



**CANADA RESEARCH CHAIRS PROGRAM (CRCP) INSTITUTIONAL EQUITY,
DIVERSITY AND INCLUSION (EDI) ACTION PLAN PROGRESS REPORT**

Updated 2023

Reporting Period: December 2021 to December 2022

Due: December 8, 2023

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Part A: CRCP Institutional EDI Action Plan

Key Objective 1

1.1 Brief description of Key Objective 1

Results-based accountability for Waterloo's CRC Equity, Diversity, and Inclusion Action Plan (EAP) is supported by a strong framework for identifying, preventing, and removing barriers for Waterloo CRCs, including opportunities for:

- Increasing accountability for EDI in the CRC program, and across Waterloo's campus;
- Improving collection of self-identification data from CRC applicants to better understand the composition of applicant pools and inform outreach activities;
- Assessing the current state of internal CRC practices, processes, and policies (e.g. equity/unconscious bias training, advertising/outreach, recruitment, retention, Chairholder support, and termination) to identify and address barriers to FDGs and 2SLGBTQ+ communities; and
- Introducing and expanding training related to unconscious bias, equity, diversity, and inclusion for those involved in managing Waterloo's CRCP.

1.2 Systemic barriers

The barriers addressed in this objective include the need for infrastructure in support of EAP recommendations and in support of CRCs from under-represented backgrounds; a lack of equity data; barriers in policies and practices; and ensuring that the Office of Research, Institutional Research team responsible for managing the CRC program is supported in their roles with the most up-to-date promising EDI practices.

1.3 Corresponding actions undertaken to address the barriers

- Drawing on Incremental Program Grant (IPG) to develop an inclusive research team
- Analyzing and implementing reviews as indicated in equity survey data
- Institutional Research team supporting the CRC program activities
- Reestablishment of the Research Equity, Diversity and Inclusion Council (REDI)

1.4 Data gathered and Indicator(s)

Data Gathered

- 2 sessions delivered in the Inclusive Research Learning Series – with 40-60 staff attending each session.
- Office of Indigenous Relations (OIR) hired an Indigenous Special Projects Coordinator and an Indigenous Relations Coordinator.

- Office of Indigenous Relations/Co-operative and Experiential Education (OIR/CEE) hired an Associate Director, Indigenous Relations Co-operative, and Experiential Education.
- Centre for Teaching Excellence (CTE) hired two Educational Developers, Indigenous Knowledges and an Educational Developer, Anti-Racist Pedagogies.
- Faculty of Science hired a Manager, Indigenous Science Initiatives.
- Faculty of Health hired a Traditional Knowledge Keeper.
- Members of the Institutional Research team supporting the CRC program took Inclusive Hiring training.

Indicators

- 2 CRC Networking sessions held for women and gender minorities (14-18 women attending each session).
- 1 CRC process session held - A panel discussion was convened on the topic of transitioning out of CRCs, attended by 28 CRCs (approx. 42% of CRCs).
- Increase in capacity to support CRC EDI activities.
- Increase in capacity to support EDI in the OVPRI.
- Feedback from the Comparative Review of Institutional Support was shared with senior administration and programming has been developed in relation to it.
- Specialized supports are available for Indigenous CRCs
- Actions have been taken to improve EDI in terms of supports for CRCs from under-recognized groups, as described below.
- Actions have been taken to improve EDI and decolonization in terms of institutional actions, as described below.

1.5 Progress and/or Outcomes and Impacts made during the reporting period

Over the course of the reporting period, the University of Waterloo drew on Incremental Project Grant (IPG) funds to build an Inclusive Research team. This team leads EAP implementation, directly supports CRCs, helps to identify, prevent, and remove barriers, and assists with the implementation of processes developed to manage Waterloo's CRC equity targets. The Inclusive Research team works with other units across the University, allowing us to collectively support EDI implementation and change. Additionally, the University engaged in two cluster hires, one targeting Black researchers and the other Indigenous researchers.

Corresponding Action 1.1: Drawing on IPG to Develop an Inclusive Research team:

The OVPRI has developed an Inclusive Research team, drawing on IPG funding. This team helps to develop and implement inclusive research strategies, support the CRC EAP, and provide oversight of the CRC EAP program delivery. Specialized support for Indigenous CRCs at Waterloo is available to advance their research programs, including grant application and reporting support, community-building, and event logistical support, and identifying and addressing barriers experienced by Indigenous faculty members in the research ecosystem.

