date for each objective.

<b>Key Objective 1:</b>
<b>Increase accountability for improving representation from the FDG in our complement of CRCs</b>
Corresponding actions:
<ul style="list-style-type: none"> <li>• Collect systematic and secure self-identification data from CRC applicants and active chairholders</li> <li>• Conduct an Employment Systems Review</li> <li>• Conduct an Environmental Scan</li> </ul>
Indicator(s):
<ul style="list-style-type: none"> <li>• Elimination of FDG gaps in CRC positions</li> <li>• The ongoing collection of systematic and secure self-identification data</li> </ul>
Progress:
<ul style="list-style-type: none"> <li>• CRC EAP framework has been widely distributed, communicated and embraced across campus</li> <li>• Female chairholder gap has been reduced</li> <li>• Persons with disabilities chairholder gap has been eliminated</li> <li>• Collection of self-identification data has been collected and tracked since 2016, with a plan in place with Human Resources to standardize and secure this process for ongoing collection</li> <li>• In early 2018, a university-wide open consultation was held by the Provost’s Advisory Committee on Equity (PACE), whereby all members of the university community were invited to take part in a discussion regarding equity on campus. The aim is to expand this program over the next five years as it matures to address specific needs of CRCs who identify as members of the FDG.</li> </ul>
Next steps:
<ul style="list-style-type: none"> <li>• Currently undertaking active cluster recruitment for Indigenous Persons chairholders to eliminate gap by the end of 2019 and create a community of Indigenous scholars.</li> <li>• Waterloo will undertake an employment systems review with a lens for all persons across the FDG beginning in 2019. This fulsome review of all FDG will commence in the spring of 2019, with anticipated completion by the end of the year. The results of this analysis will inform future initiatives to improve internal CRC processes and FDG representation among our CRCs.</li> </ul>



- The feedback from the 2018 environmental scan will be used to inform the development and implementation of additional surveys and consultation sessions to assess the equity climate for CRCs on campus. The surveys will focus on gaining a better understanding of Chairholder experience during recruitment, onboarding and during the term of the CRC. We will administer a CRC Equity Climate Survey every two years, starting in 2019, and use the feedback to refine equity initiatives

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Following the development of the EAP, Waterloo has been able to exceed our target for members of visible minorities and Persons with disabilities. We have narrowed our gap of women and have active cluster recruitment targeting Indigenous Peoples. Additionally, we have established the Research Diversity and Equity Council to inform and oversee the activities of the EAP. All CRC hiring committees are required to have FDG representation, an equity champion and undertake unconscious bias training.

**Key Objective 2:**

**Revise and expand training related to unconscious bias, equity, diversity and inclusion**

Corresponding actions:

- Introduce and expand training related to unconscious bias, equity, diversity and inclusion for those involved in managing Waterloo’s CRC program
- Improve safeguards for obviating any negative influence of career gaps on recruitment and nomination of CRCs

Indicator(s):

- All UW staff involved in the management of the CRC program receive training

Progress:

- In 2018 the Equity Office 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 CRC Program, and the Deans of our six Faculties have received this equity and unconscious bias training
- A tracking mechanism was developed in 2018 and has now been implemented for all training completed by those involved in the CRC processes. This tracking mechanism continues to be implemented and training numbers will be updated regularly as part of the overall EAP monitoring framework.

Next steps:

- Moving forward, every individual involved in the recruitment and nomination of candidates for CRC positions will receive equity and unconscious bias training annually.
- We will continue to refine the training program to provide specific tools for better decision-making in particular situations, including, for example, ensuring that members of the FDG are not disadvantaged when applying for a CRC position in cases where they have career gaps related to leaves.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

As stated above, the Human Rights, Equity and Inclusion Office has developed specific training modules for all committees associated with the CRC process (Office of Research staff, CRC Hiring Committees, Internal CRC Review Committees, and the Research Diversity and Equity Council.



