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CRCP Institutional EDI Action Plan - Key Objective(s)

Important Note

(Once you have read the statement below, click the radio button beside it.)

Please note that the information you enter in your report is only saved when clicking on the "Save and Next" button at the bottom of the page. Using the browser navigation buttons or the "Continue Later" button at the bottom of the page **will not save** the information entered on the page. If after clicking "Save and Next" you see a "Page has errors" message in red, near the top of the page, it means that at least one field is missing information. In such an instance, the empty field will have the words "Answer is incomplete" underneath it, in red.

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the \$50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their [public accountability web pages](#).

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within 7 working days after the deadline for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

Contact information

Please complete the fields below.

Name of Institution:

University of Ontario Institute of Technology

Contact Name:

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The link for the EDI progress report and EDI Stipend report:

<https://research.ontariotechu.ca/discover-research/public-accountability/crcp-edi-progress-report.php>

Does your institution have an EDI Action Plan for the CRCP?

Yes

PART A: EDI Action Plan - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):

09/27/2019

Rating given action plan in most recent review process:

Satisfies

Name of vice-president level representative responsible for ensuring the implementation of the plan:

Dr. Les Jacobs

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by underrepresented groups (e.g. women, persons with disabilities, Indigenous peoples and racialized minorities at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one current under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g. course correction, obstacles, lessons learned, etc.) for each objective.

Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

To support greater equity, diversity and inclusion in Canada Research Chairs Program and more broadly at the University, the Canada Research Chair Equity, Diversity and Inclusion Action Plan, titled: "Being Counted and Considered at Ontario Tech University", outlines three overarching objectives, each with accompanying action items. Objective number one is as follows: Embed the values of Equity, Diversity, and Inclusion into our academic and research culture at all levels, starting at the top. This begins with an institutional equity statement that is reflected in all policies and procedures, as well as in the everyday actions of senior leaders, administrators, faculty and students. The full CRC action plan can be found at the following link: <https://shared.ontariotechu.ca/shared/department/research/documents/crc-institutional-edi/uoit-canada-research-chair-equity-action-plan-2019.pdf>. This objective is overarching and supported by action items with specific timelines for advancing EDI initiatives. The summary of action items for Objective #1 are outlined later in this report.

Systemic barriers -

Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

The methodology for identifying barriers and recommendations, initially focused on the active Canada Research Chairs (CRCs) and the institutional systems, policies and procedures that support CRCs at the University. The Office of Research Services, Human Resources and relevant experts from across the University, conducted a CRC employment systems review, comparative review and environmental scan over the period of 2017-2019. The results of these reviews directly informed the CRC EDI Action Plan located here: <https://shared.ontariotechu.ca/shared/department/research/documents/crc-institutional-edi/uoit-canada-research-chair-equity-action-plan-2019.pdf>. It is important to note, that due to the relatively small sample size at the time (n=11) and privacy concerns, the barriers and challenges were framed as recommendations to protect the confidentiality of individual CRCs. In addition, to the three reviews outlined above, the President's Equity Task Force (PET), chaired by Dr. Wesley Crichlow (2018 – 2020), led a mandate to prepare a comprehensive inventory of existing and suggested EDI initiatives within the context of the University's mission, and also aimed to identify barriers and recommendations regarding those initiatives, based on broad consultation. The PET's goal was to mobilize diverse individuals from across the University to create and establish equitable and inclusive practices at Ontario Tech within a three-year term. The PET conducted broad consultation across the University community. This process included faculty, students, administrative staff, and other groups (e.g., the Ontario Tech Student Union, Ontario Tech Student Ambassadors, the Faculty Association, the Women in Science Committee, the Indigenous Education Advisory Circle, and the Healthy Sexuality Committee), as well as external community partners (the full Terms of Reference can be found on the PET website at <https://ontariotechu.ca/about/office-of-the-president/presidents-equity-taskforce/mandate.php>). The PET developed and made public a full report based on a comprehensive consultation. The final report that can be found at the following link: <https://shared.ontariotechu.ca/shared/department/opp/Governance/Academic-Council/20201124/6-presidents-equity-task-force-report-2020.pdf>. The report identified several issues raised through the broad stakeholder consultations. A summary of recommendations/barriers that relate to objective #1, as determined by the three reviews and the PET report, are as follows: Coordinated EDI Framework: Need for Access to EDI Support and Resources: Need to establish a dedicated EDI Office and experienced EDI experts on campus; Informed Decision Making: Need to gather more robust data to inform decision making on the composition of our workforce, including conducting workplace and student Self-ID surveys, climate surveys, and a more robust University-wide employment systems review. EDI Awareness and Training: Formalized Training and Education: Develop EDI educational and training programs, create resources and provide opportunities for EDI conversations for all faculty and staff to have a shared understanding of EDI. Scale up EDI training provided to CRC hiring committees to be mandatory to all internal hiring committees and tenure and promotion committees. Culture and Engagement: Establish affinity groups for staff and faculty. Develop better campus and travel coordination between the north and downtown campus locations to enhance campus accessibility, course offerings and the University's overall sense of community. Recognition and incentives: Create EDI awards or some form of recognition for faculty, staff and students contributing to EDI efforts on campus. Develop processes to incentivize education and EDI training of faculty, staff and students. Mentorship: Establish a university-wide mentorship program for faculty and staff to assist in growing, retaining and enhancing EDI across the University. Create mentorship programs targeted at new faculty arriving at the University, specifically, new immigrants, early career researchers and members of the four designated groups (FDGs). Policy and Procedure Development: Develop and enhance Policies and Procedures: Develop an EDI policy and vision that drives EDI within the institution and advancing the Truth and Reconciliation Calls to Action and the Indigenization of the University. Review the University's recruitment policies and procedures to ensure they reflect current and best practices on EDI training, job posting EDI statements, and EDI candidate evaluation criteria. Developing better policies on the EDI process for bereavement, parental leave, maternity leave, disability leave, workplace accommodation, and return-to-work support. Complaint Process: Develop more robust complaint procedures that incorporate best practices. Embed training, support systems and pathways into the complaint process to identify and address root causes of any complaints. Leaves of Absence: Develop better support programs and resources, to help faculty members transition back after leaves of absence and be better able to balance career and family obligations throughout their career.

Corresponding actions undertaken to address the barriers:

The CRC Action Plan outlines specific actions under Objective #1 to address the barriers identified through the three reviews and the efforts of the PET. The specific actions identified are as follows: Summary of Actions: Coordinated EDI Framework: Establish a coordinated EDI framework connecting EDI initiatives across the University, under the Director of Equity, Diversity and Inclusive Engagement, and ensure that the CRC EDI Action Plan is consistent with Ontario Tech's broader EDI mandate and that all EDI activities are cohesive across the institution. Specifically, the University will secure EDI funding, establish dedicated EDI resources and office(s), establish governance structure, enhance EDI statement(s), enhance strategic plans and public accountability. EDI Awareness and Training: Raise awareness of the importance of embedding EDI principles in all areas of practice at Ontario Tech and provide training and best-practice advising to support the community's transition to a more inclusive campus. This includes: increasing the number of events, focus groups and communication about EDI values, objectives and actions inviting feedback from all stakeholders, implementing enhanced EDI training for all employees, and promoting EDI training. Policy and Procedure Development: Conduct a comprehensive employment systems review. Based on the employment systems review, update action plans, develop policies, procedures and programming to align with EDI best practices. The progress on each of the action items has been outlined in the section on progress and outcomes.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

During the reporting period, the focus has been on the following: Developing a coordinated EDI Framework: To advance this action item and address barriers to accessing resources, expertise and training, a centralized EDI office was newly established in the Office of the Provost. The first Director of Equity, Diversity and Inclusive Engagement commenced their position in June 2020. The development and recruitment of an EDI Project Coordinator also commenced in 2020. It is anticipated that this position will be filled in June 2021. The centralized EDI office will be composed of a Director of EDI, an EDI Project Coordinator and an Administrative Assistant. This portfolio will be instrumental in coordinating the advancement of a holistic EDI framework at the University. Developing training for tenure and promotion and hiring committee: Extensive efforts by the new Director of Equity, Diversity and Inclusive Engagement were made to develop new training modules for all tenure and promotion committees, faculty hiring committees, as well as other targeted hiring. All new training was created to provide more robust and context-driven content to ensure that all committees had a sound understanding of EDI. Training was delivered virtually. In total, over 18 training sessions were held and over 491 people participated. This would not have been possible without the dedicated efforts of the new Director of EDI. Implementing a University-wide employment system review: To expand our efforts, CCDI was hired to conduct a University-wide employment systems review. The initiative commenced early in 2021, after the scope of work and contract were finalized. The full review is expected to be completed by December 2021, which will provide a deeper understanding of systemic barriers and provide for better informed decision making. Developing and implementing a University wide Self-ID survey: To better understand the composition of the University community, a revised Self-ID survey was developed with support from the Office of Research Services, in consultation with the faculty association, the Director of EDI, the Office of the General Counsel and the Office of Institutional Research and Analysis. To develop the revised survey, there was an environmental scan, interviews with selected University administrators and consultation with survey experts. The final survey instrument has been finalized. In addition, business rules have been developed collaboratively, to ensure appropriate stewardship and privacy of the data. Lastly, the survey will be deployed electronically and will allow for individuals to update their responses on a structured basis.

