UNIVERSITY OF
WATERLOO

University of Waterloo Canada Research Chairs

Equity, Diversity, and Inclusion Action Plan

Update 2018

December 15, 2018

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Message from the President

A university is only strong when it is a diverse and welcoming community. 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 Equity, Diversity, and Inclusion Action Plan (Equity Action Plan) underpins the provision of an equitable working environment for all its Canada Research Chairs (CRCs), 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 are able to thrive in their respective fields.

This Equity Action Plan 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.

World class facilities are not enough – attracting the best researchers from around the world is also contingent upon a working environment in which researchers from different backgrounds feel welcome and part of a cultural mosaic. It is exciting to work alongside Canada Research Chairs 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

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 an Institution.

At Waterloo, not only is diversity embraced as a concept, we aim to ensure that our Institution is welcoming to everyone. We endeavour 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 - building on excellence based on foundational values of diversity, inclusion and equity.

Through its Equity, Diversity, and Inclusion Action Plan (Equity Action Plan) initiative, the Canada Research Chairs 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 aim to continue to attract talented and diverse researchers who will keep us at the cutting edge of innovation.

The Canada Research Chairs Program has been an invaluable asset in attracting and retaining this talent. We are pleased to play a strong part in the Canada Research Chair Program's effort to close equity gaps, and help make Canada the most attractive country in the world for all researchers.

Executive summary

This University of Waterloo Canada Research Chair (CRC) Equity, Diversity, and Inclusion Action Plan (EAP) identifies initiatives undertaken to address underrepresentation of individuals from the four designated groups (FDG; women, members of visible minorities, persons with disabilities, and Indigenous Peoples) in the Institution's complement of CRCs. The EAP also delineates strategies for ensuring an equitable and welcoming work environment for all Waterloo CRCs, including those who are members of the FDG.

A steering committee spearheaded development of the EAP with assistance from related subcommittees. The committees engaged relevant stakeholders including members of the FDG, current CRCs, representatives from each Faculty and senior administrators in discussions encompassing all aspects of Waterloo's current CRC processes. 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. The committee noted that the Waterloo CRC equity guidelines put in place in 2016 have engendered a strong foundation from which to launch new initiatives, to close remaining gaps and, in fact, to exceed current targets.

Key objectives in the EAP include:

1. **Increasing accountability for improving representation from the FDG in our complement of CRCs;**
2. **Revising and expanding training related to unconscious bias, equity, diversity and inclusion;**
3. **Introducing procedural changes to increase transparency with respect to management of our CRC processes;**
4. **Introducing measures to ensure members of the FDG are not disadvantaged in negotiating institutional support for CRCs;**
5. **Ensuring that the work environment for all CRCs, in particular those from the FDG, is equitable, welcoming and one in which they flourish.**

This EAP is designed to ensure that Waterloo reaches, and indeed surpasses, its equity targets for members of the FDG by the end of 2019. A detailed work plan for initiatives related to the EAP, identifying key actions, responsibilities, and timeframe expectations, has been developed in addition to the EAP in order to track progress over the next 12 months.

1   Accountability framework

Goal: Develop a comprehensive accountability framework for monitoring and improving representation of the FDGs within the University of Waterloo Canada Research Chair complement.

2018 status highlights:

- CRC EAP framework widely distributed, communicated and embraced across campus
- Female chairholder gap reduced
- Persons with disabilities chairholder gap eliminated
- Active cluster recruitment for Indigenous Persons chairholders to eliminate gap

1.1   Introduction

The Canada Research Chairs Program is a premier tool for attracting research talent. The program 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 Canada Research Chair Program's 15th-year evaluation, the CRCP requires each participating institution to develop their own equity, diversity and inclusion action plans.

In 2017, Waterloo developed our CRC Equity Action Plan and has been implementing the plan over the past year. This document provides an update on those activities and outcomes. The University of Waterloo EAP focuses on improving the governance, transparency and monitoring of equity and diversity targets of the Institution's CRC program, and on making swift progress towards enhancing representation from the FDG in its CRC complement.

Equity, diversity and inclusion are important across the University of Waterloo campus. Our 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.

Further, Waterloo actively leads initiatives in this area 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.

We have already surpassed our outreach goal for this program and are very close to meeting our stated goal of 30 percent women faculty. This is a significant accomplishment at a University that is very much focused on science, technology engineering and math (STEM) disciplines, which are traditionally male-dominated. The IMPACT 10x10x10 work demonstrates the power of setting ambitious but realistic goals, and creating initiatives to drive progress and monitor results. Our Equity Action Plan embraces this philosophy, and we will continue to build on the exceptional progress already achieved through the IMPACT 10x10x10 framework.

For Canada Research Chairs, Waterloo is very close to meeting its equity targets as outlined in the chart below.

Table 1: Projected Equity Targets and Gaps

University of Waterloo – Active* CRCs and 2018-2 nominees

Designated Group	Target	Occupancy	Result	Gap (# of Chairs)
Women	26%	22%	target not met	*--
Visible minorities	15%	17%	target met	no gap
Persons with disabilities	4%	*--	target met	no gap
Indigenous Peoples	1%	*--	target not met	*--

* 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.

As outlined in Table 1, we have already exceeded 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. We expect to eliminate the gap of women and Indigenous Peoples chairholders before December 2019. Over the next year, we will focus on closing the gaps noted above. We will do this by further centralizing management of CRC allocations, more robust guidelines for advertising of CRC positions and establishing two key roles:

- Faculty Talent Recruitment and Equity Officer in the Faculty of Engineering with a focus on FDG recruitment (hired in late 2018);
- Research Equity Officer in the Office of Research with a focus on equity, diversity and inclusion across the research endeavor (to be hired in early 2019).