The Inclusive Research team has thus been able to undertake significant work with CRCs, and – in keeping with an ethos of fostering a climate of equitable research excellence – by extension all researchers. Of note, the team has fostered networking sessions (with 11-13 people attending each session); “a panel on “exiting the CRC program” with over 28 CRCs; and delivered 15 specific training sessions.

In sum, the University of Waterloo now has significant capacity for EDI and Indigenous Research support.

Corresponding Action 1.2: Engaging with equity data:

During the reporting period, the results of the 2021 CRC comparative review of institutional supports were used to learn about CRC needs. The results of the review have been used to shape programming. Anonymized results of the review were shared with senior administration.

The campus-wide [equity survey](#) by the Human Rights, Equity and Inclusion Office (HREIO) (now renamed the Office of Equity, Diversity, Inclusion & Anti-Racism (EDI-R)) has been ongoing since summer 2021. The survey was broad and sent out to all students, faculty, and staff and was designed to gather data to better understand the makeup of the University community and to help identify equity gaps in programs, services, and policies to better meet the needs of equity-deserving students and employees. CRCs were included in the faculty category but were not broken out as a category of analysis. The survey was reopened during the reporting period and data continues to be gathered.

Corresponding Action 1.3: Institutional Research team supporting the CRC program activities

Staff members directly involved in the support of the CRC program are committed to ensuring their own practices, processes, and policies are equitable and inclusive. This team prioritizes developing their EDI knowledge. They regularly attend learning opportunities for faculty members to understand and embed EDI into their research, as well as internal Inclusive Research Learning Series sessions delivered by the Inclusive Research team. Team members also coordinate the CRC Internal Review Committee (IRC) membership and ensure that each member has received Equitable Recruitment and Selection training during each year of service on the IRC.

The Institutional Research team supporting the CRC program also actively monitors all internal processes to ensure fair, equitable, and transparent hiring practices for CRCs are followed. This includes ensuring that:

- all Selection Committee members have received Equitable Recruitment and Selection training at most 12 months prior to starting committee work.
- Selection Committees have representation from the four designated groups (women and gender minorities, Indigenous peoples, those self-identifying as having a disability, or those self-identifying as belonging to a racialized group); and
- Selection Committees have a designated Equity Champion.

Corresponding Action 1.4: Re-establishment of REDI Council

The Research, Equity, Diversity, and Inclusion (REDI) Council provides strategic advice to the Office of the Vice-President, Research and International on ways to meaningfully embed EDI strategies into the University of Waterloo's research ecosystem. During the COVID pandemic, REDI stopped regular meetings; as the university returned to regular operations, we took the opportunity to reconstitute the group's Terms of Reference to better meet the evolving needs of our community.

The Terms of Reference now constitute a membership that includes two members from each of Waterloo's Faculties: a regular faculty member and an associate dean. This new composition allows us to balance the perspectives of regular faculty with academic administrators, ensuring we have diverse perspectives from across the research enterprise.

1.6 Challenges encountered during the reporting period

During the reporting period, COVID-19 public health restrictions were impacting campus operations. There were ongoing capacity restrictions on campus through June 2022 to reduce the density of people on campus. There were also some staffing challenges as the Inclusive Research team was growing.

Initial explorations for an Indigenous Research Advisory Council based in the VPRI were considered, but in consultation with the Office of Indigenous Relations and discussions with the Indigenous CRCs, it was decided that it was not the right time to develop another advisory circle. Regular discussions across offices have been established, and this has been an effective approach.

The Comparative Review of Institutional Resources was well received and effective, but we have noted that there is some additional information we would like to gather. Plans are in place to revise the next survey that will maintain the original benchmarks that were set out, while also gathering new information using emerging promising practices.

1.7 Next Steps

In the Dec 2022-Dec 2023 reporting period, numerous initiatives are underway or will be undertaken:

- An inclusive mentorship program for CRCs will be developed and launched to enable career success and improve feelings of belonging for CRCs.
- The needs assessment amongst CRCs identified a desire for greater training. Targeted sessions and workshops will be held, as requested, focusing both on identified needs as well as EDI best practices.
- The opportunities for current CRC networking activities will be expanded beyond the current opportunities targeted towards women. The new expanded focus will seek to engage with and understand the needs of Indigenous, racialized, and disabled CRCs and as well as intersectionality.

