UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

UOIT CANADA RESEARCH CHAIR
EQUITY, DIVERSITY AND INCLUSIVENESS ACTION PLAN

Being counted and considered at UOIT:

An Action Plan for ensuring representation of Indigenous Peoples,
Persons with Disabilities, members of Visible Minorities, and Women
at the University of Ontario Institute of Technology

December 15, 2018

Contents

Introduction

The Canada Research Chairs (CRC) program and the University of Ontario Institute of Technology (UOIT) are committed to addressing the underrepresentation of the four designated groups (FDGs: women, Indigenous peoples, persons with disabilities and members of visible minorities) within the Canada Research Chairs program. To expand transparency and accountability and ensure equity and diversity targets set forth by the Canada Research Chairs program are achieved, the University has developed a Canada Research Chairs Action Plan. This Action Plan will be a dynamic, living document that reflects the needs of the institution. The Action Plan demonstrates UOIT's continued commitment to fostering a research environment that is diverse and inclusive and identifies activities to be undertaken in order to enhance equity, diversity and inclusion.

1.0 Equity, Diversity and Inclusion Commitment Statement

Innovation begins with the person behind the good idea. Canada attracts a unique array of international and national peoples possessing various talents, skills, experiences and perspectives from whom brilliant ideas are born. Inspired by our Canadian mosaic, the University of Ontario Institute of Technology chooses to foster a unified culture that produces high impact research where ideas from all members – including Indigenous Peoples, LGBTQ2+ Persons, Persons with Disabilities, Racialized Persons, and Women – are championed and have the opportunity to flourish. UOIT is committed to cultivating a diverse and inclusive community. By refusing to leave talent on the sidelines, UOIT encourages richer discussions, heightened creativity, and groundbreaking discoveries that lead to high quality research results.

2.0 Governance of the Action Plan

The CRC Action Plan was developed by the CRC Equity, Diversity and Inclusion Committee comprised of representatives from the Office of the Vice-President Research, Innovation and International, the Office of the Provost, and the Human Resources Department. The Action Plan was developed in consultation with the UOIT Research Board and the Administrative Council. The CRC Action Plan was approved by the Vice-President Research, Innovation and International.

3.0 Objectives of the Action Plan

UOIT will support its mission to increase diversity in the CRC program through four main objectives:

- ***Embed Equity, Diversity, and Inclusion efforts into our culture at all levels, starting at the top.*** *This begins with an equity statement endorsed by the President and embodied by the University leaders and the community.*

- ***Learn about and accommodate our community's needs.*** *We will assess the success rates of CRC nominations from the FDGs and adapt our processes to address bias.*

- ***Help our community oppose biased and exclusionary acts***. *We prioritize training for individuals who represent and make hiring decisions for UOIT to include unconscious bias and active bystander training.*

- ***Attract and retain diverse talent.*** *We will create an inclusive workplace that offers equitable access to resources, opportunity and support by addressing barriers experienced by the FDGs.*

To continue to improve equity, diversity and inclusiveness, UOIT plans to undertake these key activities by December 2019 as part of a university-wide approach to oppose behaviours that contribute to barriers for the FDGs identified by the Employment Equity Act as well as LGBTQ2+ peoples.

4.0 Action Plan Activities

For a list of key activities undertaken as part of the Action Plan please refer to Appendix D. The chart provided also serves to highlight progress made on these activities since December 2017.

5.0 CRC Equity Targets

UOIT has equity targets for representation of the FDGs within our CRC allocation in order to support the CRC program objectives and promote a diverse and inclusive research environment. The university plans to meet equity targets for all FDGs as set by the CRC Program's target setting method by December 2019.

In the spirit of openness and transparency, the university will make public the results and findings of its target-setting exercise, subject to the Privacy Act. To protect the privacy of the Chairholders, numbers lower than five in each of the four designated groups are not reported in keeping with the Privacy Act. At the present time, the number of active CRCs in each of the four designated groups is lower than five and will not be reported to protect the privacy of the CRCs.

6.0 Awareness Strategy

UOIT is one of Canada's youngest universities, with a steadily growing number of alumni and close proximity to several long-established, world-renowned academic institutions within the same catchment area of the Greater Toronto Area. As a STEM focused institution with the greatest growth occurring in automotive, mechanical, manufacturing and mechatronic engineering, as well as cybersecurity and gaming, UOIT has faced challenges in attracting diverse faculty members in these areas. Through enhanced recruitment procedures, UOIT is striving to achieve CRC equity targets. We recognize the need to celebrate diversity and build further awareness of our EDI goals among our research community members. With this in mind, we are firmly committed to efforts that champion and celebrate equity, diversity and inclusion within our university research community as a whole and within each discipline and rank.

In support of the Equity, Diversity and Inclusiveness Action Plan, UOIT has taken the following actions to strategically promote awareness across the university. UOIT will continue to build upon, strengthen and develop new strategies in line with our Action Plan activities:

- **Education:**
    - **Online training:** CRC Selection committee members are asked to complete the CRC unconscious bias online training module and provide a certificate of completion to the HR representative. They are also invited to complete the Harvard Implicit Association Test.
    - **Face-to-face training**: Deans, active CRCs, and search committee members are given training on human rights, implicit bias and the recruitment process.

- **Resource development:**
    - **CRC Hiring Guide:** Human Resources (HR) developed a CRC hiring guide as a resource for all CRC selection committees. The document outlines best practices to promote equity, diversity and inclusion.
    - **Hiring Toolkit:** HR and the Office of Research Services developed an interview guide, including sample questions and a criterion-based evaluation matrix to help ensure career interruptions and other factors are evaluated consistently.

- **Working groups:**
    - Several working committees have been established to increase equity, diversity and inclusion at the university. These include the CRC Equity, Diversity and Inclusion Committee, and the Women in Research working group.

- **Procedure development:**
  - o CRC procedures were refined and will be part of continuous improvement efforts to promote best practices for equity, diversity and inclusion at the university. The CRC procedures (Appendix B) are:
    - Allocation
    - Institutional Support
    - Recruitment
    - Advancement
    - Renewal

- **President's Equity Taskforce (PET):**
  - o The President's Equity Taskforce (PET) was created November 2017 with the following mandate: to prepare a comprehensive inventory of existing and suggested equity, diversity and inclusion initiatives within the context of the university's mission and to provide recommendations to those initiatives, as appropriate, based on broad consultation.
  - o The goal of the PET is to mobilize a diverse movement of people across the university to create and establish equitable and inclusive practices at UOIT within a three-year term. Specifically it will:
    - Advise on the development of strategies for implementing the best equity and inclusion policies and practices at UOIT;
    - Advise on equity and inclusion training and programming;
    - Identify ongoing initiatives at the university and coordinate complementary efforts;
    - Increase outreach efforts to diverse communities, and
    - Assist and advise in the analysis of workforce and employment systems to identify and propose solutions for areas of inequality and discrimination.
  - o Membership will consist of nine members who report to the Provost, who will be an ex officio member:
    - Chair – Faculty member appointed by the Provost
    - AVP Human Resources or delegate
    - AVP Student Life or delegate

- VP Research, Innovation & International or delegate

- Dean appointed by the Provost

- Faculty members (3) appointed by the Provost

- Provost (ex-officio)

7.0 CRC Utilization at UOIT

The CRC Utilization Chart (provided in Appendix C) outlines the institutional allocation of Canada Research Chairs, discloses the current Chairholders and demonstrates the utilization of the institutional allocation.