Through these initiatives, along with wide campus support, Waterloo will meet, and possibly exceed, our FDG targets on or before December 2019.

In the coming years, we will continue to engage a diverse representation of members of the university community to determine success and areas of improvement to make the CRC program at Waterloo and our campus as inclusive as possible. Feedback will be solicited through both formal and informal mechanisms and will be used to further enhance internal processes, and progress on meeting and exceeding equity targets will be reported annually.

1.2 Accountability in our Equity Action Plan

1.2.1 Accountability framework

Objective: Increase accountability and develop a monitoring framework for goals related to the Waterloo CRC program.

2018 Status

Senior Leadership: As noted earlier, Waterloo's President, Feridun Hamdullahpur, actively leads equity initiatives across campus. 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. Deans and academic unit heads have taken the lead in promoting the Equity Action Plan within each Faculty. They also champion equity-related education/learning opportunities to all faculty and staff within their units and ensure general awareness of specific tools and practices for promoting equity in particular situations.

Policies and procedures: Waterloo's Policy 76 - Faculty Appointments specifies that the membership of Department/School Advisory Committees on Appointments (DACAs), the committees tasked with faculty hiring, include women and men. Deans and academic unit heads require all hiring committees related to CRCs to be reflective of equity across the FDG in their composition. Additionally, the President, Vice-Presidents, and Deans will report on equity initiatives to Waterloo's Executive Council, our leadership committee including all senior leaders, twice annually.

Annual progress reports will be published on the university's EAP website to ensure accountability and improve visibility as we strive to exceed equity targets.

2019 Activities

Policies and procedures: Processes will be developed in 2019 to ensure committees with decision-making responsibility (e.g. Performance Evaluation Advisory Committees, Tenure and Promotion Committees, faculty renewal evaluation committees) are established with an equity, diversity and inclusion lens and include a designated "equity champion" to guide members in employing an equity lens in their work. Waterloo's Internal CRC Review Committee currently leads by example having expanded its membership to achieve equity

balance. These new processes are anticipated to be implemented no later than January 2020.

The University's Equity Office is developing a toolkit of best practices for recruitment and hiring and is expected to complete this work by April 2019.

The Office of Research is developing a monitoring framework for the implementation of policies, procedures, practices and processes related to the CRC EAP with expected completion by April 2019. This framework will track the progress towards meeting the objectives laid out in the EAP. The indicators used for this monitoring framework will be developed out of the actions identified for each of the objectives, including who is responsible and the anticipated timeline allotted for each of the actions. This monitoring framework will be administered to all necessary parties three times per year by the Office of Research in order to ensure sufficient progress is being made, and whether there is a need for course correction if actions are not being completed or if completed actions are not having the desired outcomes.

1.2.2 Collecting self-identification data

Objectives

- **Improve collection of self-identification data from CRC applicants to better understand the composition of applicant pools and inform outreach efforts**

- **Implement an annual self-identification survey of active Chairholders to better understand the equity profiles of CRCs**

2018 Status

Data Collection: Accurate data is essential to identify equity gaps and refine strategies to address them through reasoned policy decisions. At Waterloo, we have been tracking aggregate self-identification equity data from applicants to our CRC positions since 2016.

2019 Activities

Surveys and data collection: We will create a new standardized and secure self-identification annual survey of active Chairholders to better understand the equity profile of our Canada Research Chair complement. This 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 are only used for administrative purposes (See Appendix I).

Starting in 2019, pseudo IDs will be used as a privacy protection measure for the self-identification surveys. Survey administration will be the responsibility of one office (Human Resources or the Office of Research) and all data and contact information will be kept strictly confidential. Survey return rates and feedback/questions from participants will be used to assess the effectiveness of surveys. Through an annual review of all feedback received, we

will continue to adjust the language and clarity of the surveys as necessary to improve data collection and analysis for the Canada Research Chairs program.

Data on applicant pool: We will annually calculate and review representation of the FDGs in applicant pools for CRC positions as well as the current cohort of Chairs. Aggregate data from applicants will be shared with selection committees on a regular basis, so they better understand applicant pool composition and can adjust outreach efforts for future hiring efforts. Aggregate data for current Chairholders is available on our [website](#).

1.2.3 Employment Systems Review

OBJECTIVE: 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

2018 Status

Hiring Practice Review: A first step in closing gaps for the four designated groups involves understanding employment systems to identify and remove any barriers in attracting and retaining people from diverse groups. In 2015/16, the Equity Office 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. Additionally, in-depth discussions with senior administrators to enlist support and develop strategies for the removal of barriers has been ongoing in 2018 and will continue in 2019.

2019 Activities

Employment Systems Review: 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.

Policies and procedures: The University Secretariat reviews all institutional policies and procedures at least every five years. They will be provided with support to ensure that equity, diversity and inclusivity are woven into the fabric of all governing policies, rendering them conducive not only to closing gaps for the FDG, but also to providing the best possible experience for everyone in the university community.

1.2.4 Environmental Scan

Objectives:
- **Assess the current equity climate at Waterloo to inform future equity, diversity, and inclusion initiatives**
- **Re-assess every two years to track progress in improving the equity climate**

2018 Status

Academic Leadership Program: The [Academic Leadership Program](#) was launched in 2018 as a result of a university-wide environmental scan and a series of roundtable discussions with female faculty, including female CRCs. The program provides education, support, and mentorship 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 open to all faculty in positions of academic leadership, not just those who are new to the role. Informally, the program offers one-on-one support to individuals with particular concerns through confidential consultations or meetings with the Program Director. 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.