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

This year proved challenging with COVID-19; however, despite the complex situation, significant progress was made toward developing a coordinated EDI framework, specifically, with the creation of a centralized EDI office. Creation of Central EDI Office: Under the purview of the Office of the Provost, a newly established Equity, Diversity and Inclusive Engagement Office has been created. To support this portfolio, a new full-time continuing Director of Equity, Diversity and Inclusive Engagement position was developed, approved through the University's job-approval process and posted publicly on June 27, 2019. The Director for Equity, Diversity and Inclusive Engagement is a senior level position, created to provide strategic leadership that will effect change in EDI across the University. This newly created role reports directly to the Provost, reflecting the strategic importance of the portfolio and to ensure that principles of EDI are central to the development and implementation of the University's strategy, action plan, policies and operating principles going forward. To actively recruit qualified candidates, we: Hired Critical Knowledge, a specialized recruitment firm, to assist in hiring a qualified candidate; Consulted with the Canadian Centre for Diversity and Inclusion (CCDI) and other key stakeholders to develop a draft job description and identify potential candidates; Advertised the position widely. The hiring committee was comprised of the following key stakeholders: Lori Livingston, Provost; Jamie Bruno, Associate Vice-President Human Resources; and Jennifer Freeman, Executive Director, Office of Research Services. This committee worked with the recruitment firm to shortlist candidates in September 2019. In total five candidates were shortlisted for first interviews in early October 2019. Subsequently, two candidates were brought back for a second interview in November 2019. The second interview included additional stakeholders: Dr. Wesley Crichlow, Associate Dean, Equity and Diversity; Olivia Petrie, Associate Vice-President, Student Life; and Andrew Sunstrum, Senior Dispute Resolution Officer and Human Rights Advisor. At the end of November 2019, the Provost made the offer to the selected candidate. The new Director of EDI started on June 27, 2020. To further support the staffing needs of the EDI Office and the advancement of CRC EDI initiatives and the expansion of efforts at Ontario Tech, an Equity, Diversity and Inclusion Project Coordinator position was created and approved through the university's job-approval process and publicly posted in February 2021. The applicants were shortlisted and interviews were conducted using EDI best practices in March 2021. The selection process is in its final stages and we are hopeful the incumbent will be in the position by July 2021. The EDI Project Officer will provide research and operational support to develop and implement communications plans, context-specific training modules, institutional self-assessments, and a record-keeping and progress-monitoring system to ensure steady progress towards achieving Ontario Tech's Canada Research Chairs (CRC) EDI Action Plan "Being Counted and Considered at Ontario Tech University" and the Dimensions Charter. Further, the EDI Project Coordinator will support the Director for Equity, Diversity and Inclusive Engagement (EDI) in their leadership and coordination of campus-wide research, policy, planning and education related to EDI. The newly created EDI Office will have 3 staff members in total – Director, EDI; EDI Project Coordinator and an administrative assistant in the Office of the Provost. To ensure the EDI office priorities and goals are aligned with the CRC program, and action plan requirements, an EDI Steering Committee has been established to help transition the EDI action plan implementation until such time as a more robust governance structure can be implemented. The EDI Steering Committee has the following representation: Lori Livingston, Provost and Vice-President, Academic Les Jacobs, Vice-President Research and Innovation Sharifa Wright, Director Equity, Diversity and Inclusive Engagement Jennifer Freeman, Executive Director, Office of Research Services Ad hoc members as required. The EDI Steering Committee co-developed an Ontario Tech University 2020-2022 EDI work plan. The plan identifies priorities for the EDI portfolio to address systemic barriers based on review of CRC programme and Action Plan, the President's Equity Task Force recommendations, deliverables committed under the EDI Capacity Building Grant, Dimension Chart, and the Employment Equity commitments made in the faculty association collective agreement. The priority areas were categorized in the EDI Work Plan as Policy & Governance, Data & Assessment, Engagement & Education, Communications, Awareness and Branding. The team being assembled in the newly created EDI office will take a leadership role in advancing the plan and working with the EDI Steering Committee. In the immediate time frame, to address barriers due to the lack of robust data collection, the following actions have been commenced: Pan-University Employment Systems Review: To better inform future revisions to the CRC Action Plan, identify systemic barriers, and the development of the Pan-University EDI Strategy, it was determined that a more comprehensive employment systems review was required. The University engaged CCDI in early 2020 and finalized the service agreement in early 2021. There were delays due to COVID-19. The employment systems review will include over 40 stakeholder interviews with senior leaders, Canada Research Chairs, process managers, faculty association representatives, union representatives and other key individuals from across the campus. In addition, the employment systems review will include: A climate survey, Eight focus groups (Mixed faculty/researcher group; Mixed staff group; Womxn faculty and researchers (inclusive of Indigenous, racialized minorities, persons with disabilities (PWD), LGBTQ2+); Womxn staff (inclusive of Indigenous, racialized minorities, PWD, LGBTQ2+); Indigenous faculty and staff (inclusive of womxn, LGBTQ2+, PWD); Specific racialized faculty and staff (inclusive of womxn, LGBTQ2+, PWDs); LGBTQ2+ faculty and staff (inclusive of Indigenous, racialized minorities, PWD, womxn); PWD faculty and staff (inclusive of racialized minorities, womxn, Indigenous, LGBTQ2+); and, A comprehensive document review and analysis. The University will receive the final report by December of 2021. The report will provide the University with a more robust analysis of our employment systems to inform governance frameworks, policies and procedures, training and awareness that will help address systemic barriers at the University. University-Wide Self ID Survey: To allow for a more complex and nuanced analysis of EDI through an understanding of the composition of the workforce, outside that conducted for the CRC program, Ontario Tech has developed a new self-ID survey. The survey tool is based on best practices and will be officially deployed in 2021. This data is key to establishing informed quantitative targets and also disaggregating key performance indicators. The survey tool development began in 2020 in collaboration with the Equity Committee (ECC), a joint committee with the Faculty Association and support from the Office of Research Services and new Director of Equity, Diversity and Inclusive Engagement. The goal is to roll the Self-ID survey out in phases across various employee constituency groups, starting with the BOG and institutional leadership. Business rules have been developed to ensure appropriate stewardship and safe-keeping of the data. In addition to internally collected data, Stats Canada Micro-Data Extraction is being explored to disaggregate ethno-cultural and other EDI data, specific to Ontario Tech and designated peer institutions, from recent post-secondary studies. Collectively, this will be a significant advancement for Ontario Tech and will provide the opportunity for more informed decision making to help address barriers. Training and Awareness: As a direct result of hiring the new Director of EDI, the University was able to conduct over 18 training sessions targeted at Hiring, Tenure and Promotion, and Award committees (Undergraduate Student Research, CRCEF), in addition to other University-wide awareness training to help address systemic barriers and create a more informed community. Specifically, the following workshops were designed and delivered: Faculty Hiring Committee Training developed and conducted by the Director of EDI: Employment Equity Workshop Promotion Review Committee (eight attendees) Understanding Bias in Decision Making Workshop Promotion Review Committee (eight attendees) Committee Case Study Promotion Review Committee (eight attendees) Employment Equity & Identifying Bias Workshop Tenure & Promotion (fourteen attendees) Understanding Bias using Case Study Workshop Tenure & Promotion (fourteen attendees) Employment Equity & Identifying Bias Workshop Continuing Appointment (twelve attendees) Understanding Bias Using Case Study Workshop Continuing Appointment (twelve attendees) EDI Presentation Faculty of Engineering and Applied Science Tenured and Tenure Track Software Eng. Search Committee Members (five attendees) Employment Equity Training for Search Committee Members – Faculty of Business and IT (13 attendees) Employment Equity Workshop - Undergraduate Program Director – Faculty of Social Science and Humanities - Criminology and CDMS Tenured and Tenure Track Assistant Prof – Hiring Committee (eight attendees) Employment Equity Training – Faculty of Business and IT Administrative Appointments Committee (four attendees) EDI Presentation to Tenured and Tenure Track Faculty of Engineering and Applied Science - Automotive Search Committee Members (five attendees) EDI Presentation for Tenured and Tenure Track - Mechatronics Search Committee (five attendees) Faculty of Science Limited Term Faculty Member Committee (five attendees) Faculty of Science Director Committee (three attendees) Undergraduate Student Awards Selection committee (four attendees) Canada Research Chair Hiring Committee (six attendees) University-Wide Training developed and conducted by the Director of EDI Associate Vice-President Planning & Analysis Search Committee Employment Equity Training (five attendees) Student Life Senior Leadership Team – Guest speaker Faculty of Social Science and Humanities Faculty Council – presented "What does an anti-racist faculty look like" Trans Inclusion Training Discussion University-Wide EDI training provided by Human Resources Canadian Centre for Diversity and Inclusion – 85 participants from Ontario Tech in their webinars Jan – May 2021 Canadian Centre for Diversity and Inclusion – 66 participants from Ontario Tech in their webinars in 2020 Leading Inclusive Workplaces Emotional Intelligence Cultivating Values Based Living Understanding and talking about anti-black racism Cultivating a Healthy and Positive Workplace Culture for Remote Teams Training focused on Entrepreneurship offered in collaboration with the Director EDI Building our Economy Through Black Entrepreneurship - 54 Attendees Braiding Relationships, Well Being, and Entrepreneurship (Indigenous) - 30 Attendees Additional resources will be developed once the EDI Project Coordinator is hired. In line with recommendations from the CRC, the Project Coordinator will develop an EDI toolkit for Faculty and Researchers to support the integration of EDI guidance and best practices for Grant Applications, Recruitment and Hiring, Committee Selection, Inclusive Research and Methodology and cultivating inclusive cultures in classroom and labs. In addition, in a joint collaboration between the new Director of EDI and the Office of Research Services the Womxn in Research program was developed and will be launched in July 2021. It was delayed due to COVID-19. The program will offer two faculty members who identify as womxn to get course release or research funds to co-chair, re-launch and establish Womxn in Research Council as a comprehensive mentorship and support program for womxn faculty, graduate and undergraduate researchers. The goal is to build a robust multidisciplinary and interdisciplinary cohort system that will enable and empower a diverse intersection of womxn to successfully navigate academic careers at Ontario Tech and beyond. Recognizing the specific challenges that womxn are experiencing due to the ongoing pandemic, the Council will have an immediate mandate to design and implement initiatives that address the unique challenges posed by COVID-19. This program is to help address the barriers identified related to culture and engagement.

