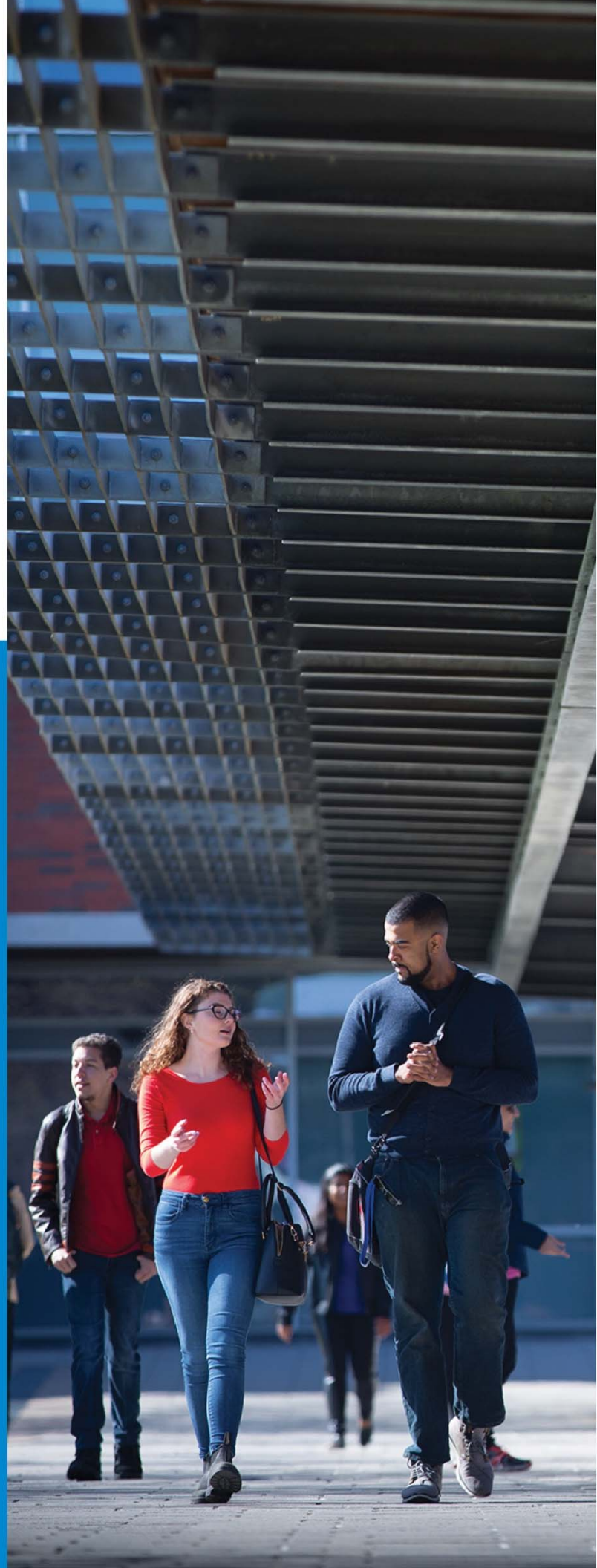




Being Counted and Considered at Ontario Tech University

Canada Research Chair
Equity, Diversity and Inclusion
Action Plan

September 27, 2019



Fostering diversity, equity and inclusivity is an active process reflected on an hour-by-hour basis by how we act, think and lead. We must inspire and nurture divergent thinking, especially when it threatens our own worldview. I believe that these are the core values of what it means to be a university in a western, liberal democracy.

– Dr. Steven Murphy,

Ontario Tech University President and Vice-Chancellor

(Installation Speech; May 8, 2018)

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Introduction/ Background

Ontario Tech University champions equity, diversity and inclusion (EDI) as core values that drive innovation, excellence and integrity. Ontario Tech strives to be an EDI leader among Canadian universities by fundamentally changing the research and academic culture to ensure that individuals from underrepresented groups participate and benefit equitably across the institution. We are conscientiously working to meet and exceed the CRC Secretariat's EDI requirements and diversity targets; additionally, we successfully secured the EDI Capacity Building Grant, we endorsed the Dimension's Charter and have committed to be a Dimensions affiliate institution. Equity, diversity and inclusion strengthen the research enterprise and its quality, social relevance and impact (NSERC 2017; Worthington et al. 2014). An EDI perspective recognizes that historically and currently underrepresented individuals experience systemic barriers and biases that disadvantage them in terms of career opportunities and advancement. Ontario Tech recognizes that in order to move beyond superficial responses to EDI, such as "anecdotes and a list of programs" (Smith and Parker 2005), and progress towards more substantive changes to the academic and research culture, we must make EDI values and principles central to our institutional mission and have them permeate every area of practice: administration, education and research (Visser 2015; Aguirre and Martinez 2002; Smith 2000; Patton 2017).