Provost's Advisory Committee on Equity (PACE): 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: the structure and work of PACE and it's 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.

2019 Activities

Environmental Scans: The feedback from the environmental scan noted above will also 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. Annual Progress Reports will delineate improvements made in the equity climate for CRCs, particularly members of the FDG.

1.2.5 Equity, Diversity, And Inclusion Training

Objectives:
- **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**

2018 Status

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 CRC Program, 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 with a view to finding 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.

2019 Activities

Moving forward, every individual involved in the recruitment and nomination of candidates for CRC positions will receive equity and unconscious bias training annually. 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.

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.

2   Chair Position Management

Goal: Improve practices, policies, processes and procedures related to the equitable management of Waterloo's CRC positions.

The University of Waterloo recognizes that closing current equity gaps in its CRC program requires adjustments to internal processes to remove systemic barriers and diversify applicant pools. Application of an equity lens to all CRC recruitments and to procedures for managing the CRC program will ensure that members of the FDG have equitable access to CRC employment opportunities, and that talented and diverse CRC nominees are selected in a transparent and consistent manner.

To this end, several changes to procedures for managing Waterloo's CRC program will be implemented. They are described below.

2.1   General Management of Chair Positions

The Office of Research is responsible for general oversight of the CRC Program at the University of Waterloo. 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.

Per the EAP, terms of reference for this committee were revised and the new committee will receive their Equity training and begin its work in January 2019.

2019 ACTIVITIES

Going forward, chair allocations will focus on meeting, indeed exceeding, Waterloo's FDG targets.

2.1.1   Allocation of chair positions and phasing out in the event of a decrease

Objective: Introduce procedural changes to increase transparency in the management of chair allocations

CRC allocations are informed by equity considerations as well as Tri-agency funding. Decisions are 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 advise on specific research areas with a strong pool of FDG candidates. This benefits all FDG, but is particularly helpful in closing the gap for Indigenous CRCs.

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:

1. Any increase to a Faculty's Chair allocation will take effect immediately.
2. 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 re-allocated to another Faculty in accordance with internal procedures or, if the Institution as a whole must lose a Chair position, returned to the CRCP.
    - If that Faculty does not have an open Chair position, the OR 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 OR will ensure 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 OR 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 FDG, 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 CRC Program's guidelines, the Chairholders will also retain their title until what would have been the end of their term.

2.1.2 Corridor of Flexibility

Objective: Revise flex move procedures taking into consideration impact on members of the FDG

The CRC Program 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 usage 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 FDG. 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 reverse it in order to maintain the original balance between Tiers and among research areas (i.e., SSHRC, NSERC and CIHR). The full process is outlined in Appendix II.

2.2 Recruitment

2.2.1 Advertising and Outreach

Objectives:
- **Improve hiring and outreach practices to increase representation from the FDG in the CRC complement**
- **Create inclusivity and diversity promotional materials for CRC interviewees**

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

> *The University of Waterloo regards diversity as an integral part of academic excellence and is committed to employment equity and accessibility for all employees. As such, we encourage applications from women, Indigenous (First Nations, Métis and Inuit) peoples, persons with disabilities, members of diverse gender identities, 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". All qualified candidates are encouraged to apply; however, Canadians and permanent residents will receive priority in the recruitment process.*

2018 Status

Advertising: 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. Originally limited to advertisements through the Canadian Association of University Teachers (CAUT) and Association of Universities and Colleges of Canada (AUCC), mandatory job sites now include the University's Public Accountability website and Faculties/Department pages.

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 Aboriginal Professional Association of Canada and Indigenous.Link), as well as (dis)ability, diversity and LGBTQ networks.

Outreach: Hiring committees are proactively identifying leading and upcoming scholars from the FDG 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 FDG. In particular, committee members have been actively engaged with Indigenous communities, leaders and elders to help build an indigenous community at Waterloo.

2019 Activities

Outreach: 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:

1. Consulting with associations that lobby on behalf of the FDG to determine optimal ways of advertising CRC positions for each group;
2. Outreach through their own networks, mindful of equity bias. This includes actively seeking out scholars from the FDGs at national and international conferences;
3. Using data collected from applicant self-identification surveys to refine recruitment strategies (see Chapter 1 for information on data collection).

Various studies have demonstrated that highlighting how potential recruits will fit into the community results in improved recruitment from the FDG. Inclusivity and diversity materials for all CRC interviewees will be developed and available for distribution by June 2019. This information package will highlight amenities/communities/resources available at the university and throughout the region. Waterloo Region is a great place in which to work and live – this promotional material will allow individuals to see how they will fit into the community right from the start of their academic appointment.

2.2.2 Recruitment Process

Objective: Introduce procedural changes to increase transparency and equity in recruitment of CRCs.

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.

2018 Status

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.

In 2015, Waterloo's hiring practices for Canada Research Chairs 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 decision 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.

2019 Activities

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. The full recruitment process is outlined in Appendix II.

2.3 Renewals

Objectives:
- **Revise the process for managing CRC renewals to enhance transparency**
- **Introduce procedure for communicating renewal criteria**

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.

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 II), 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. Full details on the renewal process and criteria can be found in Appendix II.

2.4 Advancement from a Tier 2 Chair To A Tier 1 Chair

Objective: Increase transparency of the process for advancement from Tier 2 to Tier 1

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.

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 to be 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.