Challenges encountered during the reporting period:

There were many challenges encountered during the reporting period. Overall, progress was significantly delayed due to COVID-19. Specifically: Hiring and on-boarding of the Director of EDI was delayed due to COVID-19. The candidate was repatriating from the United States to Canada. This process took longer than anticipated and delayed completion of several action items. Scheduling engagement opportunities with the various unions, as appropriate, to ensure collegial consultation. This was delayed due to COVID-19 and scheduling conflicts. Securing a contract with CCDI and initiating the Employment Systems Review was delayed until the new Director was hired as well as due to COVID-19. Developing the Self-ID survey tool, business rules and deployment and communication strategy was delayed due to the delayed start date of the Director of EDI. Staffing and resource challenges. Until the dedicated EDI Office was established, it was difficult to make progress on several of the key action items and objectives. Since the hiring of the Director, significant progress has been made to advance University-wide EDI initiatives.

Next Steps (indicate specific dates/timelines):

Outlined below is an identification of priorities and timelines for the EDI portfolio based on review of the PET recommendations, deliverables committed under the EDI Capacity Building Grant, Dimensions Charter, and Employment Equity commitments made in the faculty association collective agreement and under the CRC program. Coordinated EDI Framework: Creation of Centralized EDI Office (June 2021) The EDI Project Coordinator will be a critical addition to the newly created EDI Office. The EDI Project Coordinator will be hired by June/early July 2021. Once hired, the EDI Project Coordinator will assist the Director, Equity, Diversity and Inclusive Engagement with advancing the EDI Coordinated Framework at the University. University-wide Voluntary Self-ID (September – October 2021) Ontario Tech has made a commitment to collect EDI data regarding the composition of the workforce and student bodies. This data is key to establishing informed quantitative targets and also to disaggregating key performance indicators. The revised Self-ID Survey is in its final stages of development. The Office of Research and Institutional Analysis is assisting with the survey platform and data. The target to deploy the survey is September-October 2021. It will be rolled out in phases across various employee constituency groups, starting with the BOG and institutional leadership. Stats Canada Micro-Data Extraction Quote (August 2021) In addition to internally collected and analyzed data, the newly hired EDI Project Officer will engage Stats Canada to request a quote for disaggregated ethno-cultural and other EDI data, specific to Ontario Tech and designated peer institutions, from recent post-secondary studies. The new hire will be in place by the end of June/early July 2021. The target completion date for this is August 2021. Employment Equity Systems Review (March 2021 – December 2021) CCDI has been engaged to undertake this project through the Office of Research Services. The project timeline is: Comprehensive, University-wide employment systems review was initiated in March 2021. Communications Meeting with key stakeholders – June 2021 Workplace Survey to be deployed July 2021 – August 2021 Document gathering, review and analysis – July 2021 – August 2021 Stakeholder and process owner interviews – July 2021 – September 2021 Focus Groups (eight) – September – October 2021 Final Report – December 2021 The final report will be a key factor in the final white paper of the Employment Equity policy and procedures. EDI Climate Study Continuing work done by the Womxn in Research group and the PET, we will launch a campus climate study and environmental scan by January 2022. A climate study will expand on the data collected through the Self-ID process to provide self-reported qualitative and quantitative data pertaining to: overall climate and climate of specific units, departments, spaces; frequency and nature of racial, gender, sexuality, religion, ability, etc bias incidents; perceptions of climate; consent culture, sexual harassment and sexual assault; ability access and accommodations; wellness and work/life balance; and inclusive pedagogy, among other topics. EDI Awareness and Training: "Inclusive Ontario Tech" Centralized EDI Office Website (June – Early July 2021) The University EDI Office website will be developed and launched early July 2021. "Inclusive Ontario Tech" will serve as a sub-brand of the University's visual identity and act as a vehicle for focusing attention and discourse around the University's EDI efforts. The digital campaign, which will be a partnership between the EDI portfolio, Communications and Marketing, the Office of Research Services and other campus offices, will be anchored by a micro-site of ontariotechu.ca and social media handles. A key component of this micro-site will be an anonymous online form that will allow University members to report incidents of discrimination. In addition, the EDI Project Coordinator will support social media and other communication tools to increase the awareness of EDI across the campus once they are on-boarded. Hiring & Promotion Committee Workshops (September 2021) The Director of EDI will continue to expand training for hiring and promotion committees. The training is conducted to meet the requirements of the collective agreement and the CRC Employment Equity guidelines. The workshops will continue to be offered as small group synchronous sessions. These workshops, now developed, will continue to be refined and deployed each year on an ongoing basis. Additional content will be deployed in September 2021. Moving forward, the Director of EDI will work with HR to develop similar learning opportunities for everyone participating in committee-level administrative hiring and review processes. EDI Digital Toolkits for Faculty & Researchers (August 2021) In line with recommendations from the CRC, the EDI Project Officer will develop an EDI Toolkit for Faculty and Researchers to support the integration of EDI guidance and best practices for Grant Applications, Recruitment and Hiring, Committee Selection, Inclusive Research and Methodology and cultivating inclusive cultures in classroom and labs. Womxn in Research (July 2021) The Office of Research Services, in partnership with the Director of Equity, Diversity and Inclusive Engagement, has drafted an initiative to support Womxn in Research. The Office of Research Services has made resources available to offer two faculty members, who identify as womxn, to get course release or research funds to co-chair, re-launch and establish Womxn in Research Council as a comprehensive mentorship and support program for womxn faculty, graduate and undergraduate researchers. The goal is to build a robust multidisciplinary and interdisciplinary cohort system that will enable and empower a diverse intersection of womxn to successfully navigate academic careers at Ontario Tech and beyond. Recognizing the specific challenges that womxn are experiencing due to the ongoing pandemic, the Council will have an immediate mandate to design and implement initiatives that address the unique challenges posed by COVID-19. The call for expressions of interest will be finalized for circulation starting July 2021. Policy and Procedure Development: Revised and Enhanced CRC Hiring Tool Kit (August 2021) The Office of Research Services, Human Resources, Labour Relations, Director of Human Rights Office and the Director of Equity, Diversity and Inclusive Engagement are collaborating to update the CRC Hiring Tool Kit to better guide CRC hiring committees. Additional resources will be available to guide target hires, interview process, etc.