- The next CRC survey in 2023, which will include a section on equity climate, institutional supports, CRC resources (evaluation and needs assessment), and demographics will be delivered. When the University's equity survey results are available, the CRC survey findings will be cross-referenced to identify any additional barriers or needs.
- Regular sessions connect the Inclusive Research team with the rest of the Office of Research, to ensure that overall EDI capacity is developed.
- The Inclusive Research team will launch the Inclusive Research Resource Hub, a curated internal document repository of EDI best practices.
- The Institutional Research team supporting the CRC program will continue to prioritize developing EDI knowledge by attending offerings from the Inclusive Research team, the Office of Equity, Diversity, Inclusion and Anti-Racism (EDI-R), the Canadian Association of Research Administrators (CARA) and other organizations. They will also consider participation in campus-wide EDI-related activities.
- As noted, the re-established REDI Council will be relaunched with the new Terms of Reference and membership. REDI Council will be key consultants on all EAP activities and CRC programming, particularly the mentorship program.
- PART recommendations will begin to be implemented University wide. The nine recommendations for the OVPRI will be led by the Inclusive Research team. Particularly relevant to Objective 1 is Recommendation 68, to "create research awards and additional funding opportunities for Black and Indigenous faculty researchers (e.g., support for open-access publication fees; recruitment of Highly Qualified Personnel (HQP); mentorship or networking events; fellowships, research awards and other opportunities for research advancing culturally diverse ways of learning and knowing; and community-based research)".
- The University of Waterloo's [Research Data Management Strategy](#) has been published, which will have a significant focus on Indigenous data sovereignty which will substantially support our CRCs in this area.

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

As proposed, a Research Equity Advisor – CRC Program was retained with a primary mandate to support the CRC EAP objectives and support EDI principles in the administration of the CRC program. The stipend was used as salary support for the role, which was retained as a two-year contract (with a commitment to continuing investment from the Office of Research), from September 2022 through August 2024. The net-new addition of this dedicated resource provides skilled oversight and proactive support to achieving the CRC EAP goals. The results will include a highly efficient EAP workplan with clear accountability focused on achieving and surpassing EAP commitments, while ensuring the CRC environment is based on belonging and inclusive excellence.

Please note that this role has been critical in the achievements in all of the key objectives, but we will not repeat this information below.

EDI Stipend Impact Rating: Major

Leveraged cash or in-kind contributions from your institution: \$46,000

Key Objective 2

2.1 Brief description Key Objective 2

Ensure equitable management of Waterloo's CRC positions through:

- Improving hiring and outreach practices to increase representation from the FDG in Waterloo's CRC complement.
- Introducing procedural changes to increase transparency and equity in recruitment of CRCs.
- Introducing measures to ensure that individuals from the FDGs are not disadvantaged in negotiations related to institutional support.

2.2 Systemic barriers

This objective addresses systemic barriers including those to equitable recruitment and equitable negotiation of institutional support.

2.3 Corresponding actions undertaken to address the barriers

- Updates to CRC recruitment practices
- Follow-up regarding CRC access to funds
- Updates to internal policies and procedures to increase transparency and equity
- Improved communication with CRCs
- Ensuring equitable negotiations for institutional support

2.4 Data gathered and Indicator(s)

- University of Waterloo did not meet its 2022 CRC EDI targets, specific areas not met include Tier 1 women and gender minorities. Our institution is on track to meet 2029 EDI targets by December 2026.
- 100% of Selection Committee members and Internal Review Committee (IRC) members completed the Equitable Faculty Recruitment and Selection training.
- Confirmation that 100% of CRCs have received the correct funds.
- 100% of Selection Committees used CRC equitable hiring guidelines and resources to support following equitable advertising, recruitment and selection processes for CRC hiring.
- Guidance has been shared with Selection Committees

2.5 Progress and/or Outcomes and Impacts made during the reporting period

Continuing to support equitable recruitment is a priority for Waterloo. Over the reporting period, the Institutional Research team supporting the CRC program has continued to

refine practices to ensure their approach follows EDI best practices. Several significant opportunities to increase inclusivity of recruitment practices, particularly for Indigenous CRC recruitment, were undertaken. The Institutional Research team supporting the CRC program also shared guidance with the appropriate bodies as applicable.