2.5 Institutional Support for Chairholders (Financial and Non-Financial)

Objective: Introduce measures to ensure that individuals from the FDG are not disadvantaged in negotiations related to institutional support

Research has shown that support and compensation negotiations can be challenging for members of some designated groups. 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 (details in 2.5.1).

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.

2.5.1 Financial and Non-Financial Support Guidelines

The following guidelines for institutional support apply to new and renewal nominations submitted as of the April 2018 application round.

2.5.1.1 Protected time for research

Objective: Revise teaching assignment guidelines for Chairholders to achieve more equitable protected time for research

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 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.

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, in part to ensure readiness for a return to a standard teaching assignment once their CRC term ends, but also because Waterloo believes that CRCs should be sharing their expertise with students.

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. Other measures to support Chairholders as their term ends are presented in 3.1.5.

Table 2: Funding allocation from the Chairs program

Budget item	Amount	Additional Information
Chairholder's salary and benefits, Central University Charge[1]	Regular annual salary (salary increases will occur as per the standard annual merit-based procedures)	Salaries should be kept comparable with those of outstanding UW faculty who do not have CRCs. Comparisons with such cohorts will be provided in Annual Progress Reports
Fixed stipend[1]	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.

| CRC Research Fund[1] | Tier 2 = Set by academic unit
Tier 1 = Set by academic unit | The CRC Research Fund is sourced from the CRC Funds, with top-up, as needed, 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 CRC Program guidelines. |

[1] Once CRC funds are depleted, the University will underwrite outstanding commitments.

Table 3: Funding from the University

Budget item	Amount	Additional Information
Residual salary, Central University Charge, stipend, and CRC Research Fund	Any outstanding commitments from "Funding From Chairs Program"	As per above, the CRC Research Fund can be used in accordance with CRC Program guidelines.
Benefits	Estimated at 20% of salary	Actual rate will vary depending on family status and salary level.

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.

3 Chairholder Retention and Inclusivity

GOAL: Improve the work environment and support services for all Chairholders, including those from the FDG

3.1 Creating a More supportive environment For Chairholders

During original development of the EAP, the University reached out to current Chairholders and members of the FDG 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 address equity concerns on campus with an objective to increase the number of CRCs from the FDG beyond a critical mass.

The ongoing Equity Climate Surveys allow Chairholders to have an active voice on key EAP issues and enable ongoing refinement of strategies for fostering a supportive environment for Chairholders.

3.1.1 Creating an "Aware" Campus

Objective: Promote equity-related education/learning opportunities

Waterloo is actively working to create an "aware" campus where all members of the community are sensitive to equity considerations, including the need to confront unconscious bias. 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.

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. Through the identification of current actions, opportunities, and clear leads for implementation, this proposed plan will make it easier for researchers to complete their requirements under the CRC and CERC programs, to effectively measure and communicate progress, to help Faculties and departments understand and meet their legislative requirements, and to prioritize actions for the Human Rights, Equity and Inclusion Office.

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 described in 1.2.5, 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.

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.

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.

3.1.2 University Policy Renewal Project

Objective: Create policies that encourage behavior conducive to equity, diversity and inclusion

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 Canada Research Chairs 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

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.

3.1.3 Accommodations and Resources For Chairholders

Objectives:
- **Continue to manage accommodation-related needs of CRCs, including those from the FDG**
- **Provide options for flexible accommodations beyond policy**

Several University of Waterloo policies have provisions designed to ensure that faculty members, including members of the FDG, 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 FDG, 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 and 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.

Future initiatives may include providing activities for Chairholders' children, increasing daycare capacity on campus, and creating additional multi-faith prayer and meditation rooms. Work is underway to communicate the existing rooms and plans are being created to identify spaces more proactively in the future.

3.1.4 Mentorship, Networking, and Engagement with Leadership

Objective: Provide a more supportive/inclusive workplace for all Chairholders

2018 Status

A cornerstone of institutional support for equity, diversity and inclusion at the University of Waterloo is regular input to line-management and policy-makers from a number of advisory groups. Chairholders, and indeed all faculty members, can engage the following groups to drive equity initiatives:

- **The Provost's Advisory Committee on Equity (PACE)**
  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. The Committee advises on Inclusion, Diversity, Equity and Accessibility for Success (IDEAS). There are currently two working groups - one for Sexual and Gender Diversity (LGBTQ+) and the second for Sexual Violence-related Education and Training. A third working group to address Race Equity on campus will be launched in January 2019. Through such discussions, Waterloo is creating inclusive spaces for open dialogue on FDG issues.
- **Research Diversity and Equity Council**
  A new Research Diversity and Equity Council, championed by the Vice-President, Research and International and with representation from all Faculties, was established in 2018. The 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 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 (Plant Operations, Information Systems & Technology, and Human Resources), 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**
  SWEC is 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. The committee has developed an annual award that recognizes 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.

- **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. Waterloo's framework includes the following specific aims:
    - Boost girls' participation in STEM outreach experiences to build a pipeline for future female leaders;
    - Enhance the female faculty complement, driving towards parity in the future; and
    - Advance women into leadership positions in the University.
  A number of specific initiatives have been developed in order to achieve these goals by 2020, including the following:
    - Development of a comprehensive leadership development program, including mentorship and networking opportunities, for all faculty, with some targeted elements for those who identify as women;
    - 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 a more gender - equitable environment;
    - The Excellence and Quality in Academic Life in STEM (EQuALS) conference, Ideathons, positive masculinity workshops, Writing contest and Equity In/Action anthology.
  Together, these initiatives 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.

2019 Activities

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.