8.0 Equity, Diversity and Inclusion Concerns or Complaints

The University of Ontario Institute of Technology's commitment to equity, diversity and inclusion in its CRC program, as well as in the broader research enterprise, is governed by the following policies:

- Policy Against Violence, Harassment And Discrimination In The Workplace (classification number LCG 1137)

- Harassment and Discrimination Policy (classification number LCG 1105)

- Policy On Sexual Violence For Students And Procedures For Responding To Incidents Of Sexual Violence (classification number LCG 1138)

- Student Conduct Policy (classification number LCG 1111)

Concerns or complaints about equity, diversity and inclusion can be directed to Jamie Bruno, Assistant Vice-President, Human Resources. Jamie.bruno@uoit.ca

Conclusion

The creation of this CRC Action Plan marks a commitment by UOIT to strengthen and expand activities, resources and procedures that will ensure equity, diversity and inclusion goals remain a priority, within our CRC program and the broader research community. By undertaking the activities outlined in the Action Plan, and employing best practices, UOIT will support equity and diversity in our community.

Appendices:

A. Self-Identification Survey

B. CRC Procedures: B-1: CRC Allocation Procedure

                                      B-2: CRC Recruitment Procedure

                                      B-3: CRC Institutional Support Procedure

                                      B-4: CRC Advancement Procedure

                                      B-5: CRC Renewal Procedure

C. CRC Utilization Chart

D. Action Plan Chart – Key Activities and Progress to Date

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

APPENDIX A:
CANADA RESEARCH CHAIR

SELF-IDENTIFICATION SURVEY

Banner ID: _____ Date: _____

We invite you to voluntarily self-identify as a member of the designated groups as defined below. Submission of this information is voluntary; you will not be subject to any adverse treatment for choosing not to self-identify. The information collected on this form is confidential and will not be used for any employment-related decisions.

For the purpose of equity and diversity in the Canada Research Chair Program, UOIT defines the following designated groups based on the *Employment Equity Act*:

- Women are a designated group

- An Aboriginal person is a First Nations (Status, non-Status, Treaty), Inuit, Métis or a North American Indian

- A person with a disability is anyone with a long-term or recurring physical, mental, psychiatric, sensory or learning impairment and,
   i. The person considers that they are disadvantaged in employment by reason of that impairment, or
   ii. The person believes that an employer is likely to consider the person to be disadvantaged in employment by reason of that impairment

- A member of a visible minority is a person, other than aboriginal peoples, who is non-Caucasian in race or non-white in colour

Based on the above definitions, do you identify as (check all that apply):

1. **Gender**: ☐ Woman ☐ Man ☐Other: _____ I choose not to answer

2. **Aboriginal person**: ☐Yes ☐ No ☐ I choose not to answer

3. **Person with a disability**: ☐Yes ☐ No ☐ I choose not to answer

4. **Member of a visible minority**: ☐Yes ☐ No ☐ I choose not to answer

APPENDIX B-1:
PROCEDURE TITLE: Canada Research Chair Allocation Procedure

PURPOSE

The purpose of this procedure is to outline the University's process for allocating Canada Research Chairs in a fair, transparent and equitable manner.

DEFINITIONS

"Base Chair Allocation" means the commitment to allocate one Canada Research Chair to each of the seven Faculties.

"Canada Research Chair" means the following:
> **Tier 1 Chairs**, tenable for seven years and renewable, are for outstanding researchers acknowledged by their peers as world leaders in their fields. For each Tier 1 Chair, the university receives $200,000 annually for seven years.

> **Tier 2 Chairs**, tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. For each Tier 2 Chair, the university receives $100,000 annually for five years.

"Competitive Chair Allocation" means the process by which the VPRII allocates the Canada Research Chairs, above the Base Chair Allocation.

"National Reallocation" means the process conducted every two years, by the Tri-Agency Institutional Programs Secretariat, based on the research grant funding received by researchers at UOIT from the three granting agencies – CIHR, NSERC, and SSHRC – in the three years prior to the year of the allocation. The university is notified about the results of the re-allocation. The outcomes, could result in an increase, decrease, or maintenance of the number of Chairs allocated to the University.

"Corridor of flexibility" provides universities with a set number of "flexible Chairs". This allows universities to change the tier or the research area of a limited number of their allocations.

SCOPE AND AUTHORITY

1.   This procedure applies to Canada Research Chairs allocated to UOIT.

2.   The Vice-President Research, Innovation and International (VPRII), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3.   **Procedure UOIT Allocation Process**

    3.1.   Central Allocation Model

        3.1.1.   Canada Research Chairs, allocated to UOIT by the Tri-Agency Institutional Programs Secretariat, are centrally managed by the VPRII. Centrally managing the allocation includes:

        - Tracking, allocating, reclaiming or deactivating lost chairs as part of a reallocation exercise, establishing and monitoring equity, diversity and inclusiveness targets, and managing the corridor of flexibility.

        3.1.2.   UOIT allocates Chairs through a Base Chair allocation and a Competitive Chair Allocation process.

    3.2.   Corridor of Flexibility

        3.2.1.   The use of the corridor of flexibility is driven by the strategic commitments of the university, equity, diversity and inclusiveness targets, as well as the alignment with the various Tri-agency mandates. The corridor provides a degree of flexibility for the university to achieve diversity amongst the Canada Research Chairs. To utilize a move, the Vice-President Research, Innovation and International, will consult with the Canada Research Chairs Internal Allocation Committee, and render a final decision on the use of the corridor of flexibility.

4.   **Base Chair Allocation**

    4.1.   The Vice-President Research, Innovation and International will allocate one Canada Research Chair to each Faculty. The strategic research alignment of the Canada Research Chair allocated to the Faculty will be determined by the Vice-President Research, Innovation and International, in consultation with the Provost and relevant Dean.

5.   **Competitive Chair Allocation**

    5.1.   Canada Research Chair vacancies, above the Base Chair Allocation, will be allocated utilizing an internal competitive review process.

    5.2.   The Canada Research Chairs Internal Allocation Committee will review applications submitted through the competitive review process and determine how the vacant Canada Research Chairs, will be allocated to ensure the equity, diversity and inclusiveness targets, and strategic research priorities of the university, can be achieved.

    5.3.   The Canada Research Chairs Internal Allocation Committee is comprised of the following individuals:

        5.3.1.   Vice-President Research, Innovation, and International (Chair)

5.3.2. Provost and Vice-President Academic (Alignment with Academic Plan)

5.3.3. Ad hoc reviewers, as determined appropriate by the Internal Allocation Committee.

5.3.4. Director, Office of Research Services

5.4. Canada Research Chair Internal Application Requirements

5.4.1. The VPRII will notify the Deans, in writing, of any Canada Research Chair vacancies, and outline the application process.