Corresponding Action 2.1: Updates to CRC Recruitment Practices

Through the experience of recent hires, we have been able to advise on and adopt new and inclusive hiring processes. These included providing the option to include references from Elders and community members, in addition to other CRC requirements. This recognized that while not all Indigenous people will have connections to communities and Elders, these relationships are important and must be valued. Additionally, search members are offered training on key differences between Traditional and Western knowledge, research, and behaviour that might impact evaluating applicants, interviewing candidates, and making the final selection. Finally, they are offered support and training on having land acknowledgements in their interviews. Refinement of the Institutional Research team supporting the CRC program's resources and internal practices is ongoing. This includes sharing guidance with selection committees about best practices in CRC advertising, recruitment, and selection.

In consultation with the Office of Indigenous Relations, a holistic approach has also been taken regarding the framing of Indigenous identity in Indigenous-specific CRC job ads. The following language was developed to signal the understanding that Indigenous identity does not stop at the current colonial border and to recognize distinctions between Indigenous communities: the researcher "may be status or non-status First Nations, Inuk, Métis or from Tribal Nations and Indigenous Communities across Turtle Island."

Corresponding Action 2.2: Follow-up Regarding Access to Funds

The comparative review of institutional support gave the Inclusive Research team an opportunity to investigate a few instances of what CRCs believed to be discrepancies between what they had been promised in offer letters and what they actually received. However, in the end, all cases were shown to be a misunderstanding of the labelling of different pools of funds. It was confirmed that there were no discrepancies between the funds that CRCs were promised, and the amounts received.

Corresponding Action 2.3: Updates to Internal Policies and Procedures to Increase Transparency and Equity

Recommendations from the Employment Systems Review and EDI Communications Strategy that fall under the OVPRI were reviewed and addressed, including reviewing, and improving the EDI practices in recruitment, increasing collaboration among units, and continuously updating CRC online resources.

Corresponding Action 2.4: Improved Communications with CRCs

The CRC team continues to build on its communication best practices, particularly with the ongoing updating of the CRC SharePoint site, which centralizes all instructions and requirements, both for nominees and for CRC Selection / Hiring Committees.

2.5 Ensuring Equity in Negotiations for Institutional Support

Waterloo has established set institutional commitments for Tier 1 and Tier 2 CRCs. These policies address appointment considerations, Chairholder duties, leave requirements, and financial details. All Selection Committee Chairs and Nominees are made aware of these policies and procedures.

2.6 Challenges encountered during the reporting period

We learned through the process of comparing the institutional supports that CRCs would benefit from a clearer understanding of the labels used for their funds and will ensure that consistent language is used across all platforms of communication with CRCs.

When a search for an Indigenous CRC failed, despite consultations and best practices being followed, an internal report was produced to describe lessons learned and concrete steps for future actions.

2.7 Next Steps

Equitable recruitment guidance and toolkits will be updated as best practices evolve. Moving forward, the review of institutional supports and the environmental scan will be combined into a single bi-annual survey. The next survey will be administered in Fall 2023. Using the data gathered in the survey, we will create a report of recommended actions to address barriers and strive for continuous improvement in alignment with this objective.

There are two recommendations from the [President's Anti-Racism Taskforce \(PART\)](#) that support this objective and scoping and planning to implement are underway:

- Recommendation 21 is the development of training for faculty and departmental review committees on “how to evaluate non-Western based (particularly, Indigenous) research, teaching, and service” with the intention that these bodies will be able to “evaluate bodies of work with appropriate lenses.”
- Recommendation 64 is to “Identify research funding sources and allocation practices and collect data on current levels of institutional support for research by Indigenous, Black, and racialized scholars, recognizing that funding practices vary considerably from faculty to faculty.”
 - a) Ensure consistent startup funding offers and disbursements.
 - b) Set goals and create specialized programs to ensure the continued support of Black, Indigenous, and other racialized scholars.”