As well, through the IMPACT 10x10x10 Academic Leadership Program, Chairholders will be provided with opportunities to engage with senior university administrators on matters pertaining to equity, diversity and inclusion. Simultaneously, the Office of Research will also facilitate connections between CRCs and other faculty members who have related research interests to foster a greater sense of community and increased awareness of opportunities for collaboration. Tracking of both of these activities will be done as part of the overall EAP monitoring framework.

3.1.5 **Workload during and transitioning out of a chair position**

Objectives:
- **Provide and enforce a wider definition of service for faculty members, including CRCs**
- **Improve support for CRCs transitioning out of a Chair position**

One of the challenges that Chairholders from the four designated groups face is that they sometimes carry heavier service loads compared to other Chairholders. They may also provide unconventional forms of service that are not recognized. The University is committed to redressing this issue. In 2019, the Provost's Office will develop a broader definition of service to recognize unconventional yet important service that individuals from the FDG often provide in formal, but sometimes in an ad hoc manner. This change will acknowledge such diverse contributions, building a more inclusive campus environment. Academic unit heads will use this broadened definition to ensure that Chairholders, and indeed all faculty in their unit, have appropriate service loads. This new definition will be developed through active consultation with diverse groups, and members of the FDG, and is anticipated to be completed and implemented by 2020.

Academic unit heads will also support the end-of-term transition by communicating to Chairholders clearly and consistently throughout the life cycle of a CRC the implications of this transition, but particularly during the two to three years prior to the end of a Chairholder's term. In particular, academic unit heads will discuss with the Chairholder: a) the potential need to modify research and graduate student supervision commitments; b) alternative awards or programs they could benefit from once their CRC ends; and c) tenure, promotion, and strategic sabbatical planning. The effectiveness of this communication will be tracked through the regular Equity Climate Surveys. These activities will also be tracked through the EAP monitoring framework and the Research Diversity and Equity Council.

In 2019, the University will develop a CRC exit survey to glean data that will enable fine-tuning of support provided during this transition phase. This survey is anticipated to be ready to implement in 2020.

3.2 Addressing Equity Concerns

3.2.1 General Support of the Equity Action Plan

Strategies outlined in this EAP and other campus-wide initiatives are designed to enhance diversity and inclusivity in the Waterloo CRC program and the greater University community. Coordinated by the Office of Research through the Research Diversity and Equity Council, members of Waterloo's Human Resources and the Human Rights, Equity, and Inclusion Office (which includes the Equity Office, Conflict Management, Human Rights Office, and Sexual Violence Response Co-ordinator) facilitate implementation and review of the University's Equity Action Plan.

The Research Diversity and Equity Council:
- Develops 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;
- Develops and supports networking groups, initially focusing on the FDG in science, technology, engineering and mathematics but ultimately expanding to other disciplines;
- Develops leadership training events for senior and junior researchers,
- Oversees key activities related to the implementation and tracking of Waterloo's equity action plan;
- Works with graduate studies and postdoctoral fellows to encourage recruitment and mentorship of graduate students identifying as one or more of the FDG in science, engineering and technology.

The Equity Office:
- Develops strategic direction for equity at the institutional level;
- Coordinates and monitors initiatives across the institution to identify areas for alignment;
- Monitors and reports progress on institutional equity goals;
- Provides equity education, training, and toolkits;
- Identifies and addresses equity issues, and promotes equity on a case-by-case basis; and
- Administers self-identification surveys that track progress against equity targets.

3.2.2 Procedures for Addressing Equity Concerns

Objective: Formalize procedures and practices for addressing concerns/complaints related to equity

Academic unit heads and Faculty Deans, as well as concerned individuals, are encouraged to proactively engage the Human Rights, Equity, and Inclusion Office with respect to supporting and promoting equity and inclusivity. However, specific concerns or complaints related to equity in the CRC program and more generally across the University are initially addressed through line-management. 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 4: Steps for executing an equity concern

Role	Concern	Contact
Academic unit head/manager/individual	Want to address an equity matter proactively	Equity Office
Individual	Want to proceed with an equity concern/complaint	Speak with the supervisor in question: • Faculty - Department Chair/School Director

Table 5: Steps for addressing an equity concern

Role	Contact
Academic unit head/managers	Consult with the appropriate unit of the Human Rights, Equity, and Inclusion Office: • Equity Office, • Conflict Management and Human Rights Office, or • Sexual Violence Response Co-ordinator. Consult with your Dean for advice on addressing equity concerns/complaints.

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.

Conclusion

At the University of Waterloo, we are guided by light from the twin lampposts of research excellence and equity. We firmly believe that by interweaving these two strategic 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.

Some of the changes proposed in this EAP are complex and require careful implementation. Of course, change of any kind can be contentious. 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.

In the end, this EAP is all about 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 – University of Waterloo Equity Survey

The University of Waterloo administers self-identification surveys to both CRC applicants and Chairholders. The email to applicants (I.1), the email to Chairholders (I.2), the survey landing page (I.3), and the self-identification survey (I.4) are shown below.

I.1 Email To CRC Applicants

PRIVATE AND CONFIDENTIAL

Dear Applicant,

The Canada Research Chair Program (CRCP) is committed to excellence in research and the federal government's policy on employment equity. The University of Waterloo is committed to ensuring representation of the four designated groups (women, members of visible minorities, persons with disabilities and Aboriginal/Indigenous people) within the CRCP.

The Equity Office is seeking your assistance with gathering data for the following purposes:

- To determine the representation of the four designated groups in the pool of applicants;
- To report on the University's compliance with equity targets to the Office of Research and the Canada Research Chair Program (in an aggregate form); and
- To understand the success with outreach;

All applicants for Canada Research Chair positions are invited to complete this self-identification survey. To complete the survey you will need the prospective position details from the job advertisement.