The Canada Research Chairs (CRC) Program and Ontario Tech University are committed to addressing the underrepresentation of individuals from the four designated groups (FDGs: women, Indigenous peoples, persons with disabilities and members of visible minorities) and other underrepresented groups (LGBTQ2+) within the CRC program. At the outset, Ontario Tech University developed and committed to this Canada Research Chairs EDI Action Plan to increase transparency and accountability around the management of the university's CRC allocations, and to ensure that the CRCP's equity and diversity targets are met. The present CRC EDI Action Plan has become the catalyst for cross-institutional change and a means of focusing our institutional effort so that we can collectively make sustainable progress towards a more equitable, diverse and inclusive academic and research environment for current and future CRCs, and the rest of the campus community. This Action Plan is a dynamic, living document that reflects the changing needs and continuing progress of the institution, with continuous consultations with CRCs and other stakeholders, and ongoing rigorous self-assessment. The Action Plan demonstrates Ontario Tech's enduring commitment to fostering a research environment that is diverse and inclusive and identifies specific objectives that we will work towards in the near and long term in order to dismantle systemic barriers and make sustainable progress towards improving equity, diversity and inclusion.

The creation of the original Action Plan posted online on December 15, 2017 was spearheaded by a Canada Research Chair Equity, Diversity, and Inclusion Working Group consisting of representatives from the Office of the Vice-President Research and Innovation (OVPRI), Human Resources (HR) and the Office of the Provost. This group performed a scan of existing EDI action plans and best practices at other institutions and drafted a summary. In addition, this working group, consulted with the Women in Research Working Group, formed in summer 2017, to provide insight into the development of the Action Plan and to develop a climate survey. Consultation on a draft Action Plan was undertaken with the Research Board, the Senior Academic Team and Senior Leadership Team. Members of the FDGs were included in the consultation through the President's Equity Taskforce (PET), the self-identified CRCs, and

the Women in Research Working Group. The Vice-President Research and Innovation and Provost approved the final CRC Action Plan.

The Action Plan revision over the last two years, similarly included broad consultations with the PET, the current CRCs (including representatives from the three out of four FDGs), Human Resources, the Senior Leadership Team, external EDI consultants, a community organization specializing in disability services and the Canadian Centre for Diversity and Inclusion (CCDI). The revised Action Plan is a snapshot of Ontario Tech's current EDI initiatives and a more focused, measured, and accountable plan for how to make meaningful and sustainable progress towards "institutionalizing the work of equity and inclusion" (Clauson and McKnight 2018).

1.0 Equity, Diversity and Inclusion Commitment Statement

Innovation begins with the person behind the good idea. Canadians are a vibrant and diverse people, each of whom possesses unique talents, skills, experiences, and perspectives that inspire brilliant ideas. True to the Canadian mosaic, Ontario Tech University fosters an inclusive culture where contributions from all members – including Indigenous Peoples, LGBTQ2+ Persons, Persons with Disabilities, Racialized Persons, and Women – are valued and are given the opportunity to flourish. Ontario Tech is committed to cultivating a diverse and inclusive research community. By refusing to leave talent on the sidelines, Ontario Tech inspires the profound discussions, exceptional creativity, and vanguard thinking that lead to more original, impactful and relevant research results.

2.0 Governance of the Action Plan

The implementation and monitoring of the CRC EDI Action Plan fits into the larger EDI governance structure at Ontario Tech (see Appendix 1. Institutional Equity, Diversity & Inclusion Framework). Under the direct supervision of the university's President and Vice-Chancellor, the **Equity Diversity and Inclusion Steering Committee** will ensure the coordination of effort across the university, inclusive of all levels of the institution, to achieve the objectives and build sustainable EDI capacity at Ontario Tech. The strong senior leadership involvement, and broad representation, will ensure the necessary resources are available to create systemic change at the university, allowing us to make progress towards our goal of being a Canadian leader in EDI.

The University established an EDI Steering Committee in order to ensure coordinated action through effectively connecting disparate EDI activities from across the institution under one cohesive and comprehensive EDI framework. The EDI Steering Committee is responsible for providing oversight to ensure outcomes are achieved as set forth in the Pan-University EDI Action Plan, and the CRC EDI Action Plan.