Key Objective 3

3.1 Brief description of Key Objective 3

Support an inclusive work environment for all Waterloo Chairholders, including those from the FDGs and the 2SLGBTQ+ communities, with recognition of intersecting identities by:

- Promoting equity-related education/learning opportunities.
- Developing policies and procedures that are conducive to equity, diversity, and inclusion.
- Providing a more supportive and inclusive workplace for Chairholders overall.

3.2 Systemic barriers

Systemic barriers addressed by this objective include the need for further educational opportunities; ongoing policy development and refinement that is EDI-informed; and developing strategies to foster an inclusive environment.

3.3 Corresponding actions undertaken to address the barriers

- Providing educational opportunities
- Providing CRC networking opportunities
- Providing 1:1 support for Indigenous CRCs
- Establishing a CRC mentorship program (coming 2023)

3.4 Data gathered and Indicator(s)

- 155 faculty, staff, and students attended the “Embedding EDI into your Grant Writing” workshop.
- 15 training sessions delivered.
- Training sessions were well-attended, and feedback was positive or actionable
- 2 CRC women networking sessions were held. Approximately 11-13 people attending each networking session.
- The networking sessions were well-received and meaningful, engaged discussion held, with feedback in terms of challenges experienced and topics for future meetings.

3.5 Progress and/or Outcomes and Impacts made during the reporting period

The Waterloo Strategic Plan, “[Connecting Imagination with Impact](#)” (2020-2025) states that one of its goals is to “Promote and support Indigenous initiatives and a culture of equity, diversity, inclusion, and anti-racism for all.” The VPRI Strategic Research Plan, “[Our Connected World](#)” (2020-2025) has a stated goal of “Fully implement equity,

diversity and inclusivity across the research enterprise.” These goals provide the foundation upon which all CRC EAP Objectives are built. In addition to the actions described above that support an inclusive workplace, over the reporting period, we have focused on providing significant educational opportunities and tailored networking and support opportunities for CRCs, with a particular focus on equity deserving group members.

Corresponding Action 3.1: Providing Educational Opportunities

Data gathered through survey feedback as well as through conversations with CRCs has been used to inform program planning for CRCs. For example, a need was identified for information about transitioning out of a CRC. A panel discussion was convened, and we invited former CRCs to discuss their experiences. The session was well-received and will be held again in the future on a regular cycle to help ensure these processes are transparent, particularly for members of under-recognized groups, who often experience barriers to accessing institutional knowledge.

A variety of learning opportunities for Faculty, including CRCs, to understand and embed EDI into their research were offered such as “Embedding EDI into your Grant Writing” workshop featuring Dr. Trevor Charles (Waterloo) and Dr. Imogen Coe (Toronto Metropolitan University). Fifteen researcher-focused trainings were held on EDI best practices, with topics ranging from “Indigenous Community Engagement” to “Building Inclusive Teams.” Several staff and senior administration trainings were also offered which included research administration staff as well as faculty support staff from across campus.

Corresponding Action 3.2: Providing CRC Networking Opportunities

The CRC Women’s Networking sessions have continued to be offered twice per year. These are forums for Chairs (CRCs, C150s, CERCS) who self-identify as women to get to know each other, discuss challenges and strategies, and to raise concerns with leadership. These meetings prioritized connecting women-identified Chairs as well as providing program updates. These sessions gave attendees an opportunity to flag barriers they were experiencing, which staff could work to address, and have led to stronger community building. The Institutional Research team supporting the CRC Program and the Inclusive Research team were also available to answer questions or concerns that Chairs raised.

The data gathered in the previous environmental scan as well as feedback we have received throughout the year has informed the direction of future plans for CRC programming, much of which will launch in the next reporting period.

Corresponding Action 3.3: Providing 1:1 Support for Indigenous CRCs

One-on-one support was provided for Indigenous CRCs and is ongoing. This support includes addressing systemic barriers, grant application reviews, assistance with setting meetings and follow up tasks related to their research agendas, review of CRC renewal criteria and long-term research planning, and other supports as requested. This role also liaised with the Institutional Research team supporting the CRC Program to provide

context on Indigenous perspectives related to Indigenous Research programs carried out as a CRC.