Your response to the survey is voluntary and confidential. Please see details about this on the landing page.

The survey is available at the link below:

UW Equity Survey for Canada Research Chairs

Your unique security token is: <u>XXXXXX</u> for one time access to the survey.

This survey can be made available in an alternate format upon request, please contact the Equity Office for assistance.

If you have a question about this survey, please contact, Joanne Adair, by email: jeadair@uwaterloo.ca.

Thank you.

For detailed instructions on survey completion, please see the following.

1. Navigate to the **Equity Survey for Canada Research Chairs** website.
    Equity Survey for Canada Research Chairs | Equity Office

2. When prepared to complete the **Equity Survey for Canada Research Chairs,** click on **Start the Survey**. The security token will be automatically filled in once you navigate to the survey.

Please note that once you submit the survey the unique security token will become invalid. Please contact the form administrator if you have questions.

Security token * (required)
Please use the unique URL that we provided to you or contact us.

111115

Start the survey

3. To continue completing the survey, consent is required. If you wish to consent, check the **Yes, I consent** box to grant consent.

Consent required to continue

By voluntarily completing this survey, I am providing consent to the use of this data by the University of Waterloo (Equity Office and Office of Research). * (required)

☐ Yes, I consent

4. Once consent is granted the remaining survey questions will display and the form can be completed.

5. When prepared to submit to the survey click **Submit**.

Submit

6. A confirmation message will display upon submission.

Equity Survey for Canada Research Chairs

Your survey was successfully submitted on Tuesday, February 23, 2016 - 11:56. Thank you for completing the Equity Survey for Canada Research Chairs.

I.2 Email To Active Chairholders

PRIVATE AND CONFIDENTIAL

Dear Chairholder,

The Canada Research Chair Program (CRCP) is committed to excellence in research and the federal government's policy on employment equity. The University of Waterloo is committed to ensuring representation of the four designated groups (women, members of visible minorities, persons with disabilities and Aboriginal/Indigenous people) within the CRCP.

The Equity Office is seeking your assistance with gathering data for the following purposes:

- To determine the representation of the four designated groups in the pool of applicants;
- To report on the University's compliance with equity targets to the Office of Research and the Canada Research Chair Program (in an aggregate form); and
- To understand the success with outreach.

All Canada Research Chairholders are invited to complete this self-identification survey.

Your response to the survey is voluntary and confidential. Please see details about this on the landing page.

The survey is available at the link below:

UW Equity Survey for Canada Research Chairs

Your unique security token is: <u>XXXXXX</u> for one time access to the survey.

This survey can be made available in an alternate format upon request, please contact the Equity Office for assistance.

If you have a question about this survey, please contact, Joanne Adair, by email: jeadair@uwaterloo.ca.

Thank you.

For detailed instructions on survey completion, please see the following.

1. Navigate to the **Equity Survey for Canada Research Chairs** website.
   Equity Survey for Canada Research Chairs | Equity Office

2. When prepared to complete the **Equity Survey for Canada Research Chairs,** click on **Start the Survey**. The security token will be automatically filled in once you navigate to the survey.

   Please note that once you submit the survey the unique security token will become invalid. Please contact the form administrator if you have questions.

Security token * (required)
Please use the unique URL that we provided to you or contact us.

111115

Start the survey

3. To continue completing the survey, consent is required. If you wish to consent, check the **Yes, I consent** box to grant consent.

─Consent required to continue─

By voluntarily completing this survey, I am providing consent to the use of this data by the University of Waterloo (Equity Office and Office of Research). * (required)

☐   Yes, I consent

4. Once consent is granted the remaining survey questions will display and the form can be completed.

5. When prepared to submit to the survey click **Submit**.

Submit

A confirmation message will display upon submission.

I.3 Survey Landing Page

Your response to the survey is voluntary and confidential. The Equity Office is the only office that will have access to your contact information and will use it exclusively for the purposes of sending reminders to complete and/or update the survey data. Pseudo IDs are used as an added privacy protection measure. Your name will not be provided to the Canada Research Chair Program.

If you choose to stay in touch with the Equity Office, you can indicate that by sharing your email address at the end of the survey. (For current Chairholders only)

If you wish to update your survey responses, please contact the Equity Office for assistance. (For current Chairholders only)

If you have a question about this survey, please contact, Joanne Adair, by email: jeadair@uwaterloo.ca.

I.4 Self-Identification Survey

Position of: (*drop down options*)

The Chair type is: (*drop down options*)

This position is in the Faculty of: (*drop down options*)

I am an (to be completed by CRC applicants only)

- ☐ Internal candidate (currently employed at UWaterloo)
- ☐ External candidate (not currently employed at UWaterloo)

I learned about this position by the following means – *please check all the boxes that apply* (to be completed by CRC applicants only):

- ☐ CAUT bulletin
- ☐ University Affairs
- ☐ Word of mouth from a colleague
- ☐ Word of mouth from a UW colleague
- ☐ UW website
- ☐ Listserv, please specify _____
- ☐ Other advertisement
- ☐ At a UW event, please specify _____
- ☐ Other means, please specify _____

1. **For the purpose of the CRCP, women are a designated group. Are you a**
   - ☐ Man
   - ☐ Woman
   - ☐ Other
2. **For the purposes of the CRCP, a person with a disability means a person** who has a long-term or recurring physical, mental, sensory, psychiatric or learning disability (e.g. diabetes, epilepsy, anxiety disorder), **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.