The EDI Steering Committee reports to, and is appointed by the President of Ontario Tech. The Committee is comprised of senior leaders from across the university:

- President, Ontario Tech University (Chair)
- Provost
- Vice-President Research and Innovation
- Associate Vice-President Human Resources

- Associate Vice-President Student Life
- *Director, Equity, Diversity and Inclusive Engagement (TBD)*
- Executive Director, Office of Research Services
- Associate Dean, Equity and Diversity

As well as ad hoc advisors from the following:

- President's Equity Taskforce
- Indigenous Reconciliation Taskforce
- CRC EDI Working Group
- Women in Research Working Group
- Other groups as required

The Senior Leaders' participation in the EDI Steering Committee exemplifies Ontario Tech's commitment to reshaping institutional strategy and policy to align with EDI principles and to embed these principles within all institutional operations, starting from the top. Given its membership, the Steering Committee will have the authority to effectively implement, resource and monitor the CRC EDI Action Plan, in concert with the Pan-University EDI Action Plan, to ensure that the requirements of the secretariat are met and that a solid foundation for a fundamental culture change is laid. All members of the Steering Committee have completed EDI training (e.g. unconscious bias training, CCEDI training webinars, etc.). The Steering Committee meets monthly in the first year to establish itself, and quarterly going forward, to provide strategic direction and decision making on matters pertaining to EDI at the university (see Appendix 2.A. EDI Steering Committee Terms of Reference). The Steering Committee is committed to advancing a "clearly articulated mission that frames diversity as an institutional imperative" (Visser 2015) and to following the three-step process proposed by Smith and Parker in "Organizational Learning: A Tool for Diversity and Institutional Effectiveness" of assessment, evaluation and monitoring (2005).

To provide focused EDI leadership, the University enlisted a boutique recruitment firm, specializing in diversity hires, to facilitate the recruitment of the first **Director of Equity, Diversity and Inclusive Engagement (EDIE)** (see Appendix 3. Director of EDIE Job Posting). The President created the Director of EDIE as a new full-time continuing position in Spring 2019. The position will be filled in November 2019 and is funded for two years by the EDI Institutional Capacity Building Grant, which Ontario Tech was awarded in March 2019, and then fully by the University operating budget in 2021. The Director, working with various senior leaders and champions from across the university, will be the linchpin of EDI activity at Ontario Tech and will guide the development and implementation of a coordinated EDI Portfolio, lead the institutional self-assessment, facilitate training, develop a communications plan, implement a record keeping system for documenting all EDI activities and monitor progress. Reporting directly to the Provost to ensure autonomy, the Director of EDIE will act as a key "organizational change agent for equity, diversity, and inclusion" (Worthington et al., 2014) and "provide both oversight of diversity initiatives across the institution and alignment with school goals" (Patton 2017). As evidence shows that EDI work cannot be done in a silo, the Director of EDIE will collaborate with other key stakeholders such as the Senior Leadership Team, the President's Equity Taskforce, the Taskforce for Indigenous Reconciliation, Human Resources and others to intentionally and meaningfully guide EDI policy, embedding "diversity strategies and goals broadly and deeply...holistically and in context...to ensure long-term sustainability" (Smith and Parker, 2005).

In addition to the EDI Steering Committee, Ontario Tech is in the process of assembling an **Equity, Diversity and Inclusion Self-Assessment Team (SAT)**, in line with the requirements of the Dimensions Awards Program, to effectively scale up the EDI data gathering and self-assessments, from focusing on solely the CRCs to including all university faculty members. The SAT will work to foster a learning and working environment in which the values of EDI are a shared responsibility and fully integrated into all academic, research and administrative functions. The SAT will include:

- *Director for Equity, Diversity and Inclusive Engagement (TBD)* (Chair)
- Executive Director, Office of Research Services (Co-Chair)
- One member from each of the following areas:
 - Student Life
 - Office of the University Secretary and General Counsel
 - Research
 - Human Resources
 - Office of Institutional Research and Analysis
 - External Relations
 - Indigenous Education and Cultural Services
- Faculty members (2)
- Dean/Associate Dean (1)
- Students and/or Post-Doctoral Fellow (2)
- Staff Representatives (2)
- Management Representative (1)

The President will invite all faculty members and staff who are interested in serving on this committee to submit expressions of interest by October 2019. Members will be appointed by the EDI Steering Committee to a three-year renewable term, and the goal will be to have all four FDGs represented on the SAT. Faculty members, students and staff applying to serve on the SAT will be invited to complete a self-identification survey to ensure that we have diversity, while being careful not to overburden members of the FDGs who might be disproportionately required to do EDI work. Where we identify gaps in representation, we will invite representatives from relevant community organizations to attend SAT meetings and inform strategies and practice. The SAT will be tasked with overseeing the design, implementation and analysis of university-wide self-assessment data. They will also inform the continued monitoring of the CRC EDI data, to ensure the diversity targets are being met and best practices for self-identification data collection are being followed (see Appendix 2.B. EDI Self-Assessment Team Terms of Reference).

The Self-Assessment Team will also be comprised of sub-committees. The sub-committees planned are: Data Gathering and Analysis; Training and Outreach; Monitoring and Reporting; Action Plan Development and Implementation. The sub-committees will report to the SAT who will hold them accountable to their specific mandates. The CRC EDI Action Plan working group will be folded into this governance structure, and will thus report to the Steering Committee going forward. The President's Equity Taskforce (PET) will continue to operate in parallel to the SAT until the end of its three-year mandate in 2021. The qualitative data gathered by the PET through their focus groups, town halls and conferences will feed into the SAT quantitative data and will inform the CRC EDI Action Plan as well as the Pan-University EDI Action Plan.