3.6 Challenges encountered during the reporting period

The planned once-per-term networking meeting of Indigenous CRCs was not the approach that best met their needs, so a 1:1 approach has been re-instated in response to direct feedback.

3.7 Next Steps

A tailored CRC EDI Training and Support Plan will be developed and operationalized that responds to the feedback received over the last year, as will a researcher-focused Inclusive Research Training and Support Plan with a focus on building capacity to support inclusive research practice and design. A CRC inclusive mentorship program will be developed and piloted, and networking opportunities will be reviewed for opportunities to expand across under-represented CRCs as well as for all CRCs. The networking offerings that have historically supported women-identified CRCs will be expanded. This new expanded focus will include Indigenous, racialized, and disabled CRCs as well seek to understand effects of intersectionality. The next environmental scan will occur in Fall 2023. It will provide concrete data on CRC experiences and also serve as a needs assessment for gaps in programming that would better support CRCs.

There are six relevant recommendations from the [President's Anti-Racism Taskforce \(PART\)](#) that are being scoped and planned for implementation:

- Recommendation 22 is the creation of “a Centre or Institute for Indigenous Research Excellence that supports Indigenous communities with identifying their research needs and areas of interest and assists these communities with achieving their research goals through partnerships with University researchers.”
- Recommendation 23 is to “mandate training for all non-Indigenous faculty members, staff, and students engaging in Indigenous research.”
- Recommendation 24 is to “consult with Indigenous community members who have existing relationships with the University (including staff, students, and faculty), to create a policy on conducting research with Indigenous communities and on Indigenous lands and waters.”
- Recommendation 25 is to “ensure representation of different ways of knowing and being, equity, diversity, inclusion and anti-racism training, and best practices for the Research Ethics Board membership, so it has the capacity to support, assess, and approve ethics requests for research which impacts or involves racialized communities, with particular emphasis on Indigenous communities.”
- Recommendation 63 is to “undertake a consultation process to learn about and address research barriers and particular needs of Black, Indigenous, and other racialized researchers, including a review of recent research in this field.”

- Recommendation 69 is to “provide training for staff who support the administration of research, especially for projects with Indigenous, Black, and racialized communities.”

Part B: Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution’s action plan, please outline how below. How has or will the institution address these challenges and opportunities? (limit: 5100 characters):

COVID-19 impacted how we worked and connected across teams and with CRCs at the University of Waterloo. Throughout the reporting period, many formerly face-to-face activities had transitioned to either virtual or hybrid meetings. As noted above, while some campus research was impacted in early 2022 due to provincial restrictions, full campus research operations resumed throughout 2022. The University of Waterloo continues to encourage best health practices, including good hand hygiene, maintaining a mask-welcome environment, and encouraging individuals to stay home when they feel sick / unwell.

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

Given the large size of the University of Waterloo campus, both in terms of physical space and the numbers of researchers, the adoption of hybrid work and better communications platforms has helped to build a community of CRCs. CRCs have been offered the option of in-person or virtual interactions with the broader Office of the Vice-President, Research and International. These flexible hybrid opportunities to learn and network allowed more CRCs to participate in programs, thanks to offering them flexibility both in terms of their own time management as well as their physical location on campus, while also respecting preferences to meet online or in person.

Part C: Reporting on EDI Stipend Objectives not accounted for in Part A

Instructions:

- **Institutions with EDI Action Plans, use this section to report on EDI Stipend objectives that are not accounted for in Section A.**
- **Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.**

EDI Stipend Objective 1

Indicate the S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objective(s) towards which this funding has been directed:

The main objective of the EDI stipend is to accelerate the completion of the CRC EAP objectives through the hiring of a dedicated Research Equity Advisor – CRC program.

Indicator(s): The performance indicators to monitor success of the EDI Stipend included the following three outstanding objectives of the CRC EAP:

- (1) Completed environmental scan including analysis of data themes and recommended actions, including identified actions and demonstrated progress to address previously identified gaps;
- (2) Updated self-identified data and faculty-specific actions resulting from CRC Review of Institutional Supports, resulting in a more diverse pool of CRCs and address equitable access to institutional supports; and
- (3) Revised engagement plan with updated resources and web content addressing facts and myths associated with EDI in research, to ensure clear and open communication around research excellence and equity throughout CRC program and the research environment.