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

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

25000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

The funding was utilized to offset a portion of the salary of the Director of Equity, Diversity and Inclusive Engagement. The position is initially supported with the CRC Stipend and the remainder of the salary over the next two years is provided by the NSERC EDI Capacity Building Grant. The University has secured operating funds to support the position after the initial two years of grant funding is utilized. The position is a permanent, full-time continuing position at Ontario Tech to ensure continued development of EDI at Ontario Tech. The Director of EDI's time was devoted to advancing the CRC action plan objectives.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1	38734	NSERC EDI Capacity Building Grant (Cash)
2	30000	Ontario Tech University (Inkind)

Do you have other key objectives to add?

Yes

Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

To support greater equity, diversity and inclusion in Canada Research Chairs Program and more broadly at the University, the Canada Research Chair Equity, Diversity and Inclusion Action Plan, titled: "Being Counted and Considered at Ontario Tech University", outlines three overarching objectives, each with accompanying action items. Objective number two is as follows: Ongoing rigorous self-assessment to keep apprised of our community's composition and needs. We commit to University-wide data collection to gather baseline data and analyze it through an intersectional, EDI lens in order to better inform our institutional EDI strategy by identifying barriers to EDI in the CRC program and in the research culture at-large. The full CRC action plan can be found at the following link:

<https://shared.ontariotechu.ca/shared/department/research/documents/crc-institutional-edi/uoit-canada-research-chair-equity-action-plan-2019.pdf> . This objective is overarching and supported by action items with specific timelines for advancing EDI initiatives. The summary of action items for Objective #2 are outlined later in this report.

Systemic barriers -

Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

The methodology for identifying barriers and recommendations is described in detail in this report in the first section detailing Objective #1. A summary of recommendations/barriers that relate to Objective #2, as determined by the threeCRC program- and systems-focused reviews and the PET report, are as follows: Coordinated EDI Framework: Informed Decision Making: Need to gather more robust data to inform decision making on the composition of our workforce, including conducting workplace and student Self-ID surveys, climate surveys, and a more robust University- wide employment systems review. It is critical to the growth and understanding of systemic barriers that are present holistically at the University, that more robust data collection and analysis occurs. Over the last few years, the efforts of the PET and Indigenous Task Force have been: to raise awareness, initiate an active EDI dialogue on campus, and conduct education and training. In addition, throughout their efforts, they collated qualitative data about perceived barriers and challenges faced by faculty, staff and students at Ontario Tech to help make informed recommendations that will advance EDI efforts at Ontario Tech. The focus of this next year is to collect comprehensive University wide quantitative data and to establish systems to replicate and monitor progress.

Corresponding actions undertaken to address the barriers:

The CRC Action Plan outlines specific actions under Objective #2 to address the barriers identified through the three reviews and the efforts of the PET. The specific actions identified are as follows: Summary of Actions: Comprehensive Quantitative and Qualitative Data Collection and Analysis: Conduct a robust self-identification survey to allow for a more fulsome review and understanding of the constituency of the workforce and provide opportunities to better inform decision-making and analysis to address systemic barriers. Further, the President's Equity Task force will collect qualitative data about the lived experiences of campus community members through focus groups and town halls. Hire an external vendor to conduct a broader Employment Systems Review to review and assess all employment policies, procedures and practices (including recruitment, hiring, retention, CRC and research) to identify any systemic barriers. Partnership Development: Formalize agreements with a community organization that specializes in accessibility in order to establish a long-term advising mechanism and to ensure that appropriate and sustainable actions are taken towards dismantling physical and organizational barriers to persons with disabilities.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Delays were experienced due to COVID-19; however, the University successfully secured a service agreement with CCDI to conduct a comprehensive University-wide employment systems review. In addition, the first university-wide Self-ID Survey is in the final stages of development and will be deployed in September 2021. These are two significant accomplishments for the reporting period and will lead to significant insight that will help drive informed decision making at the University and continue to mature EDI efforts.

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

In the immediate time frame, to address barriers due to the lack of robust data collection, the following actions have been commenced: Pan-University Employment Systems Review (Final contract with CCDI signed February 2021): To better inform future revisions to the CRC Action Plan, identify systemic barriers, and the development of the University-wide EDI Strategy, it was determined that a more comprehensive employment systems review was required. The University engaged CCDI in early 2020 and finalized the service agreement in early 2021. There were delays due to COVID-19. The university-wide employment systems review will provide an in-depth assessment of all employment systems, policies and practices (written and unwritten) and how they are implemented across the entire University and will include all faculty ranks, post-doctorals, Canada Research Chairs, Sessionals, student employees, unionized and non-unionized staff. The employment systems review will include: Stakeholder Interviews: Over forty stakeholder interviews with senior leaders, Canada Research Chairs, process managers, FA and union representatives and other key individuals from across the campus Survey: Stakeholder Survey, Focus groups (eight identified groups): Mixed faculty/researcher group; Mixed staff group; Womxn faculty and researchers (inclusive of Indigenous, racialized minorities, persons with disabilities (PWD), LGBTQ2+); Womxn staff (inclusive of Indigenous, racialized minorities, PWD, LGBTQ2+); Indigenous faculty and staff (inclusive of womxn, LGBTQ2+, PWD); Specific racialized faculty and staff (inclusive of womxn, LGBTQ2+, PWDs); LGBTQ2+ faculty and staff (inclusive of Indigenous, racialized minorities, PWD, womxn); PWD faculty and staff (inclusive of racialized minorities, womxn, Indigenous, LGBTQ2+) and Comprehensive document review and analysis. This includes reviewing HR-related policies, practices and forms and processes related to the following: Recruitment, selection and hiring; Training and development; Promotion systems; Retention and termination; Reasonable accommodation; Attitudes and campus culture; and, Reviewing accommodation process and practices. The University will receive the final report by December of 2021. The report will provide the University with a more robust analysis of our employment systems to inform governance frameworks, policies and procedures, training and awareness that will help address systemic barriers at the University. University-Wide Self-ID Survey: To allow for a more complex and nuanced analysis of EDI through an understanding of the composition of the workforce, outside that conducted for the CRC program, Ontario Tech has developed a new self-ID survey. The survey tool is based on best practices and will be officially deployed in 2021. This data is key to establishing informed quantitative targets and also disaggregating key performance indicators. The survey tool development began in 2020 in collaboration with the Equity Committee (ECC), a joint committee with the Faculty Association and support from the Office of Research Services and new Director of Equity, Diversity and Inclusive Engagement. The collaborative process includes reviewing survey tools, interviewing delegates from six universities, along with consulting with survey experts. The goal is to roll the Self-ID survey out in phases across various employee constituency groups, starting with the Board of Governors and institutional leadership. Business rules have been developed to ensure appropriate stewardship and safe-keeping of the data. In addition to internally collected data, Stats Canada Micro-Data Extraction is being explored to disaggregate ethno-cultural and other EDI data, specific to Ontario Tech and designated peer institutions, from recent post-secondary studies. Collectively, this will be a significant advancement for Ontario Tech and will provide opportunity for more informed decision making to help address barriers. Partnership Development: To start, \$400 will be allocated yearly for Ontario Tech to become a member of Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHE). In addition, the Director of EDI has become involved in the following organizations: DEI Community of Practice - Scarborough Charter COU Reference Group on Equity, Diversity and Inclusion (participant) FBS Webinar: Inclusivity and Equity for Indigenous Faculty at Canadian Universities (CAUBO participant) CCDI In addition, the Director of EDI has also begun making administrative unit and Faculty EDI partnerships to incrementally advance EDI efforts across the University. Specifically, the following incremental progress has been made: Admissions: Following up on work done by the PET, the Admissions Office has partnered with the Director of EDI to develop a rubric for the Equity Special Consideration for undergraduates and to develop a database of community partners who can enhance Ontario Tech's efforts to recruit from equity-seeking groups. Athletics: Following up on work the Ontario University Athletics is leading to support more inclusion and investment in Black, Biracial and Indigenous scholar-athletes, the Director of Athletics has sought advice and support to develop an EDI strategy for the program. Brilliant Catalyst: Brilliant Catalyst is participating in consultations with the federal government to apply in future for funds that will be made available under the Black Entrepreneurship Program. The Director of EDI will be consulting with the team Brilliant Catalyst will assemble internally to design an Ontario Tech proposal. External Relations: The OPG Partnership Agreement was amended in 2017 to include EDI specific language, commitments and goals. The Director of EDI is consulting with External Relations to revise the agreement and embed EDI components to help the industry and University advance diversity in the workforce. FED: Faculty of Education is partnering with the Director of EDI and the Admissions team to establish initiatives to leverage the Equity Admissions Policy to increase enrollment and yield of racialized, specifically Black and Indigenous, students in the BED programme. FESNS: FESNS will seek advice from the Director of EDI as they design and implement strategies to recruit more womxn as faculty and students in the next 10 years to become gender balanced by 2030. FSSH: FSSH is coordinating an EDI focus for their Winter retreat and will be seeking advice on goal setting and session design. Information and Client Services: The ICS team will be embarking on a project to increase the EDI capacity of their members and will be seeking advice from the Director of EDI to explore learning strategies.