Finally, beyond the formal EDI governing structure, the **Ontario Tech University CRCs** have committed to an ongoing consultation about the CRC EDI Action Plan objectives and activities. The President is meeting with the CRCs quarterly, and the VP Research and Innovation, Executive Director, Office of Research Services, and dedicated Grants Officer are meeting with the CRCs annually and consulting more informally as required in order to continue to obtain the CRCs' input on CRC recruitment and retention practices, to gauge institutional climate, and to promptly hear their EDI concerns or complaints. The dedicated Grants Officer and Executive Director, Office of Research Services, are also available for one-on-one consultation with the CRCs if confidentiality is requested.

By folding the CRC EDI Action Plan implementation and monitoring into the broader pan-university EDI governance structure, we are ensuring accountability for the plan to the highest level of leadership at Ontario Tech. Furthermore, the unified EDI Steering Committee will provide a continuity and focusing of effort, so that consultations and initiatives are not undertaken in silos and work is not duplicated across various units. The Steering Committee, specifically the Director of Equity, Diversity and Inclusive Engagement, will ensure that the most up-to-date evidence and best practices inform all EDI initiatives, including the monitoring and course-correction of the CRC EDI Action Plan. With this solid, ladder governance structure, we are confident that meaningful, measurable and sustainable progress will be made towards reaching our CRC EDI Action Plan objectives.

3.0 Data Gathering and Analysis

Ontario Tech University recognizes the importance of rigorous self-assessment as a starting point for identifying and dismantling systemic barriers that prevent members of underrepresented groups from participating and benefitting fully and equitably. We acknowledge the need to assess and continually monitor the institutional climate to determine whether best practices are being followed and how individuals from varied backgrounds are experiencing the campus community. As mentioned above, we are scaling up our EDI strategy from focusing on CRCs to a pan-University EDI Framework, under the Director of Equity, Diversity and Inclusive Engagement (EDIE), who, in conjunction with the Self-Assessment Team, will undertake a thorough, university-wide self-assessment to identify any existing barriers, biases and exclusions across the institution. The self-assessment process will inform the Pan-University EDI Action Plan, as well as revisions to University policies and procedures, recruitment and retention practices, and programs and communications. The goal will be not only to become aware of the barriers facing individuals from underrepresented groups, and to revise policy and procedure to address these challenges, but also to continually communicate with the campus community throughout this process in order to change attitudes and behaviours, and make progress towards embedding EDI values meaningfully and sustainably in the campus and research culture.

The university-wide data gathering and analysis will build upon the three CRCP-required analyses, already conducted by the CRC Action Plan Working Group in 2018-2019. The main findings from the CRC employment systems review, comparative review, and an environmental scan were:

- **Policy Gaps:** Ontario Tech University has policy gaps in relation to EDI best practices. Specifically, the University does not have an employment equity policy to establish the framework and commitment to EDI.

- **Meeting CRC Equity Targets:** Ontario Tech is currently meeting the CRC equity targets for all four designated groups.
- **Effective, balanced CRC Institutional Support:** A comparative analysis, indicated that the long-standing CRC Institutional Support Operating Procedure (see Appendix 4.C Institutional Support for Canada Research Chairs) has proved effective at providing incoming CRCs with equitable institutional support.
- **Required culture change:** There is a need to improve the EDI culture on campus. Consultations with the CRCs indicated a need to provide training and increase awareness of barriers and challenges facing specific groups in order to improve the level of understanding and the overall culture on campus.
- **Inadequate complaint process:** The complaint process requires reorganization to align it with evidence-based best practices.
- **Too little training and mentorship:** Faculty, staff and students require additional EDI training. Consultations with the CRCs indicated a need for formal and informal mentorship opportunities for faculty, specifically those who are members from the FDGs and new Canadians.
- **Limitations to Data Collection and Analysis:** Conducting the three reviews with a small group of current and former CRCs (n=11) limits the possibility of identifying anomalies and barriers to EDI amongst the CRCs. Further, it creates challenges in interpreting the data, reporting and implementing appropriate action.

3.1 Employment Systems Review

Ontario Tech recognizes the need to examine and address discriminatory employment policies, practices and other systems that limit opportunity, innovation and excellence within the FDGs or inhibit equity, diversity or inclusion as defined by the CRC Program. To this end, the President's Equity Taskforce (PET) was created in November 2017 with a three-year mandate. The PET membership consists of individuals from diverse backgrounds and experiences, from across the university, including senior leaders, staff and faculty members. In 2017, Ontario Tech also created an Assistant Dean, Equity, position that reports to the Provost. This position is held by Dr. Wesley Crichlow, Professor in the Faculty of Social Sciences and Humanities. Dr. Crichlow's scholarly activities have focused on the challenge of implementing policies and practices that strengthen broader notions of equity, diversity, inclusion and social justice within educational institutions and organizations across Canada. The PET has engaged the university community, focusing both on creating awareness, open dialogue and resources to support EDI across the organization, as well as on qualitative data gathering. As part of their data-gathering mandate, the PET initiated an employment systems review in which all university policies and procedures were reviewed through an EDI lens to identify gaps and areas of improvement. The PET developed sub-committees, that were each responsible for reviewing assigned policies and procedures with an EDI lens and determining if deficiencies or gaps existed. The initial results of the policy and procedure review, identified the need for a university-wide Equity, Diversity and Inclusion Policy. The PET is continuing to work on reviewing policies and procedures to make recommendations for improvement.