5.4.2. The Dean of the Faculty is responsible for submitting applications that align with the strategic priorities of the University, and the Faculty, for consideration by the Canada Research Chairs Internal Allocation Committee.

5.4.3. Deans may submit more than one proposal for consideration during any internal Canada Research Chair Competitive Allocation Process. In the case where multiple CRC applications are submitted by a Dean, the proposals must be ranked in order of priority.

5.4.4. A proposal to the Internal Competitive Chair allocation process consists of the following components:

Written proposal no more than 5 pages, which consists of the following elements:

- Description and Rationale for the proposed Research Chair: Describe the proposed research field, current research capacity at UOIT, expected ability to leverage additional funding.

- Description of the research environment: Existing critical mass of research or, if an emerging area, the potential building of critical research mass. Research environment within the faculty.

- Building Capacity: How the CRC will build UOIT's reputation, develop research capacity and enhance graduate and undergraduate student research opportunities. What is the current capacity of the Faculty and university and how will this Chair build on it, and differentiate UOIT. Fit with the recruitment plans of the Faculty. Sustainability of the research program.

- Strategic Significance to UOIT: How the proposed CRC aligns with the Faculty's and UOIT's strategic research priorities. How the proposed CRC aligns with, and advances, long-term plans in the Faculty to strengthen research capacity. What is the expected impact.

- Significance to Ontario and Canada: Why this field important to and unique in Ontario and Canada. What is the relevance to Provincial, national and international priorities.

- Recruitment Process: The proposed timeline for selecting the CRC and the recruitment strategy, with a draft position advertisement (short format)

- Faculty Support and Resources: The Faculty's ability to commit to a tenured or tenure track position for the prospective CRC(s). Deans are

advised to consult with the Provost's Office. The anticipated research space (size, new request, renovations, etc.) and equipment needs for the Chair. CFI funds will be allocated from the UOIT John Evans Leadership Fund (JELF) envelop in accordance with the UOIT CRC Institutional support procedure.

- Equity, Diversity, and Inclusiveness: The Faculty's commitment to equity, diversity and inclusiveness in the hiring process. Plans to support diversity, equity and inclusion throughout the recruitment process should include tangible evidence of the Faculty's commitment to diversity, equity and inclusion (i.e. Metrics, training, conferences, mentorship programs) and demonstrate how the Search Committee intends to attract a diverse pool of applicants.

5.4.5. Proposals will be submitted electronically to the Vice-President Research, Innovation and International (VPRII), copied to the Director of the Office of Research Services (ORS), prior to the deadline.

5.5 Evaluation Criteria

5.5.1. The Canada Research Chairs Internal Allocation Committee will review competitive applications based on the following criteria:

- The alignment with the university's strategic research areas and the research strengths of the university and faculty.
- The Faculty's proportion of Tri-council funding.
- The Faculty's plan and commitment to equity, diversity and inclusiveness throughout the recruitment and hiring process.
- The significance and timeliness of the research area proposed.
- The level of Faculty support and commitment to the sustainability of the Chair and the research area.
- UOIT's current corridor of flexibility within the CRC program.

5.6. Decisions and Appeals

5.6.1 The decisions of the Canada Research Chairs Internal Allocation will be communicated by email to the respective Deans.

5.6.2 The Canada Research Chairs Internal Allocation Committee will review all applications and by consensus provide a recommendation to the VPRII. All CRC allocation decisions are at the sole discretion of the VPRII.

5.6.3 In case of disagreement of the committee members, or appeal of a decision by a Faculty, the President will review the proposals and discuss the case with the VPRII and Provost to determine the allocation. The President's decision will be final.

5.6.4 Requests for appeals, must be made in writing to the VPRII within 2 weeks of the original notification of decision.

5.7 Requirement and Hiring process (Refer to CRC Recruitment Procedure)

 5.7.1 Once a CRC position is approved by the VRPII, a search will be commenced in accordance with the CRC Recruitment Procedure and human resources practices.

 5.7.2 For failed searches that do not yield qualified candidates, the Faculty Dean may petition the VPRII to restart the recruitment process. If the VPRII does not approve the petition, the CRC Allocation Procedure will be followed to allocate the vacant CRC.

 5.7.3 Successful candidates that are selected for nomination under the CRC recruitment procedures will work with the Faculty and the Office of Research Services (ORS) to submit a CRC Nomination to the CRC Secretariat for approval.

 5.7.4 If an application is rejected by the CRC Secretariat, the Chair position will return to the Central Allocation, to be distributed in accordance with the CRC Allocation procedures.

DISCONTINUING A CHAIR

6. If the CRC Secretariat reduces UOIT's allocation, the VPRII will immediately conduct an internal review of the following information to determine which Canada Research Chair the institution will discontinue:

- Any unfilled CRC positions, including internal competitions, currently advertised and/or at the interview stage
- Impact of decision on UOIT's equity, diversity and inclusiveness targets within the CRC program
- Term and end dates of existing chairs and alignment with the various Tri-Agency mandates
- The productivity of current chair holders and seniority
- Internal base and competitive allocation across the university

6.1 The Canada Research Chairs Internal Allocation Committee, in consultation with the Deans, will select one of the following, based on the review conducted by the VPRII:

- Cease the recruitment of any unfilled Canada Research Chair positions
- Cease the process for approval of a currently nominated Canada Research Chair
- Select from among existing Canada Research chairs which will be forfeited.

6.2 The VPRII will make the final decision and communicate its decision to the President, Provost, Dean(s) and any individual impacted by the decision and steps that may be taken to mitigate the impact of the decision.

6.3 The VPRII, in consultation with the Dean(s) and Provost, may consider limited support during the phase-out period in order to ensure that any existing student and other non-cancelable commitments are met.

MONITORING AND REVIEW

7. These procedures will be reviewed as necessary and at least every three years. The VPRII, or successor thereof, is responsible to monitor and review these Procedures.

RELEVANT LEGISLATION

8.   This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

9.   Faculty Association Collective Agreement

Canada Research Chairs Program Guide

CRC Advancement Procedure

CRC Renewal Procedure

CRC Institutional Support Procedure

CRC Recruitment Procedure

APPENDIX B-2:
PROCEDURE TITLE: Canada Research Chairs Recruitment Procedure

PURPOSE

The purpose of this procedure is to outline the University's process for recruiting Canada Research Chairs in a fair, transparent and equitable manner.

GENERAL PRINCIPLES

The process must be consistent with the principles and safeguards embodied in the Tenure and Tenure-Track Faculty Collective Agreement.

UOIT is committed to an open, equitable and transparent recruitment and hiring process for each Canada Research Chair. The CRC *Guidelines for ensuring a fair and transparent recruitment and nomination process* will be followed. The following documentation will be kept by the Human Resources department:

- A copy of all job postings. This information will include duration and location of advertising. All job postings will clearly indicate individuals from the 4 FDGs are strongly encouraged to apply.

- Records of the hiring committee's composition.

- Records on the hiring process including where job postings are advertised, number of applicants, number of interviews held, interview questions, selection process including evaluation of candidates and actions undertaken if initial candidate declines.

DEFINITIONS

"Base Chair Allocation" means the commitment to allocate one Canada Research Chair to each of the seven Faculties.