<b>Key Objective 3:</b>
<b>Introduce procedural changes to increase transparency with respect to management of our CRC processes</b>
Corresponding actions:
<ul style="list-style-type: none"><li>• Introduce procedural changes to increase transparency in the management of chair allocations</li><li>• Revise flex move procedures taking into consideration impact on members of the FDG</li><li>• Improve hiring and outreach practices to increase representation from the FDG in the CRC complement</li><li>• Introduce procedural changes to increase transparency and equity in recruitment of CRCs.</li><li>• Revise the process for managing CRC renewals to enhance transparency</li><li>• Increase transparency of the process for advancement from Tier 2 to Tier 1</li></ul>
Indicator(s):
<ul style="list-style-type: none"><li>• All chairholder management processes are clear and transparent to CRCs and those responsible for the management of CRCs.</li></ul>
Progress:
<ul style="list-style-type: none"><li>• In 2018, the CRC Internal Review Committee was recently 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 FDG and disciplines) and will provide oversight in respect of both new and renewal nominations and use of the corridor of flexibility.</li><li>• 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 FDG.</li><li>• As of January 1, 2018, all CRC positions are advertised internally and externally in accordance with Policy 76. In specific circumstances 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.</li><li>• Equity best practice contends that recruitment should be research area-focused rather than person-focused. To ensure a fair process for example, the University of Waterloo has now 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 strategy area of research) as of January 1, 2018.</li><li>• In conjunction with introducing procedures to more effectively recruit members of the FDG for open CRC positions, we have implemented a more transparent and equitable process for reaching decisions on renewals of existing Canada Research Chairs. Effective January 2018, academic unit heads, guided by new processes and metrics, 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 is also used by the Internal CRC Review Committee to evaluate proposals for CRC renewals.</li></ul>



Next steps:

- Given the changes noted above, the terms of reference for the CRC Internal Review Committee were revised and the new committee will receive their Equity training and begin its work in January 2019.
- Moving forward, the following measures will be implemented by the end of 2019 to safeguard all Chairholders when determining institutional support:
  - The Equity Office will provide extensive education and training for those involved in determining institutional support (e.g., academic unit heads and Deans);
  - To the extent possible, the need for actual negotiation will be minimized in deference to those who may not be comfortable negotiating terms with a new employer;
  - The Office of Research will provide nominees with relevant information regarding institutional support; and
  - Chairholders will submit a summary of agreed internal support to the Office of Research signed by the Chairholder, the academic unit head, and Faculty Dean. Office of Research staff will use this to verify that each Chairholder is receiving the level of support specific for their Tier and academic unit per the guidelines below.
- Enhancing outreach is essential for increasing the number of CRC applicants from the FDG. By the end of 2019, CRC hiring committees will develop a targeted outreach process focused on leading and upcoming scholars from the FDG, including:
  - Consulting with associations that lobby on behalf of the FDG to determine optimal ways of advertising CRC positions for each group;
  - Outreach through their own networks, mindful of equity bias. This includes actively seeking out scholars from the FDGs at national and international conferences;
  - Proactively identifying leading and upcoming scholars from the FDG and engaging with them to build long-term relationships with the UW community. This will include, but is not limited to, inviting them to give research seminars at Waterloo and introducing them to senior administrators and Waterloo faculty from the FDG; and
  - Using data collected from applicant self-identification surveys to refine recruitment strategies (see Chapter 1 for information on data collection).
- Further updates to the recruitment process will be executed in 2019 as we implement the changes described in our Equity Action Plan. For instance, we will update the equity checklist to ensure safeguards and accountability are in place to protect applicants, including those from the FDG, from being disadvantaged by career gaps related to leaves. Meanwhile and of note, our faculty appointments policy (University of Waterloo Policy 76), which governs the hiring of faculty members including CRCs, is under review and will be updated with regard to Equity to align with this document.
- Waterloo's processes for advancement from a Tier 2 CRC to a Tier 1 CRC have not changed with the implementation of the Equity Action Plan. However, development and implementation of a clear communication strategy at the onset of a Tier 2 Chair about advancement processes will enable the University to ensure fairness and transparency. This communication strategy will be developed and implemented by June 30th, 2019.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Changes implemented over 2018 have improved the number of CRCs who have self-identified as a member of the FDG. Broader search committees have resulted in a greater number of applicants from the FDG. This is a direct result of improved training and outreach.