In an effort to maintain consistency and transparency, the allocation, recruitment, hiring and renewal of Canada Research Chairs at Ontario Tech University is governed by five procedures (see Appendix 4. CRC Procedures):

- Advancement of a Canada Research Chair
- CRC Allocation Procedure
- CRC Recruitment Procedure
- CRC Institutional Support Procedure
- CRC Renewal Procedure

These procedures are posted on the Ontario Tech University Office of Research Services Public Accountability website (<https://research.ontariotechu.ca/discover-research/public-accountability/crc-procedures.php>) and are circulated to all CRC search committees. CRC search committees follow the relevant collective agreement and include additional non-voting members to act as advisors. Specifically, the Executive Director, Office of Research Services, and an equity advisor participate on all CRC hiring committees. All CRC search committee members are required to complete unconscious bias training to mitigate the disproportionate effects of unconscious bias on applicants from underrepresented groups. The job postings are composed in line with the CRCP's "EDI Best Practices for Recruitment, Hiring and Retention Guide" and they proactively encourage diverse applicants to apply. All applicants are invited to complete a self-identification survey. Job advertisements are circulated widely, including on association websites for specific equity seeking groups (see below section 6.0 Management of Canada Research Chair Allocations and Recruitment Practices).

These procedures were critically analyzed in light of the "Best Practices for Recruitment, Hiring and Retention Guide" to ensure that candidates from underrepresented groups are not disadvantaged during any stage of the CRC recruitment or renewal process. In 2017, ORS invited members of the senior academic team, the CRCs, Research Board and the CRC EDI Working Group to an informative presentation about these procedures, followed by a discussion in which they were invited to ask questions and provide feedback. Oral and written feedback was then provided to ORS following the session to inform the revisions of the procedures. The revised procedures were approved by the VP Research and Innovation. The two key findings of this analysis were:

- **Recruitment Approach:** For certain STEM disciplines, different approaches to recruitment should be utilized to engage a broad candidate pool and that EDI principles are imbedded in an impartial way throughout the recruitment process. As a result, we have now begun to utilize a recruitment firm, specializing in equity hires, to help provide impartial support throughout the recruitment process and ensure adherence to best practices.
- **CRC Policy:** An overarching CRC policy is required to anchor the CRC procedures. The policy is currently in development and will be approved in 2020 through the university policy governance framework.

3.2 Comparative Review

In the fall of 2017, the Office of Research Services partnered with Human Resources and the Office of Institutional Research and Analysis to conduct a comparative review of institutional

support and compensation received by Ontario Tech University CRCs. The team performed a statistical analysis using institutional data about course release, salary, salary stipends, CFI funds, start-up funds, office space, research space, moving allocation, vacation time, professional development funds, rank at hiring, and rank at promotion. The compensation specialist in Human Resources, who conducted the analysis did not discern any systematic discrepancies in institutional support, including salary, across CRCs, or any differences in institutional support for chairs who had self-identified as belonging to an underrepresented group. Since 2006 Ontario Tech University has had an Institutional Support for Canada Research Chairs procedures document (Appendix 4.C.) which clearly outlines the standard institutional supports to be provided to all CRCs, regardless of discipline:

- Protected Research Time: 50% reduction in teaching load while holding the CRC
- CFI Funding: all CRCs entering their first term have a predetermined infrastructure envelope for CFI funding, subject to the availability of funds, and determined by the VP Research and Innovation. (The comparative review found that in practice, the CFI funds available to all Tier 2 CRCs was approximately \$50,000 (+5,000 at most); our only Tier 1 CRC's CFI allocation was \$125,000)
- Salary Stipend: CRCs receive \$10,000/year salary stipend as a T2 and \$20,000 as a T1 in their first term. Upon renewal, the stipend increases to \$12,500/year for T2 and \$25,000 as T1.

Professional Development Funding is standard for all faculty in line with the Faculty Association Collective Agreement. The comparative review determined that the Institutional Support for CRCs procedures are followed closely in practice and that the institutional support provided to all CRCs is relatively uniform. However, we recognize the limited value of the data collected from a small number of active CRCs at the time (n=8) from across a diverse range of disciplines. The university is planning a more extensive comparative review of data from the broader faculty member population (n=213). The idea is that all of these analyses will be coordinated through the centralized Pan-University EDI framework and inform the Pan-University EDI strategy.