Challenges encountered during the reporting period:

There were many challenges encountered during the reporting period. Overall, progress was significantly delayed due to COVID-19. Specifically: Hiring and on-boarding of the Director of EDI was delayed due to COVID-19. The candidate was repatriating from the United States to Canada. This process took longer than anticipated and delayed completion of several action items. Scheduling engagement opportunities with the various unions, as appropriate, to ensure collegial consultation. This was delayed due to COVID-19 and scheduling conflicts. Securing a contract with CCDI and initiating the Employment Systems Review was delayed until the new Director was hired and also due to COVID-19. Developing the Self-ID survey tool, business rules and deployment and communication strategy were delayed due to the delayed start date of the Director of EDI. Staffing and resource challenges. Until the dedicated EDI Office was established, it was difficult to make progress on several of the key action items and objectives. Since the hiring of the Director, significant progress has been made to advance University-wide EDI initiatives.

Next Steps (indicate specific dates/timelines):

University-wide Voluntary Self-ID (September – October 2021) Ontario Tech has made a commitment to collect EDI data regarding the composition of the workforce and student bodies. This data is key to establishing informed quantitative targets and also disaggregating key performance indicators. The revised Self-ID Survey is in its final stages of development. The Office of Research and Institutional Analysis is assisting with the survey platform and data. The target to deploy the survey is September-October 2021. It will be rolled out in phases across various employee constituency groups, starting with the Board of Governors and institutional leadership. Stats Canada Micro-Data Extraction Quote (August 2021) In addition to internally collected and analyzed data, the soon-to-be hired EDI Project Coordinator will engage Stats Canada to request a quote for disaggregated ethno-cultural and other EDI data, specific to Ontario Tech and designated peer institutions, from recent post-secondary studies. The new hire will be in place by end of June 2021. The target completion date for this is August 2021. Employment Equity Systems Review (March 2021 – December 2021) CCDI has been engaged to undertake this project through the Office of Research Services. The project timeline is: Comprehensive, University-wide employment systems review was initiated in March 2021. Communications meeting with key stakeholders – June 2021 Workplace survey to be deployed July 2021 – August 2021 Document gathering, review and analysis – July 2021 – August 2021 Stakeholder and process owner interviews – July 2021 – September 2021 Focus groups (eight)– September – October 2021 Final report – December 2021

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

Yes

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective:

25000

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

The funding was utilized to offset a portion of the salary of the Director of EDI. The position is initially supported with the CRC Stipend and the remainder of the salary over the next two years is provided by the NSERC EDI Capacity Building Grant. The University has secured operating funds to support the position after the initial grant funding is utilized and the position is a permanent, full-time continuing position.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

Major impact (the EDI Stipend had a major impact on achieving progress)

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1	38734	NSERC EDI Capacity Building Grant
2	30000	University In-kind

Key Objective 3

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

To support greater equity, diversity and inclusion in Canada Research Chairs Program and more broadly at the University, the Canada Research Chair Equity, Diversity and Inclusion Action Plan, titled: "Being Counted and Considered at Ontario Tech University", outlines three overarching objectives, each with accompanying action items. Objective number three is as follows: Attract and retain diverse talent to the CRC program, and to the University at large. We will proactively consider EDI in the recruitment process to diversify our pool of CRC applicants. We will create an inclusive workplace that offers equitable access to resources and opportunities by providing suitable support and mentorship to faculty members in the FDGs. The full CRC action plan can be found at the following link: <https://shared.ontariotechu.ca/shared/department/research/documents/crc-institutional-edi/uoit-canada-research-chair-equity-action-plan-2019.pdf>. This objective is overarching and supported by action items with specific timelines for advancing EDI initiatives. The summary of action items for Objective #3 are outlined later in this report.

Systemic barriers -

Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

A summary of recommendations/barriers that relate to objective #3, as determined by the three reviews and the PET report, are as follows: EDI Awareness and Training: Formalized Training and Education: Develop EDI educational and training programs, resources and provide opportunities for EDI conversations for all faculty and staff to have a shared understanding of EDI. Scale up EDI training provided to CRC hiring committees to all internal hiring committees and to tenure and promotion committees. Culture and Engagement: Establish affinity groups for staff and faculty. Develop better campus and travel co-ordination between the north and downtown campus locations to enhance campus accessibility, course offerings and the University's overall sense of community. Recognition and incentives: Create EDI awards or some form of recognition for faculty, staff and students contributing to EDI efforts on campus. Develop processes to incentivize education and EDI training of faculty, staff and students. Mentorship: Establish a university-wide mentorship program for faculty and staff to assist in growing, retaining and enhancing EDI across the university. Create mentorship programs targeted at new faculty arriving at the University, specifically, new immigrants, early career researchers and members of the equity seeking groups. Policy and Procedure Development: Develop and enhance Policies and Procedures: Develop an EDI policy and vision that drives EDI within the institution and advancing the Truth and Reconciliation Calls to Action and the Indigenization of the University. Review the University's recruitment policies and procedures to ensure they reflect current and best practices on EDI training, job posting EDI statements, and EDI candidate evaluation criteria. Develop better policies on the EDI process for bereavement, parental leave, maternity leave, disability leave, workplace accommodation, and return-to-work support. Complaint Process: Develop more robust complaint procedures that incorporate best practices. Embed training, support systems and pathways into the complaint process to identify and address root causes of any complaints. Leaves of Absence: Develop better support programs and resources, to help faculty members transition back after leaves of absence and be better able to balance career and family obligations throughout their career.

Corresponding actions undertaken to address the barriers:

The CRC action plan outlines specific actions under Objective #3 to address the barriers identified through the three reviews and the efforts of the PET. The specific actions identified are as follows: Summary of Actions: Equity Targets: Meet and maintain the CRCP's equity targets for the CRCs. Embedded EDI priorities included in the new research strategic plan and integrated academic-research plan. Recruitment and Retention: Improve recruitment and hiring processes to encourage more individuals from the four designated groups to apply by targeting international networks, associations for equity-seeking groups, professional societies, and associations. Track renewal rates of FDGs to identify any barriers to retention and advancement. CRC hiring committees to undertake mandatory unconscious bias and active bystander training. Implement a hiring process that strives to address gaps in the representation of FDGs (e.g., focuses on achievement, blind hiring). Human Resources to create Canada Research Chair Hiring Guide to inform hiring committees of how best to proactively consider EDI throughout the hiring process. Assign a qualified anti-bias member to all CRC hiring committees to guide equitable recruitment and hiring processes. Employ recruitment firms that specialize in diversity hires to help provide impartial support throughout the recruitment process for CRCs from certain STEM disciplines and to engage a broad candidate pool. Mentorship and support: Develop a robust CRC mentorship program to mentor new or future nominees, specifically from Four Designated Groups, early career researchers and newcomers to Canada. Provide evidence-based best practice supports to ease the transition of new CRCs to Ontario Tech. Evaluate program as part of the annual report.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Delays were experienced due to COVID-19. However, the University successfully updated the Academic-Research Plan (2021-2023 and the Strategic Research Plan (2020 – 2025). In addition, the University held over 18 new hiring committee training sessions developed by the new Director of EDI. In total, 134 faculty members who participate in faculty hiring and tenure and promotion committees were trained on unconscious bias and other critical EDI principles. This is a significant enhancement to the training provided to support hiring and retention efforts.