<b>Key Objective 4:</b>
<b>Introduce measures to ensure members of the FDG are not disadvantaged in negotiating institutional support for CRCs</b>
Corresponding actions:
<ul style="list-style-type: none"><li>• Review of financial and non-financial institutional support for all CRCs</li><li>• Develop clear guidelines for CRCs regarding the application of institutional support</li><li>• Revise teaching assignment guidelines for Chairholders to achieve more equitable protected time for research</li></ul>
Indicator(s):
<ul style="list-style-type: none"><li>• Equitable provision of financial and non-financial support amongst all CRCs, specifically those in the FDGs</li></ul>
Progress:
<ul style="list-style-type: none"><li>• In 2017, Waterloo undertook a comparative review to understand the support offered to current Chairholders as part of the original development of this EAP. Given that the University had completed a comprehensive review of faculty member salary levels in 2015, we did not include CRC Chairholder salary in this review. We looked at the institutional support committed at time of application, including student salary support, non-student salary support, research funds, and teaching release. We broke down our analysis by Tier, Funding Agency, experience (i.e. new vs renewal), discipline, as well as the four designated groups. While no clear trends emerged from this analysis, the exercise did reinforce the importance of equity in the provision of robust financial and non-financial support to all Chairholders, including increased time for research, a fixed stipend, and research funding</li><li>• It is important to ensure that all Chairholders, including members of the four designated groups, are equally supported through the provision of teaching release. Accordingly, 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. With a view to easing the transition to a standard teaching assignment at the end of a CRC and managing 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.</li></ul>
Next steps:
<ul style="list-style-type: none"><li>• Moving forward, the Office of Research will continue to work 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.</li></ul>
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
All CRCs now have a standard teaching load and a fixed level of 'research funds' to be used at their discretion, eliminating the need for individual negotiations. The Office of Research works directly with each CRC nominee to ensure this is understood by all parties.



<b>Key Objective 5:</b>
<b>Ensuring that the work environment for all CRCs, in particular those from the FDG, is equitable, welcoming and one in which they flourish</b>
Corresponding actions:
<ul style="list-style-type: none"><li>• Promote equity-related education/learning opportunities</li><li>• Create policies that encourage behavior conducive to equity, diversity and inclusion</li><li>• Continue to manage accommodation-related needs of CRCs, including those from the FDG</li><li>• Provide options for flexible accommodations beyond policy</li><li>• Provide a more supportive/inclusive workplace for all Chairholders</li><li>• Formalize procedures and practices for addressing concerns/complaints related to equity</li></ul>
Indicator(s):
<ul style="list-style-type: none"><li>• University of Waterloo is an “aware” campus, where all members of the community are sensitive to equity considerations, including the need to confront unconscious bias</li></ul>
Progress:
<ul style="list-style-type: none"><li>• In 2018, a proposed institutional equity plan was initiated by the Office of Human Rights, Equity and Inclusion, with the anticipated completion, approval and implementation planned for the Fall of 2019.</li><li>• Beyond the “Equitable Recruitment and Selection Training” and “Addressing Unconscious Bias in the Evaluation Process” training mandatory for those involved in the CRC program, 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 has launched training to deepen understanding of the impacts of colonization on indigenous people with sessions run in December 2018 and January 2019.</li><li>• Waterloo’s Secretariat has initiated the development of a new policy for Accommodation in the Workplace. The Secretariat has also undertaken a Policy Renewal Project with the aim of ensuring timely review and revision, at least every five years, of existing University policies as well as the creation of new policies as needed. We have engaged the Secretariat to ensure that an equity lens is applied during this process. The intent is to weave equity, diversity and inclusivity into the fabric of all Waterloo’s governing policies with specific provisions for not only closing gaps for the four designated groups, but also enabling a welcoming and supportive environment for CRCs, indeed all members of the university community. All policy reviews, with the full integration of equity, diversity and inclusivity practices, will be complete by December 2022.</li><li>• In 2018, Chairholders, and indeed all faculty members, were invited to engage in the following groups to drive equity initiatives:<ul style="list-style-type: none"><li>○ <b>The Provost’s Advisory Committee on Equity (PACE):</b> This is a University-level committee, advisory to the Associate Vice-President, Human Rights, Equity, and Inclusion, that contributes to the advancement of equity on campus by providing a forum for consultation.</li><li>○ <b>Research Diversity and Equity Council:</b> Established in 2018, this Council has been established to develop strategies to help support successful research outcomes by members of the four designated groups and more generally for young investigators and researchers new to Waterloo, develop leadership training events for senior and</li></ul></li></ul>