The comparative review was challenging due to the small sample size of CRCs, and the even smaller sample of representatives from each FDG, across a broad range of disciplines. However, one clear conclusion was that the Institutional Support for CRCs procedure has resulted in a relatively equitable disbursement of institutional resources across all CRCs.

3.3 Environmental Scan

Ontario Tech University's senior leaders recognize the importance of an environmental scan of the institution's current academic and research climate to identify barriers and challenges to the retention and inclusive engagement of members of underrepresented groups. The VP Research and Innovation, along with staff members from the Office of Research Services held a consultation with our current and past CRCs (with representatives of three out of four FDGs) in June 2019 to assess their academic and research environment. In a frank and confidential discussion, CRCs were invited to share their lived experience with the VP Research and Innovation. An administrator from ORS compiled detailed minutes from the focus group and these are being used to inform the CRC EDI Action Plan objectives, actions and measures. The

CRCs discussed strengths, challenges and barriers that can be grouped into three categories: culture, policies and procedures, and training and support. Due to the small size of the group (n=11), we are not able to disclose specific barriers identified since the individuals reporting these experiences would be easily identifiable. As such, we have summarized the discussion in terms of recommendations made by the CRCs to address the challenges and suggested areas of improvement. Moreover, the group meeting with the CRCs provided the opportunity to clarify the purpose of the Self-Identification survey and to encourage active participation in the survey and the broader CRC EDI initiatives. The Executive Director, Office of Research Services, explained that the survey is voluntary and that data is kept confidential. The data is used to report in aggregate, not shared with selection committees or kept in HR files, and is used only to drive process and procedure changes and ensure consistent support. The CRCs were given the opportunity to ask questions about the survey and to provide feedback, which is included in the recommendations below. As a direct result of this discussion, when we re-deployed the survey in the July 2019 (see Appendix 5. CRC Self-Identification Survey), more CRCs responded to the questions ensuring that our data more accurately reflects our CRC community.

Recommendations from the Environmental Scan:

Culture

- **Promotion of Research:** Where possible, promote all research equitably, including that of the FDGs.
- **Graduate Scholarships and Internal Funding:** Improve processes, and criteria, to promote principles of diversity when awarding graduate scholarship and internal funding.
- **Leaves of Absences:** 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.

Policies and Procedures

- **Self-Identification Survey:** Broaden the Self-Identification Survey to include other underrepresented groups; such as the LGBTQ2+ community.
- **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.

Training and Support

- **EDI Training:** Provide additional institution-wide EDI training so that all faculty and staff have a shared understanding of EDI. Scale up EDI training provide to CRC hiring committees to all internal committees (e.g. grants, hiring, and promotion).
- **Mentorship:** Create mentorship programs targeted at new faculty arriving at the University, specifically, new immigrants, early career researchers and members of the FDGs.
- **EDI Experts:** Continue to engage with EDI experts, internally and externally, to inform EDI policy and procedure development.

The challenges and barriers identified by the CRCs shape and inform the revised CRC EDI Action Plan SMART goals. Ontario Tech is committed to a transparent and responsive culture of self-assessment through an EDI lens. The VP Research and Innovation, Executive Director, Office of Research Services, and the dedicated Grants Officer will continue to monitor and assess the academic and research climate, through annual focus groups with the CRCs, to ensure that progress is being made towards meeting the objectives and addressing the identified challenges.

3.4 Limitations of the three reviews and next steps in EDI data collection at Ontario Tech

Although the three CRCP-mandated reviews do highlight barriers and challenges to EDI in the institutional environment specific to our CRCs, we recognize that our efforts in this space are only a first step towards a comprehensive EDI self-assessment. Our small group of current and past CRCs (n=11) represented three out of the four FDGs (as established by the self-identification survey). As such, challenges and barriers specific to individuals' with disabilities, require further consideration. As we identified this gap in the analysis, senior administrators from Ontario Tech have been consulting with a community organization that specializes in assisting organizations with accessibility in order to develop a strategy for how best to identify and address barriers. We are in the process of drafting a formal agreement between Ontario Tech and this organization to establish a long-term advising mechanism and to ensure that appropriate and sustainable actions are taken towards dismantling physical and organizational barriers.

Another limitation is the number of CRCs at the university; due to the small number, we recognize that there are limitations to the data, analysis and conclusions made from this small sample size. To address this constraint, Ontario Tech has committed to a more comprehensive, institution-wide EDI data gathering and analysis project, funded through the EDI Institutional Capacity Building grant, and spearheaded by the Director of Equity Diversity and Inclusive Engagement via the Self-Assessment Team. Currently, there are discussions with a three consulting companies that provide EDI data gathering and assessment services to determine the best way to deploy a comprehensive data capturing tools that embeds confidentiality and privacy into the data capture, analysis and access processes. We expect to complete all of the initial data gathering, analysis by November 30, 2020, utilizing an external consulting firm specializing in this domain. For long-term sustainability, representatives from the Office of the Provost, Human Resources, OVPRI, IT Services, Office of Institutional Research and Analysis, and Student Life have been working with external experts to determine best practices, policies and options for in-house data capture systems to ensure sustainability of data collection and stewardship in the long term.