The Advisor was hired in September 2022, near the end of the reporting period. Reporting on the indicators will appear in the next reporting period.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	50000
Institutional commitment (if applicable):	46000
Total funds spent:	96000

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:
major impact

Provide a high level summary of how the stipend was used:

Between September and December 2022, in addition to onboarding activities, the Advisor analyzed the results of the CRC equity survey, with a specific emphasis on investigating any potential inequity for CRCs (and then subsequently looked into every case that appeared to have inequality at play). They also planned and hosted networking events and education events/outreach activities. They also supported grant writing and reviews, as well as supporting targeted CRC hires involving the four designated groups, including ensuring that the hiring committee has undertaken appropriate training and understands the barriers in their given discipline or field that will

impact candidates. Finally, the Advisor worked with the Inclusive Research team on the plan to implement all final EAP deliverables through 2023.

Given the importance of this position, we note that this funding had a “major” impact as it is essential in allowing us to complete the outstanding objectives of the CRC EAP. We anticipate that it will have an “extensive” impact in the next reporting period.

Part D: Engagement with individuals from underrepresented groups

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

The University of Waterloo consistently and proactively solicits feedback from CRCs, as well as those who work closely with chairholders, in order to develop and evaluate our programming. Through the reporting period, we worked to understand and implement change based on our Comparative Review of Institutional Resources, which was analyzed using an intersectional approach, and a deep dive into financial support was conducted to understand any inequalities. Intersectionality is always a key consideration for all program development.

Training sessions were developed as a direct response to CRC feedback received during networking sessions and through survey free form responses. Specialized supports also allow the Inclusive Research team to engage in ongoing conversations with Indigenous CRCs about any barriers they experience and work to collaboratively develop solutions or remove barriers with them.

Moving forward, we will proceed with the current practices and have developed several additional mechanisms to facilitate CRC engagement:

- A formal needs assessment will be added to our bi-annual CRC survey so that we can understand the needs of each FDG group. Feedback surveys will be administered where appropriate in training sessions. An intersectional analysis will continue to be performed on the data.
- An inclusive mentorship program will be developed and piloted and will include networking, feedback and evaluation plans.

- Networking sessions will continue to be used as major feedback and may be expanded to ensure that they best suit CRC needs.
- The reconstituted Research Equity, Diversity, Inclusion (REDI) Council ensures that we have administrative and faculty-level feedback and will provide key feedback on proposed future EAP activities.

Part E: Efforts to Address Systemic Barriers More Broadly within the Institution

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

Waterloo engaged in numerous significant EDI initiatives during the reporting period:

- The [Indigenous Commitment Ceremony](#), in which the institution fully committed to reconciliation, Indigenization, and decolonization. In this ceremony, Vivek Goel, President and Vice-Chancellor, committed the University to “fostering a better understanding of Indigenous history, developing an awareness of the damaging intergenerational effects of colonialism and the residential school system and taking responsibility for vital components of the reconciliation process.”
- The [President’s Anti-Racism Taskforce \(PART\)](#) delivered 88 recommendations to address racism in all its forms at the University. The recommendations have been divided among relevant Academic Support Units and have a Senior Leadership Accountability Framework. Work to implement the recommendations has begun across the institution and is being tracked by the Office of Equity, Diversity, Inclusion and Anti-Racism.
- Waterloo’s [Black and Indigenous Excellence Faculty Cluster Hire Initiative](#) was developed to help address the systemic underrepresentation of Indigenous and Black faculty. In the reporting period, 18 faculty members have been retained or hired through this process. Activities to facilitate community building and support at Waterloo include onboarding activities, start-up funding, and a community tour and speaker series, among others. These cluster hires help to build a critical mass of underrepresented scholars, fostering a more equitable environment in which CRCs can undertake their work.
- The Waterloo [Provost’s Program for Black and Indigenous Postdoctoral Scholars](#) will contribute to the reduction of barriers for Black and Indigenous scholars in a

supportive environment that fosters inclusivity, a sense of belonging, and a culture of engagement.

- The University of Waterloo [Inclusive Communications Guide](#) has been published to provide general inclusive communication guidelines while recognizing that each context has specific and unique nuances. It provides best practices for community engagement and written and visual style in a range of media. The Guide is a living document and welcomes change.