"Canada Research Chair" means the following:
> **Tier 1 Chairs**, tenable for seven years and renewable, are for outstanding researchers acknowledged by their peers as world leaders in their fields. For each Tier 1 Chair, the university receives $200,000 annually for seven years.

Tier 2 Chairs, tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. For each Tier 2 Chair, the university receives $100,000 annually for five years.

"Competitive Chair Allocation" means the process by which the VPRII allocates the Canada Research Chairs, above the Base Chair Allocation.

"Four Designated Groups (FDGs)" is a term used by the CRC Secretariat and refers to women, persons with disabilities, Aboriginal Peoples and members of visible minorities.

"National Reallocation" means the process conducted every two years, by the Tri-Agency Institutional Programs Secretariat, based on the research grant funding received by researchers at UOIT from the three granting agencies – CIHR, NSERC, and SSHRC – in the three years prior to the year of the allocation. The university is notified about the results of the re-allocation. The outcome, could result in an increase, decrease, or maintenance of the number of Chairs allocated to the University.

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to UOIT.

2. The Vice-President Research, Innovation and International (VPRII), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. **CRC Allocation Process**

    3.1. Central Allocation Model

    3.1.1. UOIT allocates Canada Research Chairs through a Base Chair allocation and a Competitive Chair Allocation processes. The procedures are outlined in the CRC Allocation Procedure.

    3.1.2. The Dean of the Faculty will be notified by the VPRII if they have been allocated a Canada Research Chair. The Dean of the Faculty must adhere to the CRC Recruitment Procedures to ensure equity, diversity and inclusiveness in the recruitment process.

4. **Recruitment**

    4.1. The CRC recruitment and hiring process is conducted in accordance with the appointment process as outlined in the *Collective Agreement between The UOIT and UOIT's Faculty Association for Tenured and Tenure-Track Faculty*.

    4.2. As per the Collective Agreement a Search Committee is convened as an advisory committee to the Dean, or designate.

4.3. **Composition of a CRC Search Committee:**

The Dean, or designate, will chair the search committee and appoint:

4.3.1. At least four (4) faculty members, at least two of which are faculty members from the faculty in which the appointment is to be made.

4.3.2. A non-academic staff member.

4.3.3. In the event that the appointment is to be shared by more than one faculty, a faculty member from each faculty is appointed to the committee.

4.3.4. The Search Committee, in addition to the collective agreement(s) requirements, shall include the following:

- Director of Research Services (or designate) to ensure adherence with CRC requirements

- An equity officer (or equivalent)

4.3.5. The Dean responsible for the Search Committee, shall make reasonable efforts to included representation from the FDGs.

4.3.6. Upon convening the Search Committee, the committee members shall engage in discussions and participate in training as follows:

- Acknowledge that diversity and excellence are fully compatible goals to be pursued simultaneously.

- Identify selection criteria and develop the position description prior to beginning the search and before the job posting is prepared so that it accurately describes the job and the qualifications being sought.

- Establish plans for actively recruiting quality applications from individuals in the FDGs, prior to beginning the search.

- Implement practices that will mitigate evaluation biases that result in unfair evaluation of any candidate.

- Be aware of and actively aim to reduce or eliminate unconscious bias through training and awareness-building activities.

- Understand UOIT's CRC Equity, Diversity and Inclusion Action Plan to address underrepresentation in the FDGs and use collected data to identify current gaps within UOIT's CRC targets and to inform strategies to fill these gaps.

- Training on recruitment, selection and hiring processes delivered by the HR department. At a minimum, committee members will be required to complete the following: Gender-based analysis plus (GBA+); the CRC Secretariat's Unconscious Bias in Peer Review training video; training module; and Harvard Implicit Association Test .

4.4.   Candidate Search

4.4.1.   *Selection Criteria*

Prior to advertising, the Search Committee develops bona fide and specific selection criteria, based on the CRC Program and UOIT strategic research program selected through the CRC allocation procedure.   Candidates will be assessed fairly and transparently against these selection criteria at all stages of the selection process.

4.4.2.   *Advertisement*

4.4.3.   All CRC positions will be posted in the "*CAUT Bulletin*" and AUCC's "*University Affairs*" and on UOIT's website. Reasonable efforts will be made to attract a diverse pool of potential applicants, in particular, to address any underrepresentation among the FDGs as per the annual CRC Program target-setting exercise. This will include proactive outreach activities such as tapping into special caucuses, focus groups, and networks specific to the FDGs and research discipline.

4.4.4.   The cost of advertising will be shared by HR (from the annual budget allotted to the Faculty) and the Provost's Office. In special circumstances, to help broaden recruitment, and ensure proactive recruiting of individuals in the FDGs, the VPRII will co-share advertising costs.

4.4.5.   In addition to reflecting the university's tenure track hiring process the advertisement is developed to clearly articulate the selection criteria and will be posted broadly to ensure fair and equitable access. Advertisements will communicate the goal of a fair and transparent recruitment process through the inclusion of the following elements:

- open advertising with a statement of commitment to equity in the nomination and appointment process intended to encourage candidates from the FDGs to apply;
- active recruitment measures for members of underrepresented groups.

4.4.6. The statement of commitment to equity in the nomination and appointment process is as follows:
- *UOIT is an equal opportunity employer and welcomes applications from all qualified candidates, while especially encouraging women, members of visible minorities, Aboriginal peoples and persons with disabilities to apply. The CRC program imposes no restrictions on nominees with regard to nationality or country of residence. UOIT respects people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants where appropriate. If you require an accommodation to participate in the recruitment process, please notify [designated HR representative]. For more information, see http://accessibility.uoit.ca.*

4.4.7. The advertisement will inform potential applicants who are more than 10 years from having earned their highest degree and/or where applicable exceptional circumstances are present, to have their eligibility reviewed through the Tier 2 justification process. Where breaks in the candidate's research career exist due to maternity or parental leave, extended sick leave, clinical training, family care, etc., the Tier 2 justification process will be used to review a candidate's eligibility.

4.4.8. The advertisement will separate the specific eligibility criteria required **by the institution** from that required **by the Canada Research Chairs Program** (as outlined on the Canada Research Chairs website). For example, while UOIT may require that applicants hold a PhD for a given position, this is not a program requirement (i.e., some chairs may hold other terminal degrees, or a combination of degrees, that render them eligible for the program). Avoid statements such as "In accordance with the regulations set out for Tier 2 Canada Research Chairs, the candidate will hold a PhD (obtained within the last 10 years)."

4.4.9. Advertisements will be approved by the Office of Research Services prior to posting to ensure alignment with CRC program requirements.

4.5 *Candidate Short List and Interviews*

4.5.1 The Search Committee, to ensure career interruptions and other CRC criteria are fairly considered, will utilize the following resources to be

provided by Human Resources prior to commencing applicant screening and interviews:

- CRC UOIT Hiring Guide
- CRC criteria based evaluation matrix
- Standardized interview questions

4.5.2 Applications are assessed on the basis of the published job requirements of the position, as articulated in the public advertisement.