   Based on this description, are you a Person with a Disability?

   - ☐ Yes
   - ☐ No
3. **For the purposes of CRCP, are you an Aboriginal/Indigenous person (First Nation (Status or Non-Status), Metis or Inuit)?**
   - ☐ Yes
   - ☐ No
4. **For the purposes of CRCP, a "member of a visible minority"** (racialized) **means** a person other than an Aboriginal person, who identifies as non-Caucasian or non-white in colour, regardless of the place of birthplace or citizenship. Persons in this category identify as Black, Asian (e.g., Chinese, Japanese, Korean), South Asian/East Indian (e.g., Bangladeshi, Pakistani, Indian), South East Asian (e.g., Burmese, Cambodian, Filipino, Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian), West Asian (e.g., Iranian, Lebanese, Afghan), Arab, Non-white

Latin American and/or mixed origin.

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

☐ Yes
☐ No

5. **(For current Chairholders only)This is a strictly confidential survey. If you have identified as being a designated group member in any of the four designated groups, can the Equity Office contact you for the purposes of relevant equity initiatives?**
☐ Yes
☐ No

Please provide your email address if you have agreed to be consulted by the Equity Office:

_____

Appendix II – University of Waterloo Chair Position Management Processes

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

II.1 Flex Moves

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

Table 6: Processes for faculties when requesting or reversing a flex move

Step	Timing	Responsibility	Action
Apply equity lens	Prior to requesting flex move/advertising a CRC position	Faculty	Apply an equity lens to ensure that members of the FDG would not be disadvantaged by changing the original allocation
Contact Office of Research	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)
Internal review	Upon receipt of request	Internal CRC Review Committee	Review request including consideration of impact to the FDG
TIPS review	Upon Internal CRC Review Committee approval	Office of Research	Forward request to Tri-Agency Institutional Programs Secretariat for approval
Faculty notified of decision	Upon final approval	Office of Research	Notify Faculty of final decision and update public accountability website
Advertise position	Upon final approval	Faculty	Advertise Chair position
Reverse flex move	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 CRC Program introduced new requirements for recruiting/nominating Canada Research Chairs (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)
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) 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[1]
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) 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.

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[1] *The time from advertisement to application submission must be less than two years.*

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). 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;
   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 Canada Research Chair manager (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).

Selection Committee

13. When a CRC allocation has been approved, contact the Office of Research CRC manager (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) 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[2]
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) 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). 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.

Evaluation/Nomination Decision
20. 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;
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

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[2] *The time from advertisement to application submission must be less than two years.*

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.

21. 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 Canada Research Chair manager (third floor, EC5).
    a. Include the completed CRC Selection Committee Cover Memo.
22. 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.
23. Office of Research staff will work with approved nominees to ensure applications are completed to meet CRC application deadlines.

II.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.chairs-chaires.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.

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

Table 7: Steps for Faculties to follow to renew a Chairholder

Step	Timing	Responsibility	Action
Create Chairholder-specific renewal criteria	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
Communicate Chairholder-specific renewal criteria	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 of criteria to nominee, academic unit head, and Dean
	Annual/biennial performance reviews	Academic unit head	Review criteria and progress with Chairholder

Step	Timing	Responsibility	Action
Notification of potential upcoming renewal	~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
Academic unit/Faculty review of case for renewal	~18 months before first term end date	Academic unit head/Dean/Chairholder	Use departmental/Faculty processes/practices/procedures and a review of the renewal criteria to evaluate the case for renewal. • Provide Office of Research with a response within one month of notification of upcoming renewal • Complete and submit an internal nomination form no later than three months before the CRC Program application submission deadline
University-level review of case for renewal	Upon receipt of the Internal Nomination Form	Internal CRC Review Committee	Review renewal request based on: • the recommendation of the Faculty Evaluation Committee • the quality of the nominee and nomination package alignment with renewal criteria, Waterloo's strategic priorities and institutional efforts to meet our FDG goals for Chairholders
Prepare Renewal Application	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 8: Chairholder renewal criteria: potential metrics, subject to discipline norms

Category	Tier	Details	Potential metrics (subject to disciplinary norms)
Excellence of Researcher	Tier 1	Should be acknowledged as doing world-class, innovative research by arms-length international leaders in their field.	• 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 research 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	• Active participation as an academic citizen
			  o accepting invitations to speak at leading conferences
			  o serving as external examiners on PhD defenses at other universities
			  o refereeing important papers or participating on editorial boards of journals
			  o performing administrative roles in academic societies,
			  o adjudicating significant awards or grant proposals
			• Receiving prestigious research awards

Category	Tier	Details	Potential metrics (subject to disciplinary norms)
			• Citation counts or other use or mention of research results
Record of research results / dissemination	Tier 1	Should be recognized by their peers as international leaders in their field(s).	• Invited lectures at international conferences, particularly keynote addresses • International grants and prizes • Invitations to serve on expert panels (grant review; government advisory; University program review) in and outside of Canada.
	Tier 2	Should have demonstrated the potential to achieve international recognition in their field(s) in the next five to ten years.	• International meetings attended and talks given • International collaborations established
Training record	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.	• Overall numbers of graduate student and PDF trainees • Trainees have obtained scholarships, awards and prizes (particularly external ones) • Trainees have published and/or given conference presentations (differentiating between M.Sc., Ph.D. and PDF)
	Tier 2	Should have demonstrated the ability to attract and retain excellent trainees.	• Some trainees have successfully completed their programs and are pursuing further studies or have found suitable employment