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

Equity Targets and Recruitment and Retention: Update Strategic Plans to guide Equity Targets and EDI efforts: New Academic-Research Plan (2021-2023): The revisions to the Integrated Academic-Research Plan released in April 2021 prominently embed EDI values and principles into the direction of the University. This will help guide academic programs, research and other initiatives at the University to ensure the highest level of commitment and support. Link: https://shared.ontariotechu.ca/shared/department/provost/integrated-plan-full/5442_pro_integratedacademicresearchplan_v5-web.pdf New Strategic Research plan (2020 – 2025). The Strategic Research Plan, through significant consultation with the research community, was revised to better reflect strategic areas of strength and our unified commitment to EDI. The new plan can be found here: (https://shared.ontariotechu.ca/shared/department/research/documents/ontariotechstrategicresearchplan_2020-2025_final.pdf). This will help drive recruitment, equity targets and retention efforts in all strategic research areas at the University. Updated Equity Targets: The University revised the CRC equity targets to ensure new CRC targets are achieved as quickly as possible. To help support the equity targets the following is being done: Revised and Enhanced CRC Hiring Tool Kit (Initiated Fall 2020) - The Office of Research Services, Human Resources, Labour Relations, Director of Human Rights Office and the Director of Equity, Diversity and Inclusive Engagement are collaborating to update the CRC Hiring Tool Kit to better guide CRC hiring committees. Additional resources will be available to guide target hires, hiring evaluation rubric, interview process, etc. Revised CRC procedures – Consultation has begun to inform updates to the institutional CRC procedures. All active and former CRCs, along with the Research Board were consulted in Fall of 2020. The information gathered from these discussions are being collated and utilized to inform revisions to the CRC procedures. It is anticipated that the revisions will be completed by August 2021. Consultation on the revised drafts will begin in Fall 2021. Enhanced Hiring Committee and Tenure and Promotion Training: As a direct result of hiring the new Director of EDI the University was able to conduct over 18 training sessions targeted at Hiring, Tenure and Promotion, and Award committees (Undergraduate Student Research, CRCEF), in addition to other University-wide awareness training to help address systemic barriers and create a more informed community. Specifically, the following workshops were designed and delivered: Faculty Hiring Committee Training developed and conducted by the Director of EDI: Employment Equity Workshop Promotion Review Committee (eight attendees) Understanding Bias in Decision Making Workshop Promotion Review Committee attendees) Committee Case Study Promotion Review Committee (eight attendees) Employment Equity & Identifying Bias Workshop Tenure & Promotion (fourteen attendees) Understanding Bias using Case Study Workshop Tenure & Promotion (fourteen people attendees) Employment Equity & Identifying Bias Workshop Continuing Appointment (twelve attendees) Understanding Bias using Case Study Workshop Continuing Appointment (twelve attendees) EDI Presentation Faculty of Engineering and Applied Science Tenured and Tenure Track Software Eng. Search Committee Members (five attendees) Employment Equity Training for Search Committee Members – Faculty of Business and IT (thirteen attendees) Employment Equity Workshop - Undergraduate Program Director – Faculty of Social Science and Humanities - Criminology and CDMS Tenured and Tenure Track Assistant Prof – Hiring Committee (eight attendees) Employment Equity Training – Faculty of Business and IT Administrative Appointments Committee (four attendees) EDI Presentation to Tenured and Tenure Track Faculty of Engineering and Applied Science - Automotive Search Committee Members (five attendees) EDI Presentation for Tenured and Tenure Track - Mechatronics Search Committee (five attendees) Faculty of Science Limited Term Faculty Member Committee (five attendees) Faculty of Science Director Committee (three attendees) Undergraduate Student Awards Selection committee (four attendees) Canada Research Chair Hiring Committee (six attendees) Mentorship and support: Womxn in Research (July 2021) Completed guidelines for Womxn in Research. The Office of Research Services, in partnership with the Director of Equity, Diversity and Inclusive Engagement has drafted an initiative to support Womxn in Research. The Office of Research Services has made resources available to offer two faculty members, who identify as womxn, to get course release or research funds to co-chair, re-launch and establish Womxn in Research Council as a comprehensive mentorship and support program for womxn faculty, graduate and undergraduate researchers. The goal is to build a robust multidisciplinary and interdisciplinary cohort system that will enable and empower a diverse intersection of womxn to successfully navigate academic careers at Ontario Tech and beyond. Recognizing the specific challenges that womxn are experiencing due to the ongoing pandemic, the Council will have an immediate mandate to design and implement initiatives that address the unique challenges posed by COVID-19. The call for expressions of interest will be finalized for circulation starting July 2021.

Challenges encountered during the reporting period:

There were many challenges encountered during the reporting period. Overall, progress was significantly delayed due to COVID-19. Specifically: Hiring and on-boarding of the Director of EDI was delayed due to COVID-19. The candidate was repatriating from the United States to Canada. This process took longer than anticipated and delayed completion of several action items. Scheduling engagement opportunities with the various unions, as appropriate, to ensure collegial consultation. This was delayed due to COVID-19 and scheduling conflicts. Staffing and resource challenges. Until the dedicated EDI Office was established, it was difficult to make progress on several of the key action items and objectives. Since the hiring of the Director, significant progress has been made to advance University-wide EDI initiatives. Transitioning to the virtual environment from in-house training and development mentorship programs.

Next Steps (indicate specific dates/timelines):

The following is an outline of next steps to advance Objective #3 in the next year. Equity Targets and Recruitment and Retention: Revised and Enhanced CRC Hiring Tool Kit (Revised drafts 2021) - The Office of Research Services, Human Resources, Labour Relations, Director of Human Rights Office and the Director of Equity, Diversity and Inclusive Engagement are collaborating to update the CRC Hiring Tool Kit to better guide CRC hiring committees. Additional resources will be available to guide target hires, hiring evaluation rubric, interview process, etc. Revised CRC procedures (Revised drafts August 2021) – It is anticipated that the revisions will be completed by August 2021 based on consultation from the active and former CRCs and the Research Board. Consultation on the revised drafts will begin in Fall 2021 and finalized by December 2021. Mentorship and support: Womxn in Research (Call announced July 2021) Completed guidelines for Womxn in Research. The call for expressions of interest will be launched starting July 2021. Decision on members will be made by August 2021. Executive Coaching for EDI Excellence (January 2022) A key component of the EDI learning strategy will be small-group and 1-1 coaching for Deans, VPs, etc. A list of external resources will be built in conjunction with Human Resources and Continuous Learning and resources will be collated. This will be an enhancement, starting January 2022, in addition to other learning resources currently available through the CCDI contract and training that will be provided by the Director of EDI for hiring and review committees. Hiring & Promotion Committee Workshops (April 2021 – ongoing) The Director of EDI will continue to develop and enhance training modules for hiring and promotions committees. The preference is to offer the workshops as small group synchronous sessions. CCDI Content Curation (April 2021 – ongoing) Funding has been made available to Human Resources to continue the CCDI institutional membership. The Director of EDI will partner with Organizational Development to curate content from the CCDI training calendar to promote to university executives, managers, faculty and researchers. Inclusive Ontario Tech (January 2022 – ongoing) Following up from the work of PET, Prof. Crichlow will be invited, along with another faculty member to be determined by the Provost, to curate a series of lectures, seminars, discussions and events on various topics related to the recommendations of the PET report. In the immediate term, the focus will be on the intersections of COVID-19 with issues of equity, diversity and inclusion. Additionally, the curators will, with the support of the EDI Project Coordinator, administer a fund that will be available for campus partners who are interested in hosting events that focus on EDI topics or have clear EDI goals and outcomes. Community of Practice (January 2022 – ongoing) Human Resources in partnership with the Director of EDI will be establishing a Community of Practice for EDI. Employee Resource Groups (January 2022 – ongoing) Human Resources/Organizational Development have expressed an interest in establishing ERGs for equity-seeking groups on campus. Specifically, we will start with ERGs for Parents, Womxn, LGBTQ2S+, Black, Indigenous, BIPOC & employees with disabilities.