4.5.3 Upon completion of the first review, based on the CRC selection criteria, the Search Committee will again review each application to determine which candidates should be interviewed (short list). The resulting short list includes the most qualified candidates for the position.

4.5.4 A set of standardized interview questions to be used consistently for all candidates is developed prior to the interviews. The questions will be based on the pre-determined and objective selection criteria and will be in line with human rights legislation.

4.5.5 The search committee will advise the candidates prior to a site visit of the steps in the interview process which may include: interview with the candidate; presentation by the candidate; meetings with students; informal meeting or lunch/dinner; meeting with industrial or community stakeholders; meeting with the Dean; formal interview with the Search Committee; wrap up meeting with the candidate.

4.5.6 Interview documentation and detailed, accurate notes regarding a selection decision are compiled and stored in accordance with UOIT's *Records Management Policy.*

4.6   Reference Checks

4.6.1 Reference checks are conducted in accordance with the [Collective Agreement](#).

4.7   The Offer

4.7.1 The search committee will make a candidate recommendation to the Dean. The Dean will submit an appointment file containing the recommendation to hire the successful candidate pending approval of the Provost and the VPRII and contingent upon a successful nomination to the CRC Program.

4.7.2   The Dean will inform the selected candidate that they have been recommended for appointment and discuss with them potential terms and conditions of appointment contingent upon a successful CRC nomination.

MONITORING AND REVIEW

5.   This procedure will be reviewed as necessary and at least every three years. The VPRII, or successor thereof, is responsible to monitor and review this Procedure.

RELEVANT LEGISLATION

6.   Ontario Human Rights Code

RELATED POLICIES, PROCEDURES & DOCUMENTS

7.   Faculty Association Collective Agreement
8.   CRC Allocation Procedure
9.   CRC Advancement Procedure
10.   CRC Institutional Support Procedure
11.   CRC Renewal Procedure
12.   CRC UOIT Hiring Guide
13.   CRC criteria based evaluation matrix
14.   Standardized Interview Questions
15.   UOIT Records Management Policy

Approving Authority	Vice-President Research, Innovation and International
Consultative Bodies	Research Board Administrative Council
Policy Owner	Vice-President Research, Innovation and International
Approval Date	November 27th, 2017
Review Date	November 27th, 2020

APPENDIX B-3:
PROCEDURE TITLE: Institutional Support for Canada Research Chairs

PURPOSE

The purpose of this procedure is to outline the University's process for providing institutional support to Canada Research Chairs in a fair, transparent and equitable manner.

DEFINITIONS

"Base Chair Allocation" means the commitment to allocate one Canada Research Chair to each of the seven Faculties.

"Canada Research Chair" means the following:

Tier 1 Chairs, tenable for seven years and renewable, are for outstanding researchers acknowledged by their peers as world leaders in their fields. For each Tier 1 Chair, the university receives $200,000 annually for seven years.

Tier 2 Chairs, tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. For each Tier 2 Chair, the university receives $100,000 annually for five years.

"Competitive Chair Allocation" means the process by which the VPRII allocates the Canada Research Chairs, above the Base Chair Allocation.

"Institutional Contribution" means any financial, or in-kind resources, provided to the Canada Research Chair in support of the research program.

"National Reallocation" means the process conducted every two years, by the Tri-Agency Institutional Programs Secretariat, based on the research grant funding received by researchers at UOIT from the three granting agencies – CIHR, NSERC, and SSHRC – in the three years prior to the year of the allocation. The university is notified about the results of the re-allocation. The outcomes, could result in an increase, decrease, or maintenance of the number of Chairs allocated to the University.

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to UOIT.

2. The Vice-President Research, Innovation and International (VPRII), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. Institutional Support

    3.1. Compensation

        3.1.1. Annual base salary, for Canada Research Chair holders, is paid by the Faculty and provided as an Institutional Contribution to the Chair.

        3.1.2. Annual salary and other benefits will be negotiated with the candidate as per the current Collective Agreement.

        3.1.3. Canada Research Chairs at UOIT, in addition, to their base annual salary are entitled to a CRC stipend during the tenure of their active award at UOIT. The stipend is applied as a direct expense to the CRC award. The stipend amounts are $10,000 plus benefits for Tier 2 and $20,000, plus benefits for Tier 1. Upon a successful renewal, CRCs are eligible for an increase in stipend - Tier 2 increase to $12,500 plus benefits and Tier 1 increase to $25,000 plus benefits**.**

    3.2. Administrative Costs

        3.2.1. All Canada Research Chairs, on an annual basis, will have an administrative overhead applied to the award.

        3.2.2. Chairholders awarded a Canada Research Chair prior to November 1, 2017, will have a 5% administrative fee applied directly to the Canada Research Chair funding. The University will annually retain $10,000 for Tier 1 Chairs and $5,000 for Tier 2 Chairs to support the administrative costs associated with managing the Canada Research Chair. The 5% administrative cost will apply during the full tenure of the CRC award.

        3.2.3. Chairholders nominated for a Canada Research Chair after November 1, 2017, will have a 10% administrative fee applied directly to the Canada Research Chair funding. The University will annually retain $20,000 for Tier 1 Chairs and $10,000 for Tier 2 Chairs to support the administrative costs associated with managing the Canada Research Chair.

    3.3. Protected Research Time

        3.3.1. Canada Research Chairs are provided with protected research time (2 course releases or 50% reduction in teaching) while holding the CRC award at UOIT.

3.3.2. Course Release is a direct expense to the CRC award and will be applied at the actual cost of the course release.

3.3.3. The rates are prescribed in the Sessional Collective Agreement at the standard rate, and are subject to benefits.

3.4. Infrastructure

3.4.1. Canada Research Chairs, entering the first term, have a predetermined infrastructure envelope for the Canada Foundation for Innovation (CFI) partnered to the Canada Research Chairs Program. Subject to availability of funds, strategic priorities and need for infrastructure to support the proposed program, each candidate for a new CRC nomination may have an amount available to request infrastructure that will support the proposed program. The amount is determined by the Vice-President Research, Innovation and International.

3.4.2. Institutional funds, such as start-up funds, may be included in the infrastructure request to CFI as matching funds. Space for the research lab will be identified by the Faculty and assigned to the proposed Canada Research Chair. If necessary, a portion of the CFI budget will cover the renovation of existing space to ensure optimized installation and operation of the equipment.

3.5. Canada Research Chair Support Funding

3.5.1. The candidate will receive a substantial amount from the CRC funds for expenditures related to the research program as deemed eligible by the Canada Research Chairs program guidelines.

3.5.2. The detailed budget will be developed by the candidate in consultation with the Office of Research Services to ensure that the budget amounts from the various expenditures fit the proposed research program.

3.6. Faculty Contributions

3.6.1. In addition to the CRC funds, the CRC candidate will have access to research funding that is provided to all faculty members (e.g. start-up, professional development fund, etc.).

3.6.2. The Faculty to recruit a candidate may contribute administrative, student, technical or other support necessary to ensure the success of the Canada Research Chair.

MONITORING AND REVIEW

4. These procedures will be reviewed as necessary and at a minimum, every three years. The VPRII, or successor thereof, is responsible for monitoring and reviewing these Procedures.