Appendix III - Work Plan: Equity Action Plan 2019

The University of Waterloo has identified several actions that will enable swift 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 Canada Research Chair Equity, Diversity, and Inclusion Action Plan (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

FDG – four designated groups

IRC – Internal CRC Review Committee

PACE – Provost's Advisory Committee on Equity

UW – University of Waterloo

VPRI – Vice-President, Research and International

Table 9: Proposed next steps for EAP Actions 2019

Action	Responsibility	2019											
		J	F	M	A	M	J	J	A	S	O	N	D
ACCOUNTABILITY FRAMEWORK													
1. Promote the EAP and EDI-related education/learning opportunities to all faculty and staff	Deans/AUHs/and Support Unit Heads/AVP HERI			O	N	G	O	I	N	G			
2. Regularly discuss activities by leaders to promote equity at Executive Council	VPRI/AVP HERI			O	N	G	O	I	N	G			
3. Continue to provide mandatory training focused on tools and processes that minimize unconscious bias and aid better decision-making to all administrators and faculty involved in the CRC recruitment/selection process.	AVP HREI			O	N	G	O	I	N	G			
4. Continue to implement a tracking mechanism for all equity training completed by those involved in the CRC process.	AVP HREI			O	N	G	O	I	N	G			
5. Develop and implement and EAP monitoring framework for EAP tasks	VPRI												
6. Develop a process for the establishment of equity champions on CRC-related committees.	Provost/VPRI/Deans												
7. Develop a process to ensure committees with decision-making responsibility (.e.g. DACAs, 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"	Provost/VPRI/Deans												

Action	Responsibility	2019											
		J	F	M	A	M	J	J	A	S	O	N	D
8. In collaboration with Human Resources, establish a sustainable process to securely and systematically collect self-identification data from CRC applicants and share with selection committees where appropriate	AP HR/AVP HREI												
9. In collaboration with Human Resources, establish a secure and standardized process for continual administration and refinement of an annual self-identification survey for active CRCs. Negotiations are underway with HR	AP HR/AVP HREI												
10 Undertake an Employment Systems Review (ESR) for all FDG to identify and address barriers	AP HR												
11 Develop a framework to assess the university climate and Chairholder experiences that includes conducting biennial equity climate surveys	AVP HREI, in consultation with VPRI												
12 Publish Annual Progress Reports by October 31 each year	VPRI												
CHAIR POSITION MANAGEMENT													
13 Continue to engage FDG-relevant associations to determine optimal ways to advertise CRC positions	DACA Chairs				O	N	G	O	I	N	G		
14 Establish an advisory committee to continually update and refine processes, procedures, communication strategies, guidelines and documents to ensure fairness in the management of chair allocations.	VPRI, in consultation with President and Provost												
15 Revise current Equity checklist to help guide CRC hiring committees through a fair and transparent recruitment process.	AUH/Dean												

Action		Responsibility	2019											
			J	F	M	A	M	J	J	A	S	O	N	D
16	Develop and implement a clear communication strategy on advancements	VPRI												
17	Create an inclusivity pamphlet/information package to be distributed to all CRC interviewees	VPRI, Deans, IRC												
18	Develop a targeted outreach process focused on leading and upcoming scholars from the FDG	AP HR/AVP HREI/DACA Chairs												
19	Revise and implement internal financial guidelines that minimize need for negotiation	VPRI, Deans												
CHAIRHOLDER RETENTION & INCLUSIVITY														
20	Incorporate equity considerations into the University's Policy Renewal Project	Secretariat, in consultation with AVP HREI				O	N	G	O	I	N	G		
21	Support end of term transition by offering clear and consistent communication from start of the term, during performance reviews, particularly two to three years prior to the end of the Chairholder's term	AUH				O	N	G	O	I	N	G		
22	Increase communication and promotion of activities and opportunities to engage with university-advisory committees related to EDI e.g. PACE, Indigenization Strategy Advisory Committee, Accessibility Committee, Faculty Association, Equity Committee, HeForShe IMPACT 10x10x10	AVP HREI/AP HR				O	N	G	O	I	N	G		
23	Expand the definition of service to encompass unconventional yet important service that individuals from the FDG provide	Provost/Deans												

Action		Responsibility	2019											
			J	F	M	A	M	J	J	A	S	O	N	D
24	Develop mentorship program for junior Chairholders and nominees	VPRI, in consultation with AVP HREI					▓	▓	▓	▓	▓	▓		
25	Develop a process to facilitate connections between CRC Chairholders and other faculty who have related research interests	VPRI					▓	▓	▓	▓	▓	▓		
26	Create and implement a process for the delivery of equity and unconscious bias training program to new faculty members within the first year and every five years thereafter	AVP HREI							▓	▓	▓	▓	▓	▓
27	Integrate equity/unconscious bias training into the ALP for AUHs/ADRs and training for University Centre/Institute Directors	AVP HREI, in consultation with Academic Leadership Program							▓	▓	▓	▓	▓	▓
28	Develop CRC exit survey to refine supports provided at end of term	VPRI, in consultation with the AVP HREI							▓	▓	▓	▓	▓	▓
29	Add CRC-specific and FDG-specific elements to the IMPACT 10x10x10 ALDP, including opportunities for Chairholders to engage senior university administrators	AVP HREI, in consultation with VPRI							▓	▓	▓	▓	▓	▓
30	Create and implement communication strategy to raise awareness of due process for requesting accommodations	Deans							▓	▓	▓	▓	▓	▓
31	Develop activities to provide flexible accommodations and enhance the campus culture	AP HR/ Deans/VPs/AVP HREI							▓	▓	▓	▓	▓	▓