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

No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 4

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 5

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Key Objective 6

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

Challenges and Opportunities

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

As indicated in the previous sections, C19 did impact the overall implementation of the EDI action plan as follows: Delays in Hiring and creating the EDI Office: Hiring and On-boarding of the Director of EDI. The new director started in June 2020. The candidate was required to on-board virtually, due to COVID-19. As EDI work is about building trust and relationships, the virtual environment has proved challenging to advance EDI initiatives. Hiring and on-boarding of the EDI coordinator was delayed due to COVID-19. Internal approvals were delayed due to COVID-19 along with the hiring and recruitment process. Workload and Scheduling: Scheduling engagement opportunities with the various unions, as appropriate, to ensure collegial consultation. This was delayed due to COVID-19 and scheduling conflicts. Faculty members and University administrators were extremely busy with modifying teaching paradigms to support the academic programs. Competing priorities made it challenging to advance collective EDI priorities. Securing a contract with CCDI and initiating the Employment Systems Review was delayed until the new Director was hired and due to COVID-19. Developing the Self-ID survey tool, business rules and deployment and communication strategy were delayed due to the delayed start date of the Director of EDI. Staffing and resource challenges. Until the dedicated EDI Office was established, it was difficult to make progress on several of the key action items and objectives. Since the hiring of the Director, significant progress has been made to advance University-wide EDI initiatives. Workload of faculty and staff involved in EDI initiatives due to COVID-19. Despite the challenges, there have been several successes and progress made towards advancing the Action Plan. They are as follows: Arrival of Director of EDI – Sharifa Wright joined the Ontario Tech University Team in June 2020. She is a diversity leader with over 15 years of experience leading and implementing EDI strategies. Despite the challenges of transitioning to the University during C19, significant progress has been made towards the overarching CRC objectives. Execution of CCDI contract to facilitate university-wide Employment Systems Review. University-wide Self-ID survey has been collaboratively drafted with the Faculty Association and is ready for deployment in Fall 2021. Strategic Plan has been revised to reflect the highest level of institutional commitment towards EDI. Virtual environment – despite the challenges of the virtual environment due to C19, the virtual landscape has made training more accessible and has increased the number of individuals trained across the university.

Reporting on EDI Stipend objectives not accounted for in Part A

Instructions:

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

Objectives associated with your institution's EDI Stipend application

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 1

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

Ontario Tech University requested funding to hire an EDI Project Coordinator, however, due to hiring delays, the funds were directed to the salary of the Director of Equity, Diversity and Inclusive Engagement. The Director, EDI has significant experience in supporting the advancement of equity, diversity and inclusion (EDI) in the research enterprise, specifically to meet the EDI requirements of the CRCP. Reporting directly to the Provost, the Director of EDI will provide a high level of confidential administrative coordination to the EDI Portfolio and the Office of Research Services in the development, implementation and administration of the University's equity, diversity, and inclusion programming and, in particular, in achieving the objectives set out in Ontario Tech's CRC EDI Action Plan "Being Counted and Considered at Ontario Tech University". The EDI Officer will be tasked with progressing specific actions that have been identified under each high-level objective: 1. Data Collection and Analysis Team Lead Employment Systems Review: The Director of EDI is the Project Lead for a comprehensive Ontario Tech Employment Systems Review, which will take place in the summer and fall 2021. Ontario Tech is commissioning the Canadian Centre for Diversity and Inclusion (CCDI) to conduct this review, including interviewing all of our current CRCs to update the environmental scan initially performed in-house by our Office of Research Services. • Coordinate the deployment of an in-house Self-ID Survey: The Director of EDI is now leading the development and deployment of a comprehensive in-house collection of self-ID data from all staff and faculty members at the university. The survey tool has been developed and the Office of Institutional Research and Analysis will assist in the deployment and stewardship of the data. Finally, the Director of EDI will lead the analysis of the data through an EDI lens, giving consideration to intersectionality, in order to inform the University-wide EDI strategy and how to best embed EDI values in all areas of practice. 2. EDI Awareness and Training: The Director of EDI will support the Director and the Office of Research Services in raising awareness of the importance of embedding EDI principles in all areas of practice at Ontario Tech and providing training and best-practice advising to support the community's transition to a more inclusive campus. Specifically, the Director of EDI will assist with the development and implementation of the following: Resource Development: Development of grant development and general resources for researchers to inform their EDI plans in grant applications and in ongoing research projects. Training and Awareness: Support the Director in creating and customizing training resources, and modules, for the Ontario Tech research community. CRC Mentorship and support: The Director of EDI will assist the Executive Director of the Office of Research Services in the development of a robust CRC mentorship program to mentor new or future nominees, specifically from the Four Designated Groups (FDGs), early career researchers and newcomers to Canada.

Indicator(s): Describe indicators, as presented in the EDI Stipend application, and how they are calculated.

The indicators outlined in the EDI Stipend application, were as follows: Completion of a Comprehensive Employment Systems Review and Report (original timeline December 2020; revised to December 2021). Completion of a Comprehensive University-wide Self-ID Survey and Report (Original timeline December 2020 and to be completed every two years; revised to September 2021). Completion of context-specific EDI grant development resources and training (September 2020 and through to June 2021; Ongoing). Completion of training modules for the research community (June 2021; revised to August 2021). Completion of pilot CRC mentorship program (June 2021; Revised to January 2022).

Progress: Describe results observed, including indicator results, outcomes, impacts. Include timelines (start and end dates).

The following section describes the results, outcomes, impacts that were achieved towards the CRC Stipend indicators. Pan-University Employment Systems Review (Final contract with CCDI signed February 2021): To better inform future revisions to the CRC Action Plan, identify systemic barriers, and the development of the University-wide EDI Strategy it was determined that a more comprehensive employment systems review was required. The University engaged CCDI in early 2020 and finalized the service agreement in early 2021. There were delays due to COVID 19. The University-wide Employment Systems Review will provide an in-depth assessment of all employment systems, policies and practices (written and unwritten) and how they are implemented across the entire University and will include all faculty ranks, post-docs, Canada Research Chairs, Sessionals, student employees, unionized and non-unionized staff. The employment systems review will include: Stakeholder Interviews: Over 40 stakeholder interviews with senior leaders, Canada Research Chairs, process managers, faculty association and union representatives and other key individuals from across the campus Survey: Stakeholder Survey, Focus groups (eight identified groups): Mixed faculty/researcher group; Mixed staff group; Womxn faculty and researchers (inclusive of Indigenous, racialized minorities, persons with disabilities (PWD), LGBTQ2+); Womxn staff (inclusive of Indigenous, racialized minorities, PWD, LGBTQ2+); Indigenous faculty & staff (inclusive of womxn, LGBTQ2+, PWD); Specific racialized faculty and staff (inclusive of womxn, LGBTQ2+, PWDs); LGBTQ2+ faculty and staff (inclusive of Indigenous, racialized minorities, PWD, womxn); PWD faculty and staff (inclusive of racialized minorities, womxn, Indigenous, LGBTQ2+) and Comprehensive document review and analysis. This includes reviewing HR-related policies, practices and forms and processes related to the following: Recruitment, selection and hiring; Training and development; Promotion systems; Retention and termination; Reasonable accommodation; Attitudes and campus culture; and Reviewing accommodation process and practices. Timeline for completion of the Employment Equity Systems Review (Project scoping and procurement occurred in Fall 2020 – February 2021; Project Implementation March 2021 – December 2021). CCDI has been engaged to undertake this project through the Office of Research Services. The project timeline is: Comprehensive, university wide employment systems review was initiated in March 2021. Communications Meeting with key stakeholders – June 2021 Workplace Survey to be deployed July 2021 – August 2021 Document gathering, review and analysis – July 2021 – August 2021 Stakeholder and process owner interviews – July 2021 – September 2021 Focus Groups (eight)– September – October 2021 Final Report – December 2021 The University will receive the final report by December of 2021. The report will provide the University with a more robust analysis of our employment systems to inform governance frameworks, policies and procedures, training and awareness that will help address systemic barriers at the university. University-Wide Self-ID Survey (to be launched Fall 2021): To allow for a more complex and nuanced analysis of EDI, through an understanding of the composition of the workforce, outside that conducted for the CRC program, Ontario Tech has developed a new self-ID survey. The survey tool is based on best practices and will be officially deployed in 2021. This data is key to establishing informed quantitative targets and also disaggregating key performance indicators. The survey tool development began in 2020 in collaboration with the Equity Committee (ECC), a joint committee with the Faculty Association and support from the Office of Research Services and new Director of Equity, Diversity and Inclusive Engagement. The collaborative process includes reviewing survey tools, interviewing delegates from six universities, along with consulting with survey experts. The goal is to roll the Self-ID survey out in phases across various employee constituency groups, starting with the BOG and institutional leadership. Business rules have been developed to ensure appropriate stewardship and safe-keeping of the data. In addition to internally collected data, Stats Canada Micro-Data Extraction is being explored to disaggregate ethno-cultural and other EDI data, specific to Ontario Tech and designated peer institutions, from recent post-secondary studies. Collectively, this will be a significant advancement for Ontario Tech and provide opportunity for more informed decision making to help address barriers. Completion of context-specific EDI grant development resources and training (September 2020 and through to June 2021; Ongoing). The Director of EDI developed and deployed significant hiring and promotion training during the reporting period. In total 18 new hiring and promotion committee training sessions were developed and deployed by the new Director of EDI. In total, 134 faculty members were trained over the year prior to participating on hiring and tenure and promotion committees. Training focused on employment equity and unconscious bias along with other critical EDI principles. This is a significant enhancement to the training provided to support hiring and retention efforts at the institution. Completion of training modules for the research community (June 2021; revised to August 2021). Progress on this indicator was significantly delayed due to COVID-19. The revised plan will aim to have training modules for the research community developed by August 2021. Completion of pilot CRC mentorship program (June 2021; Revised to January 2022). Progress on this indicator was significantly delayed due to COVID-19. The revised plan will aim to have mentorship programs developed by January 2022.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	50000
Institutional commitment (if applicable):	32077
Total funds spent:	