RELEVANT LEGISLATION

5.   This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

6.   Faculty Association Collective Agreement

Canada Research Chairs Program Guide

CRC Recruitment Procedure

CRC Advancement Procedure

CRC Renewal Procedure

CRC Allocation Procedure

APPENDIX B-4:
PROCEDURE TITLE: Advancement of a Canada Research Chair

PURPOSE

The purpose of this procedure is to outline the University's process for Advancement of a Canada Research Chair from Tier 2 to Tier 1.

DEFINITIONS

"Advancement" means a Canada Research Chair advancing directly from a Tier 2 to a Tier 1 Canada Research Chair position.

"Canada Research Chair" means the following:
> **Tier 1 Chairs**, tenable for seven years and renewable, are for outstanding researchers acknowledged by their peers as world leaders in their fields. For each Tier 1 Chair, the university receives $200,000 annually for seven years.

> **Tier 2 Chairs**, tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. For each Tier 2 Chair, the university receives $100,000 annually for five years.

"National Reallocation" means the process conducted every two years, by the Tri-Agency Institutional Programs Secretariat, based on the research grant funding received by researchers at UOIT from the three granting agencies – CIHR, NSERC, and SSHRC – in the three years prior to the year of the allocation. The university is notified about the results of the re-allocation. The outcomes, could result in an increase, decrease, or maintenance of the number of Chairs allocated to the University.

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to UOIT.

2. The Vice-President Research, Innovation and International (VPRII), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3.   Advancement of Canada Research Chair

    3.1.   Tier 2 Chairs are not meant to be a feeder group to Tier 1 Chairs. The intent of Tier 2 Chairs is to provide exceptional emerging researchers with support that will kick-start their careers. As such, the University, does not guarantee the Advancement of Tier 2 Canada Research Chair to Tier 1 Canada Research Chair.

    3.2.   The University allocates all Canada Research Chairs in accordance with the Canada Research Chair Allocation Procedure.

    3.3.   Tier 2 Canada Research Chairs are permitted to apply to any open UOIT Tier 1 Canada Research Chair positions, through the normal competitive recruitment process, as outlined in the Canada Research Chair Recruitment Procedure.

MONITORING AND REVIEW

4.   These procedures will be reviewed as necessary and at least every three years. The VPRII, or successor thereof, is responsible to monitor and review these Procedures.

RELEVANT LEGISLATION

5.   This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

6.   Faculty Association Collective Agreement

    Canada Research Chairs Program Guide

    CRC Allocation Procedure

    CRC Renewal Procedure

    CRC Institutional Support Procedure

    CRC Recruitment Procedure

APPENDIX B-5:
PROCEDURE TITLE: Renewal of Canada Research Chairs

PURPOSE

The purpose of this procedure is to outline the process for renewal of Canada Research Chairs (CRC).

DEFINITIONS

"Base Chair Allocation" means the commitment to allocate one Canada Research Chair to each of the seven Faculties.

"Canada Research Chair" means the following:
> **Tier 1 Chairs**, tenable for seven years and renewable, are for outstanding researchers acknowledged by their peers as world leaders in their fields. For each Tier 1 Chair, the university receives $200,000 annually for seven years.

> **Tier 2 Chairs**, tenable for five years and renewable once, are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. For each Tier 2 Chair, the university receives $100,000 annually for five years.

"Competitive Chair Allocation" means the process by which the VPRII allocates the Canada Research Chairs, above the Base Chair Allocation.

"National Reallocation" means the process conducted every two years, by the Tri-Agency Institutional Programs Secretariat, based on the research grant funding received by researchers at UOIT from the three granting agencies – CIHR, NSERC, and SSHRC – in the three years prior to the year of the allocation. The university is notified about the results of the re-allocation. The outcomes, could result in an increase, decrease, or maintenance of the number of Chairs allocated to the University.

"Renewal" means the continuation of a current chairholder in the same position at the same institution for an additional term.

SCOPE AND AUTHORITY

1.   This procedure applies to Canada Research Chairs allocated to UOIT.

2. The Vice-President Research, Innovation and International (VPRII), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. **Procedure for Renewal**

    3.1. General Renewal Principles

        3.1.1. Renewals are <u>not</u> automatic.

        3.1.2. Tier 1 and Tier 2 CRCs are eligible for only one renewal (two terms).

        3.1.3. The Vice-President Research, Innovation & International (VPRII) is responsible for making the final renewal decision.

        3.1.4. To render a decision to proceed with a renewal, the VPRII will utilize a CRC Advisory Committee comprised of the following:

- Provost (academic considerations)
- Dean of appropriate faculty
- Ad hoc reviewers as required
- Director, Office of Research Services

        3.1.5. CRC candidates, eligible for renewal, are assessed by the VPRII and CRC Advisory Committee according to five main criteria:

- The level of excellence and impact achieved by the Chairholder in their area of research or knowledge creation;
- The level of excellence achieved in leadership furthering the University's academic goals and in training and mentoring early career researchers;
- The level of excellence achieved in broadening the Chair's national and international profile; and
- Alignment of the Chair's program with the research themes outlined in the University's Strategic Research Plan
- Demonstrated commitment to priorities in the UOIT CRC Equity, Diversity and Inclusiveness Action Plan.

4. **Renewal Process**

    4.1. *Step 1: Confirmation of UOIT Allocation and Dean support of renewal*

        4.1.1. The VPRII 18 months prior to the expiry of a CRC's first term will:

- Review the current University CRC base and competitive allocation across faculties and equity targets.

- Obtain confirmation of positive or negative support for renewal from the Dean to whom the Chairholder reports.

- Based on the information received, determine if the Chair will remain in the allocated Faculty or return to the central pool to be re-allocated.

- Inform the Dean and Chairholder of the decision as to whether or not the chairholder position will be renewed.

4.1.2. Should the incumbent choose not to renew the CRC, the University will revisit the current CRC allocation and determine how to proceed with the vacant CRC.

4.2 *Step 2: Performance evaluation of CRC*

4.2.1 The CRC Incumbent, 12 months prior to renewal deadline, will:
- Upon being invited to renew, submit an internal Renewal Dossier to the VPRII for assessment. The Renewal Dossier is based on documents required for a CRC renewal nomination.
- The Chairholder prepares a Renewal Dossier and sends the following documents to the VPRII:
  - CRC performance report (refer to CRC guidelines);
  - A two-page description of the proposed research program (refer to CRC guidelines);
  - Current curriculum vitae using the CRC format; and
  - The name and contact information of two expert reviewers with whom the VPRII may consult if determined that external expertise is required.

4.2.2 The VPRII in consultation with the Advisory Committee will review the Renewal Dossier in accordance with CRC evaluation criteria. The VPRII may consult with individuals with the requisite expertise if additional information is deemed necessary.

4.2.3 Renewal of a CRC is contingent upon the review of the Chairholder's performance by the Advisory Committee, as follows:
- productivity level compared to national and international standards in their discipline.
- impact and dissemination of the Chair's research activities as compared to national and international norms for their discipline.
- record of training and mentoring highly qualified personnel and demonstrated leadership at the university.
- level of tri-agency or other funding leveraged during the tenure as Chair.