junior researchers, and drive development of key activities related to the implementation and tracking of Waterloo's equity action plan. The Council has met three times in 2018 and will continue its work in 2019.

- **Female CRC luncheons and networking sessions:** All female CRCs are invited to two networking meetings - one formal and one informal - each academic term. The formal meetings include guest speakers and are intended to enable participants to expand their network of peers. Additionally, informal gatherings are held each term for female CRCs to network and share in a more social atmosphere.
- **University of Waterloo Indigenization Strategy Advisory Committee:** The Associate Vice-President, Human Rights, Equity, and Inclusion 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, Human Rights, Equity and Inclusion. The AVP is currently leading a process to hire a Director of Indigenous Initiatives who will provide strategic leadership with respect to implementing the recommendations.
- **Accessibility Committee:** This committee, established in 2017, comprises representatives from administrative groups that have direct influence on creating accessible environments, 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.
- **Equity Committee:** A committee of the Faculty Association that 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.
- **HeForShe IMPACT 10x10x10:** Waterloo is one of only 10 universities in the world participating in the United Nations' IMPACT 10x10x10 framework. Initiatives within this framework have helped Waterloo make real progress toward the IMPACT commitments, which in turn will create a more supportive environment for female Chairholders on campus. For example, we have achieved our goal of increasing the women identified faculty complement to 30% and equity and diversity are considered at all levels of leadership when structuring committees. Our IMPACT framework celebrates these achievements publicly through, for example, our President participating in national events like the Gender Summit and through recognition of achievements in our media publications. Waterloo committed to attract and advance female leaders into senior academic and administrative university positions to 29 percent in 2020 – and we exceeded our goal, reaching 32% in 2018. These achievements will provide junior female CRCs with role models and create a pipeline of female leaders.
- When dealing with concerns or complaints relating to equity, 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 address, any larger, systemic equity issues that emerge.

Next steps:

- Implementation of the proposed Institutional Equity Plan for the Fall of 2019. The goal of this plan is to move the University of Waterloo from a reactive model to a strategic and preventative approach to addressing equity, which will help to support students, staff and faculty. This proposed plan aims to strategically prioritize its goals of being more equitable and inclusive, and will include an inventory of existing actions and processes, and an analysis of gaps and key priorities related to equity over a five-year period.
- Moving forward, Waterloo will endeavor to weave equity practices into the very fabric of University life. Starting in 2020, this includes providing compulsory equity and unconscious bias training for faculty members early and throughout their careers (e.g., within the first year and every five years thereafter). As well, equity/unconscious bias training integrated into the Academic Leadership Program for Academic Unit Heads and University Centre/Institute Directors and training currently available for academic unit heads and mandated for all members of hiring committees.
- 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 FDG, feel included and valued.
- The Office of Research will work with the Equity Office and Waterloo’s IMPACT 10x10x10 group in 2019 to develop a mentorship program that includes mentors from the FDG to support CRC nominees and junior Chairholders. The development of this mentorship program will commence in the Spring of 2019, with members of the FDG included and leading all stages of development. The program is aimed to provide networking opportunities and a venue for discussion of equity issues for CRCs. An ongoing process of consultation with members of the FDG will follow once the program is implemented, which is anticipated to be in the fall of 2019.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

The Research Diversity and Equity Council was established to develop strategies that support research outcomes by members of the FDG, develop supportive networking groups, and work with graduate students and postdoctoral fellows to encourage recruitment and mentorship of members of the FDG.