Indicate in the table below any leveraged cash or in-kind contributions provided by your institution:

	Amount \$	Source / Type (cash or in-kind)
1	77468	NSERC EDI Capacity Building Grant
2	0	0

Table C2. EDI Stipend Impact Rating

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

Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

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

The stipend was utilized to offset a portion of the salary for the new Director of EDI. The University has committed to this position as a full-time continuing hire and thus committed to the salary on a going forward basis.

Do you have other objectives to add?

No

Additional Objectives (if applicable)

Table C1. Provide information on the objectives associated with your institution's EDI Stipend application, including the funding and timelines, for the reporting period.

EDI Stipend Objective 2

EDI Stipend Objective 3

EDI Stipend Objective 4

EDI Stipend Objective 5

EDI Stipend Objective 6

Part D: Engagement with individuals from underrepresented groups

Outline how the institution has engaged with underrepresented groups: e.g. racialized minorities, Indigenous peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (limit: 10 200 characters)

The University initiated the following to engage with underrepresented groups and gather feedback to inform decision making: The President's Equity Task Force (PET), chaired by Dr. Wesley Crichlow, 2018 – 2020, led a mandate to prepare a comprehensive inventory of existing and suggested EDI initiatives within the context of the University's mission, and also aimed to identify barriers and recommendations regarding those initiatives, based on broad consultation. The PET's goal was to mobilize diverse individuals from across the University to create and establish equitable and inclusive practices at Ontario Tech within a three-year term. The PET conducted broad consultation across the University community. This process included faculty, students, administrative staff, and other groups (e.g., the Ontario Tech Student Union, Ontario Tech Student Ambassadors, the Faculty Association, the Women in Science Committee, the Indigenous Education Advisory Circle, and the Healthy Sexuality Committee), as well as external community partners (the full terms of reference can be found on the PET website at <https://ontariotechu.ca/about/office-of-the-president/presidents-equity-taskforce/mandate.php>). In total, the PET held a total of 36 meetings and focus groups with a diverse cross section of the university. The PET developed and made public a full report based on a comprehensive consultation. The final report that can be found at the following link: <https://shared.ontariotechu.ca/shared/department/opp/Governance/Academic-Council/20201124/6-presidents-equity-task-force-report-2020.pdf>. The report identified several issues raised through broad stakeholder consultations. President's Indigenous Reconciliation Task Force. The mandate of the task force was to "review the goals and recommendations" of the University's 2016 report on responding to the Truth and Reconciliation Commission (TRC) Calls to action in its Final Report and, work with the Indigenous Education Advisory Circle (IEAC) to "identify strategic priorities, determine measurable objectives and ultimately create a three-year plan designed to increase our capacity to recruit, support, retain and graduate Indigenous learners. The task force began in January 2018 and commenced work in Spring 2020. The final report can be found here: <https://shared.ontariotechu.ca/shared/department/opp/Governance/Office-of-the-President/presidents-indigenous-reconciliation-task-force-status-report.pdf>. They consulted heavily with Indigenous Education Advisory Circle and the Indigenous community.

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

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

In 2021-2022 there are a broad range of EDI activities commencing to advance the University's efforts. The full report outlines several broader initiatives; however, a few key EDI initiatives have been identified below. Creation of Centralized EDI Office (June 2021) The EDI Project Coordinator will be a critical addition to the newly created EDI Office. The EDI Project Coordinator will be hired by June 2021. Once hired the EDI Coordinator will assist the new Director, Equity, Diversity and Inclusive Engagement with advancing the EDI Coordinated Framework at the University. University-wide Voluntary Self-ID (September – October 2021) Stats Canada Micro-Data Extraction Quote (August 2021) Employment Equity Systems Review (March 2021 – December 2021) EDI Climate Study Continuing work done by the Womxn in Research group and the PET, we will launch a campus climate study and environmental scan by January 2022. A climate study will expand on the data collected through the Self-ID process to provide self-reported qualitative and quantitative data pertaining to: overall climate and climate of specific units, departments, spaces; frequency and nature of racial, gender, sexuality, religion, ability, etc bias incidents; perceptions of climate; consent culture, sexual harassment and sexual assault; ability access and accommodations; wellness and work/life balance; inclusive pedagogy, among other topics. "Inclusive Ontario Tech" Centralized EDI Office Website (June – Early July 2021) The University EDI Office website will be developed and launched early July 2021. "Inclusive Ontario Tech" will serve as a sub-brand of the University visual identity as a vehicle for focusing attention and discourse around the University's EDI efforts. The digital campaign, which will be a partnership between the EDI portfolio, Communications and Marketing, the Office of Research Services and other campus offices, will be anchored by a micro-site of ontariotechu.ca and social media handles. A key component of this micro-site will be an anonymous online form that will allow university members to report incidents of discrimination. In addition, the EDI Project Coordinator will support social media and other communication tools to increase the awareness of EDI across the campus once they are on-boarded. Hiring & Promotion Committee Workshops (September 2021) The Director of EDI will continue to expand training for Hiring and Promotion Committees. The training is conducted to meet the requirements of the collective agreement and the CRC Employment Equity guidelines. The workshops will continue to be offered as small group synchronous sessions. These workshops, now developed, will continue to be refined and deployed each year on an ongoing basis. Additional content will be deployed September 2021. Moving forward, the Director of EDI will work with HR to develop similar learning opportunities for everyone participating in committee-level administrative hiring and review processes. EDI Digital Toolkits for Faculty & Researchers (August 2021) In line with recommendations from the CRC, the EDI Project Officer will develop an EDI Toolkit for Faculty and Researchers to support the integration of EDI guidance and best practices for Grant Applications, Recruitment and Hiring, Committee Selection, Inclusive Research and Methodology and cultivating inclusive cultures in classroom and labs. Womxn in Research (July 2021) The Office of Research Services, in partnership with the Director of Equity, Diversity and Inclusive Engagement has drafted an initiative to support Womxn in Research. The Office of Research Services has made resources available to offer two faculty members, who identify as womxn, to get course release or research funds to co-chair, re-launch and establish Womxn in Research Council as a comprehensive mentorship and support program for womxn faculty, graduate and undergraduate researchers.

Before submitting your report, please ensure that your responses are complete. You will not be able to edit the information after it is submitted.

This information will be sent to the Tri-agency Institutional Programs Secretariat when you click 'Submit.'

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