- demonstrated commitment to diversity, equity and inclusion within Faculty, external partnerships and composition of research teams.
- merit of the proposed research plan for the CRC renewal.
- career interruptions and personal circumstances that affected the Chairholder's record of research achievement during the tenure of the award will be considered in accordance with the [Canada Research Chairs Program Guidelines for Assessing the Productivity of Nominees](#).

4.2.4 After assessing the Renewal Dossier, the Advisory Committee will make a recommendation to the VPRII who will determine if the current Chairholder should move forward with a CRC renewal application.

4.2.5 The Chairholder and Dean will be informed of the decision in writing and provided with the rational for the decision.

4.2.6 If the decision is to not renew the Chairholder for a second term, the Chair position will revert back to the central allocation to be distributed in accordance with the CRC Allocation Procedure.

4.2.7 If the Chairholder or Dean would like to appeal a decision, the President will review the Renewal Dossier and discuss the case with the VPRII and Provost. The President's decision will be final.

4.2.8 Requests for appeals, must be made in writing to the VPRII within 2 weeks of the original notification of decision.

4.3 *Step 3: Development of Renewal Nomination package*

4.3.1 The Office of Research Services will work with the Chairholder and the Dean to develop the documentation required for the renewal nomination package. The Dean will be asked to identify a faculty contact who will assist in the development of the institutional section of the application from the Faculty perspective.

5. **Resubmissions**

The CRC Secretariat does not allow the resubmission of renewal nominations that are not recommended for support by the CRC Program.

MONITORING AND REVIEW

6. These procedures will be reviewed as necessary and at least every three years. The VPRII, or successor thereof, is responsible to monitor and review these Procedures.

RELEVANT LEGISLATION

7. This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

8.   Faculty Association Collective Agreement

Canada Research Chairs Program Guide

CRC Allocation Procedure

CRC Advancement Procedure

CRC Institutional Support Procedure

CRC Recruitment Procedure

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

* Method of Allocating Chairs
* Processus d'attribution des chaires

		# Active		Allocation	Utilization
		8	Total:	9	10
			Tier 1 Niveau 1	4	3
			Tier 2 Niveau 2	5	7

Chair #	Allocation by Agency	Utilization by Agency	Name of Chairholder	Type	Cycle	Proposed Start Date	Confirmed Start Date	End Date	Active (Yes/No)	Final Renewal submission date	Alloc	Util	Individual Comments	Calculation/Utilization History *
# Chaire	Allocation par Agence	Utilisation par Agence	Nom du Candidat	Type	Cyle	Date de début proposée	Date de début confirmée	De de fin	Active (oui/non)	Date finale - demande de renouvellement			Commentaires individuels	Historique des calculs/utilisation *
2001	2003 COMPETITION - NSERC	2003 COMPETITION - NSERC	Holdway, Douglas	Renewal	2011-1	1-Jun-11	1-Jun-11	31-May-18	yes		1	1	SECOND TERM	**Flexibility permitted:** 5 **Flexibility used:** 2 1) 944 split into 2 Tier 2 2) 944-B - NSERC to SSHRC
943	NSERC	NSERC	,								1	1		3) 4) 5)
944-A	NSERC	NSERC	Williamson, Sheldon	New	2014-2	1-Jul-15	1-Jul-15	30-Jun-20	yes	October 2019	1	2		**Year 8 calculation:** NSERC: gain 1 Tier 2
944-B	NSERC	SSHRC	Hughes, Janette	New	2014-2	1-Jul-15	1-Jul-15	30-Jun-20	yes	October 2019		2		
945	NSERC	NSERC	Piro, Marcus	New	2016-1	1-Jan-17	1-Jan-17	31-Dec-21	yes	April 2021	2	2		**Year 2008 calculation:** NSERC: gain of 1 T-1
946	NSERC	NSERC	Collins, Christopher	New	2013-1	1-Jan-14	1-Jan-14	31-Dec-18	yes	April 2018	2	2		**Year 2010 calculation** Gain of 1 NSERC Tier 2 and Gain of 1 SSHRC Tier 2
947	SSHRC	SSHRC	Pedersen, Isabel	Renewal	2016-2	1-Sep-17	1-Sep-17	31-Aug-22	yes	Not applicable	2	2	SECOND TERM - NO FURTHER RENEWAL POSSIBLE	
2005	SPECIAL	NSERC	,								1	1		**Year 2012 calculation** Gain of 1 NSERC Tier 1
2006	SPECIAL	CIHR	McGregor, Carolyn	Renewal	2011-2	1-Jul-12	1-Jul-12	30-Jun-17	yes	Not applicable			SECOND TERM - NO FURTHER RENEWAL POSSIBLE	**Year 2014 calculation** No change
2006	SPECIAL	NSERC	Under Review	New	2017-1	1-Jan-18					2	2		
2007	SPECIAL	CIHR	Côté, Pierre	New	2012-2	1-Jul-13	1-Jul-13	30-Jun-18	yes	October 2017	2	2		

12/15/2017

	Appendix D Action Plan Chart – Key Activities and Progress to Date		
Objective	**Key Activities**	**Original Target Date**	**Progress to date**
Embed Equity, Diversity, and Inclusion into our CRC program, starting at the top.			
Major	**Develop and post Equity, Diversity and Inclusion Commitment Statement on our website.**	October 27, 2017	-Completed -UOIT plans to expand university wide statement to broaden definition to include additional equity seeking groups. Recommendations for further development of the statement will be part of the President's Equity Taskforce (PET) Interim Report anticipated spring 2019.
Support	Disclose UOIT's CRC equity targets online for the FDGs and continue to actively monitor and report on equity targets annually.	October 27, 2017; ongoing	-ongoing monitoring of targets, post information online where possible
Support	*UOIT has determined that before gathering data from the broader UOIT community (all staff, students and faculty) a key step will be to raise awareness of the importance of Equity, Diversity and Inclusion across UOIT community. To do this, the President's Equity Taskforce (PET) will hold information sessions, townhall discussions, an EDI focused conference and various other events involving students, staff, faculty and community members.*	*NEW*	*Since its establishment November 2017, UOIT's PET identified a program of activities to accomplish this task:* *- PET information session held with UOIT community July 2018* *- external funding secured for a gender specific roundtable discussion to be held January 2019; Black History month speaker planned for February 2019; International Women's Day speaker planned for March 2019; The PET is*

			organizing an EDI Conference for Spring 2019;
			A number of Indigenous focused presentations occurred at UOIT over the last year spearheaded by the President's Indigenous Reconciliation Taskforce. UOIT also held our first Mini Pow Wow celebrating Indigenous culture (September 2018); the Faculty of Social Science and Humanities now provides an Introduction to Indigenous Studies undergraduate course delivered by a Fellow focused on Indigenous Knowledge and Pedagogy
Support	Disclose UOIT's CRC allocation, recruitment, institutional support, renewal and advancement procedures online.	December 15, 2017	Completed
Support	*Create overarching CRC policy within which EDI principles are embedded to be a parent document to the existing CRC procedures. As part of this process, CRC procedures will be reviewed with EDI lens to ensure all documents appropriately support inclusion and retention of those from the FDGs.*	*NEW*	-CRC policy developed by Fall 2019 -PET is reviewing existing UOIT policies with an EDI lens and identifying gaps in policies and procedures, 2018 – 2019.
Support	Simplify procedures for equity complaints and resources for help-seeking to ensure transparency and support for individuals. Process will be managed by the AVP Human Resources who will report this information to senior leadership team.	December 31, 2018	Completed
Support	Compose annual report on the CRC Action Plan implementation to Administrative Council to be included in UOIT's diversity and equity report to the Board of Governors. Post this report online.	October 31, 2018; ongoing	-CRC Annual Report will be provided to PET 2018.
Learn about and address our community's needs.			