<b>Key Objective 6:</b>
<b>The creation of an EAP monitoring framework, to be distributed to all parties responsible for EAP actions for update at three measurements points throughout the year.</b>
Corresponding actions:
<ul style="list-style-type: none"><li>• Development of an online version of the monitoring framework, to be completed by all necessary parties</li><li>• Development of an accountability process to accompany the monitoring framework</li></ul>
Indicator(s):
<ul style="list-style-type: none"><li>• Tracking of EAP activities is systematic, all activities are accurately tracked</li><li>• All EAP activities are complete by the end of 2019</li></ul>
Progress:
<ul style="list-style-type: none"><li>• In 2018, a monitoring framework to track all EAP-related actions was developed by a research consultant in order to systematically track the progress of all actions throughout the 2019 EAP year. This tracking system will ask those responsible for the actions to provide an update on their specific actions at three measurement points throughout the year (once per term). All actions will be measured using the following 7-point scale:<ul style="list-style-type: none"><li>○ Fully implemented</li><li>○ Mostly implemented</li><li>○ Early stages of implementation</li><li>○ Fully developed, not yet implemented</li><li>○ Mostly developed</li><li>○ Early stages of development</li><li>○ Not yet developed</li></ul></li></ul>
Next steps:
<ul style="list-style-type: none"><li>• The monitoring framework, along with the accompanying accountability process, will be implemented in early 2019, and all EAP actions will be tracked throughout the year against the detailed timeframe that has been assigned to each of the actions.</li></ul>
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
The past year has been challenging to implement a university-wide effort to improve FDG representation from, not only CRCs, but all faculty hires. Bringing alignment to these initiatives has presented challenges in ensuring consistency between the current CRC implementation and implementing a university-wide approach.



## PART D: Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities/successes, as well as best practices that have been discovered to date in developing and implementing the institutional equity, diversity and inclusion action plan (limit: 500 words):

A number of challenges have been identified in implementing the CRC EAP including an expedited timeline to eliminate gaps, increased competition across universities for talent from the FDG and identification of applicant pools. At Waterloo, we have a focus on equity, diversity and inclusion across our campus with the CRC program remaining a key focus. This campus-wide approach has presented both challenges and opportunities.

Through the development and implementation of the EAP, Waterloo's approach to traditional advertising of CRC positions has expanded to include over 10 specialized networks. This expansion has increased the applicant pool and broadened our reach to cast the widest net possible to identify potential candidates.

## Appendix A - Institutional Equity, Diversity, Inclusion Action Plan Requirements

To remain eligible for the program, all institutions with five or more chair allocations must develop and implement an equity, diversity and inclusion action plan. This plan must guide their efforts for sustaining the participation of and/or addressing the underrepresentation of individuals (based on the [institution's equity gaps](#)) from the four designated groups (FDGs)—women, Indigenous peoples, persons with disabilities and visible minorities—among their chair allocations. Institutions are expected to develop the plan in collaboration with individuals from each of the FDGs, chairholders, faculty and administrators responsible for implementing the program at the institution.

It is important to note that institutions can only address their gaps once chair positions become available (i.e., when their current chairholders' terms end). However, it is expected that institutions will manage their chair allocations carefully in order to meet their equity and diversity targets, which includes choosing not to renew Tier 2 or Tier 1 chairholders as necessary. Institutions must have action plans posted on their websites as of December 15, 2017. They must also email a copy of their action plan by email to the program at [edi-edi@chairs-chaire.gc.ca](mailto:edi-edi@chairs-chaire.gc.ca). If an institution fails to meet these requirements by the deadlines stipulated, **the program will withhold peer review and payments for nominations submitted to the fall 2017 intake cycle, and to future cycles as necessary, until the requirements are fulfilled.**

Institutions must inform the Tri-agency Institutional Programs Secretariat when they revise or update their action plans by emailing [edi-edi@chairs-chaire.gc.ca](mailto:edi-edi@chairs-chaire.gc.ca).

On December 15, 2018, institutions will be required to report to the program using the [Equity, Diversity and Inclusion Progress Report](#), and publicly on their [public accountability and transparency web pages](#), on the progress made in implementing their action plans and meeting their objectives.