Major	**Assess whether the FDGs are applying to CRC job postings and how their success may require adapting the process to address biases.**	December 31, 2017; ongoing	- Self Identification form provided to all CRC applicants for most recent CRC job posting (fall 2018 – CRC T2). The survey was emailed to each applicant as a follow up to encourage response. - continue to encourage responses for upcoming CRC postings following similar process (CRC T1). -Human Resources to investigate best practices for data collection at other institutions to refine current practice at UOIT.
Support	Census active Chairholders for a comparative review.	November 30, 2017; ongoing	-a comparative review of data for existing CRCs was conducted and found institutional support provided in line with procedures. Given small number of CRCs, data has limited use and comparative data from all faculty members will be collected and reviewed (planned for 2019). - A broader pay equity review of all faculty members is planned by Human Resources in 2019.
Support	Perform gap analysis of active Chairholders using CRC equity targets for FDG representation.	December 31, 2017; ongoing	-completed - invite current CRCs to complete the Self Identification form at time of renewal; education and awareness of the

			importance of self-identification is key to meeting targets.
Support	Conduct a broader employment systems review and environmental scan of Chairholders and all employees at UOIT.	January 31, 2019	-Spring-summer 2018, Women in Research working group created a survey for faculty members and met with the PET Chair to discuss how best to synergistically roll out a comprehensive environmental scan to faculty and staff members. -Human Resources plans to complete a broader employment systems review by December 2019.
Support	Track renewal rates of FDGs to identify barriers to retention and advancement.	December 31, 2017; ongoing	-invite CRCs who are renewing to complete Self Identification Form -ensure CRC Renewal Procedures in place are supportive of FDG advancement by completing EDI review
Support	Identify, in annual CRC report, issues related to equity, diversity and inclusion including an analysis of attempted solutions. Post report on our website annually.	October 31, 2018; ongoing	- Post annual report on UOIT CRC public accountability website - data to be gathered from university community will give further insights on any EDI related barriers that may exist.
Support	Conduct self-identification survey (see Appendix D) of all UOIT CRC applicants.	December 31, 2018	- Applicants will be encouraged to complete the Self Identification Form for all CRC job postings. Data is currently being collected.

			- Continued updates to Self Identification Form to ensure alignment with CRC/Tri-Council self-identification form and other best practices (2019 – ongoing).
Help our community oppose biased and exclusionary acts.			
Major	**Prioritize training for decision-makers at UOIT (e.g., senior leadership administrators, Deans, search and other committee members, chairs) to include unconscious bias and active bystander training**.	December 31, 2017; ongoing	- Human Resources leading EDI training for hiring committees -implicit bias training modules sent to CRC hiring committee members; current hiring committee asked to sign an internal form indicating training completed (viewed one of the available on-line resources); for future CRC hiring committees (commencing as of November 2018), request submission of "certificate of completion" to Human Resources - December 2018 Human Resources coordinated "Understanding Unconscious Bias" webinar offered through CCDI; Deans invited their faculty members; HR coordinated viewing by additional senior leaders and administrative staff; plans in place to offer these webinars on a regular basis
Support	Collaborate with committees and departments that address diversity and equity initiatives to ensure the CRC program is consistent with UOIT's diversity mandate.	Ongoing	- CRC EDI Committee members also sit on the PET, Women in Research Working Group and President's Indigenous Reconciliation Taskforce as well as

			various administrative committees and will share information with these groups and solicit feedback
			- develop additional ways to engage FDGs, CRCs (current and former), faculty members and administrators in the implementation of the CRC EDI Action Plan through structured events organized in collaboration with above groups as well as through the environmental scan survey.
Support	Refine the CRC procedures governing allocation, recruitment, institutional support, advancement and renewal of chairs to ensure alignment with best practices and institutional policy framework.	December 15, 2017; ongoing	- procedures will be updated annually as needed (VPR) - recruitment tools and resources will be updated based on the September 2018 Requirements for recruiting and nominating Canada Research Chairs (Human Resources)
Support	Assign a qualified anti-bias member to all CRC hiring committees to guide equitable recruitment and hiring processes.	October 27, 2017	- Human Resources representative will participate on all hiring committees; VPR representative will also be a source of support for EDI on the hiring committees - hiring of an Equity Officer within Human Resources is being considered - Search Firm, specializing in EDI, will be retained for CRC T1 searches (CRC T1 search commencing in 2019)

Support	Create resources, such as training modules and FAQs, to support and promote an inclusive environment and remove opposing biased and exclusionary acts. Resources to be made available to all UOIT members online.	December 31, 2017	- Institutional membership renewed with the Canadian Centre for Diversity and Inclusion (CCDI); notified the PET of the available resources; hosted two CCDI training sessions - Human Resources plans to officially launch CCDI resources to UOIT community January 2019 and coordinate webinar offerings to faculty and staff
Attract and retain diverse talent.			
Major	**Create an inclusive workplace that offers equitable access to resources, opportunity, and support by addressing barriers experienced by the FDGs.**	December 31, 2017; ongoing	
Support	Submit advertisements for all nominations to the CRC Secretariat to increase transparency in recruitment.	Ongoing	-completed for the most recent nominations (Spring 2018)
Support	Develop a program where current Chairholders mentor new or future candidates and evaluate program as part of annual report.	April 30, 2019	-Consultation to develop a CRC mentorship program is commencing in 2019 with the senior academic team and former chairholders (VPR).
Support	Improve visibility of CRC job postings among FDGs by targeting international networks, professional societies, and associations.	October 31, 2017; Ongoing	- As part of recruitment process, Human Resources highlights need for FDG targeted recruiting strategies to CRC Hiring Committees with use of a recruitment strategy table. Committees must identify additional ways they will disseminate job posting to FDG where appropriate and document this. -VPR working closely with Human Resources to engage a recruitment firm

			well versed with EDI best practices to help diversify applicant pool for Tier 1 CRC hire.
Support	Implement a hiring process that strives to address gaps in the representation of FDGs (e.g., focuses on achievement, blind hiring).	December 31, 2017; ongoing	- The following tools were developed: CRC Hiring Guide and Toolkit; Tools will continue to be updated and refined based on the best practice recruitment strategies provided by the CRC program and needs of the UOIT community
Support	Develop training sessions for researchers/Deans to help guide and support equity, diversity and inclusiveness inclusion in research programs.	April 30, 2019	-identify resources/expertise needed to carry out this activity; work with Indigenous Centre at UOIT and PET Chair (VPR)