The action plan must include, at a minimum, the following components:

PROTECTED B WHEN COMPLETED



## 1) Equity, Diversity and Inclusion Objectives and Measurement Strategies

- impactful equity, diversity and inclusion objectives, indicators, and actions that will enable swift progress towards:
  - addressing disadvantages currently experienced by individuals of the FDGs; and
  - meeting the institution's equity targets and goals by December 2019—aggressive objectives must be set using this timeline based on the number of chair allocations that are (or will become) available in the institution within the next 18 to 24 months (the 18 months starts as of December 15, 2017, when the action plan is implemented).
- objectives should be S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on:
  - an employment systems review to identify the extent to which the institution's current recruitment practices are open and transparent; barriers or practices that could be having an adverse effect on the employment of individuals from the FDGs; and corrective measures that will be taken to address systematic inequities (an example of corrective measures that could be taken by institutions in Ontario is provided on the [Ontario Human Rights Commission website](#));
  - a comparative review—by gender, designated group, and field of research—of the level of institutional support (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to all current chairholders, including measures to address systemic inequities;
  - an environmental scan to gauge the health of the institution's current workplace environment and the impact that this may be having (either positive or negative) on the institution's ability to meet its equity, diversity, and inclusion objectives, and measures that will be taken to address any issues raised; and
  - the institution's unique challenges based on its characteristics (e.g., size, language requirements, geographic location, etc.) in meeting its equity targets, and how these will be managed and mitigated.
- institutions will be required to report to the program and publicly on the progress made in meeting their objectives on a yearly basis.

## 2) Management of Canada Research Chair Allocations

Provide a description of:

- the institution's policies and processes for recruiting Canada Research chairholders, and all safeguards that are in place to ensure that these practices are open and transparent;
- how the institution manages its allocation of chairs and who is involved in these decisions (e.g., committee(s), vice-president level administrators, deans / department heads);
- the institution's decision-making process for determining in which faculty, department, research area to allocate its chair positions, and who approves these decisions;
- the decision-making process for how the institution chooses to use the [corridor of flexibility](#) in managing its allocation of chairs, and who approves these decisions;
- the decision-making process and criteria for determining whether Tier 2 and Tier 1 chairholders will be submitted for renewal and who is involved in these decisions;



- the process and criteria for deciding whether to advance individuals from a Tier 2 chair to a Tier 1 chair, and who is involved in these decisions;
- the process and criteria for deciding which chairholder(s) will be phased-out in the case where the institution loses a chair due to the [re-allocation process](#), and who is involved in these decisions;
- the decision-making process for determining what level of support is provided to chairholders (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.), and who within the institution is involved in these decisions;
- safeguards taken to ensure that individuals from the FDGs are not disadvantaged in negotiations related to the level of institutional support provided to them (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.);
- measures to ensure that individuals from the FDGs are not disadvantaged when applying to a chair position in cases where they have career gaps due to parental or health related leaves or for the care and nurturing of family members; and
- training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for chair positions (acknowledging that research has shown unconscious bias can have adverse, unintended and negative impacts on the overall success/career of individuals, especially those from the FDGs).

### **3) Collection of Equity and Diversity Data**

Provide a description of:

- the institution's processes and strategies for collecting and protecting data on the FDGs(both applicants to chair positions and successful candidates);
- the institution's strategies for encouraging individuals to self-identify as a member of the FDGs; and
- an example of the institution's self-identification form as an appendix.

### **4) Retention and Inclusivity**

Provide a description of:

- how the institution provides a supportive and inclusive workplace for all chairholders(including those from the FDGs) and how this is monitored (e.g., survey of chairholders, monitoring why chairholders leave the institution);
- the procedures, policies and supports in place that enable the retention of individuals from the FDGs;
- the process by which the institution manages complaints from its chairholders/faculty related to equity within the program;
- the contact information of an individual or individuals at the institution responsible for addressing any equity concerns/complaints regarding the management of the institution's chair allocations; and
- a mechanism for how concerns/complaints are monitored and addressed, and reported to senior management.