4.0 CRC EDI Objectives, Actions and Indicators

Ontario Tech University recognizes the need to develop SMART objectives with corresponding actions/measures and indicators to directly address systematic barriers identified through the employment systems review, the comparative review and the environmental scan. To this end, we have significantly expanded on the objectives identified in the December 2018 CRC EDI Action Plan; objectives now specifically address barriers and challenges identified through the data, while also aligning with a more general institutional EDI strategy.

4.1 Objectives

Ontario Tech University will support greater equity, diversity and inclusion in the Canada Research Chairs Program by committing to:

1. ***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.
2. ***Ongoing rigorous self-assessment to keep appraised of our community's composition and needs.*** We commit to pan-university 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.
3. ***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.

4.2 Actions

In order to progress towards these CRC EDI Action Plan objectives, we commit to extensive and timely actions, which will be assigned to specific units, who will be supported by guidance from the Director of Equity, Diversity, and Inclusive Engagement. Progress on each action will be monitored by the EDI Steering Committee, which will inform the annual CRC EDI progress report.

1. ***Embed the values of Equity, Diversity, and Inclusion into our academic and research culture at all levels, starting at the top.***

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.
 - i. **EDI Institutional Capacity Building Grant:** Apply for and secure the EDI Institutional Capacity Building Grant. Use grant funds efficiently to effectively build EDI capacity at Ontario Tech.
 - ii. **Establish dedicated EDI resources:** Establish the first Director of Equity, Diversity and Inclusive Engagement position at the University. This position, reporting to the Provost, will provide leadership and focus to EDI initiatives across the university.
 - iii. **Establish governance structure:** Create EDI Steering Committee and Self-Assessment Team to scale up EDI activities (e.g. CRC EDI Action Plan) and coordinate EDI activities across the university.

- **EDI Statement, Strategic Plans and Accountability:**
 - i. Broaden the scope of the Pan-University EDI statement to include other equity seeking groups (e.g. LGBTQ2+), following most up-to-date best practices and post online to ensure public accountability.
 - ii. Update University Strategic Plans to include EDI objectives and values to ensure EDI best practices are embedded across all areas of practice: teaching, research and administration.
 - iii. Disclose Ontario Tech’s CRC allocation, recruitment, institutional support, and renewal procedures online. Disclose CRC equity targets online for the FDGs and continue to actively monitor and report on equity targets annually.
 - iv. Report on CRC EDI Action Plan objectives, actions and progress annually to the EDI Steering Committee to ensure oversight and accountability, as well as to identify when course correction is necessary.
- **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.
 - i. Awareness:
 - Hold events, town halls, focus groups, conferences and communications campaigns to communicate the University’s EDI values, objectives and actions, and to invite feedback from all stakeholders.
 - Advise researchers regarding their EDI plans in grant applications and in ongoing research projects. Develop resources to support incorporating EDI considerations in research proposals.
 - ii. Training:
 - Implement mandatory training and awareness, to seek to improve the EDI culture across campus based on shared values and understanding.
 - Extend unconscious bias training, required for CRC selection committees, to all senior leaders, faculty and staff.
 - Better promote training opportunities; such as, CCDI webinars, workshops and resources to the campus community.
 - Take active part in the Dimensions Pilot Affiliate Institutions “Community of Practice” and access available resources to improve EDI in research best practices and embed EDI in research culture across the university.

- **Policy and Procedure Development:** Based on the employment systems, review update and develop policies and procedures to align with EDI best practices.
 - i. Equity Policy: Draft, review and implement an evidence-based University wide Employment Equity Policy in line with EDI best practices.
 - ii. CRC Policy: Create overarching EDI-informed CRC policy, which will act as a parent document to the existing CRC procedures.
 - iii. CRC Procedures: Refine CRC procedures governing allocation, recruitment, institutional support, advancement and renewal of chairs to ensure alignment with best practices and institutional policy framework.
 - iv. Complaint Process: Review and revise EDI complaint process to align with EDI best practices and to ensure transparency and support for individuals.
2. *Ongoing rigorous self-assessment to keep apprised of our community's composition and needs.*

Actions:

- **Self-Identification Data:**
 - i. Collect self-identification data from all CRCs, for all applicants to CRC positions and from new CRCs.
 - ii. Modify the self-identification form to include other underrepresented groups (e.g. LGBTQ2+), in line with most up-to-date best practices.
- **Data Collection and Analysis:**
 - i. Qualitative Data Collection:
 - President's Equity Taskforce to continue to collect qualitative data about the lived experiences of campus community members through focus groups and townhalls. PET to gauge individuals' attitudes towards and knowledge of EDI principles in order to inform EDI objectives and actions going forward.
 - Employment Systems Review: Hire an EDI specialist to conduct a broader university wide employment systems review to scrutinize all employment policies, procedures and practices (including recruitment, hiring, retention) to identify any adverse effects to faculty and staff members from the FDGs.
 - Hire third party consultant to conduct interviews with the senior leaders and focus groups with members of the FDGs to gather additional qualitative data to inform the analysis.
 - ii. Quantitative Data Collection:
 - Hire a third party consultant, specializing in EDI data collection, to gather campus-wide self-identification data, conduct a university

wide comparative review, and a scan of the current institutional environment.

- Implement a standard data gathering strategy to track progress made towards EDI objectives, and course correct when necessary.
- iii. Data Analysis: Analyze the data through an EDI lens, giving consideration to intersectionality, in order to inform the pan-university EDI strategy and how to best embed EDI values in all areas of practice.

- **Partnership development:**

- i. Formalize agreement 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.
- ii. Form strategic partnerships with other community agencies to help inform policy and practices in areas with currently low FDG representation, for example, Indigenous persons, racialized persons and persons with disabilities.

3. Attract and retain diverse talent to the CRC program, and to the university at large.

Actions:

- **Equity Targets:**

- i. Meet and maintain the CRCP's equity targets for the CRCs.

- **Recruitment and Retention:**

- i. Improve visibility of CRC job postings among FDGs by targeting international networks, associations for equity-seeking groups, professional societies, and associations.
- ii. Assess whether the FDGs are applying to CRC job postings and how their success may require adapting the process to address real or perceived biases.
- iii. Track renewal rates of FDGs to identify any barriers to retention and advancement.
- iv. CRC hiring committees to undertake mandatory unconscious bias and active bystander training.
- v. Implement a hiring process that strives to address gaps in the representation of FDGs (e.g., focuses on achievement, blind hiring).
- vi. Human Resources to create Canada Research Chair Hiring Guide to inform hiring committees of how best to proactively consider EDI throughout hiring process.
- vii. Assign a qualified anti-bias member to all CRC hiring committees to guide equitable recruitment and hiring processes.

- viii. 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 FDGs, 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 annual report.

4.3 Actions, Indicators and Timelines

<i>1. Embed the values of Equity, Diversity, and Inclusion into our academic and research culture at all levels, starting at the top.</i>			
Action	Lead/Support Personnel/Authority	Target Date	Indicator
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.	Lead: Director of Equity, Diversity and Inclusive Engagement (EDIE) Support: SAT, Office of Research Services, Office of Student Life Authority: EDI Steering Committee	March 31, 2021	- Completed EDI Pan-University EDI Action Plan.
i. EDI Institutional Capacity Building Grant: Apply for and secure the EDI Institutional Capacity Building Grant. Use grant funds efficiently to effectively build EDI capacity at Ontario Tech.	Lead: ED Office of Research Services Support: Grants Officers, Office of the Provost, Office of the President Authority: VP Research and Innovation	March 2019 March 31, 2021	- Submit and secured EDI Capacity Building Grant, (Completed March 2019) - Objectives of grant are met by the end of the grant term March 31, 2021
ii. Establish dedicated EDI resources: Establish the first Director of Equity, Diversity and Inclusive Engagement position at the University. This position, reporting to the Provost, will provide leadership and focus to EDI initiatives across the university.	Lead: Provost Support: ED Office of Research Services, AVP Human Resources, President Authority: Provost	June 2019 October 2019	- Hire recruitment firm and create job advertisement (completed June 2019) - Director of EDIE is hired and begins to effectively coordinate and centralize EDI strategy and initiatives through his/her office.
iii. Establish governance structure: Create EDI Steering Committee and Self-Assessment Team to scale up EDI activities (e.g. CRC EDI Action	Lead: ED Office of Research Services Support: EDI Steering Committee, SAT, Provost, VP	June 2019 - ongoing	- EDI Steering Committee meets monthly in first year to establish structure, then quarterly in year

Plan) and coordinate EDI activities across the university.	Research and Innovation, AVP Human Resources Authority: President	October 2019 - ongoing	two to set EDI goals and strategy and monitor progress. - SAT membership established and monthly meetings begin.
EDI Statement, Strategic Plans and Accountability: i. Broaden the scope of the Pan-University EDI statement to include other equity seeking groups (e.g. LGBTQ2+), following most up-to-date best practices and post online to ensure public accountability.	Lead: ED Office of Research Services Support: President, Provost, VPR, Human Resources Authority: President	March 2019 September 2019	- President's Equity Message posted March 2019 - EDI Statement revised to include other equity seeking groups and included in action plan (completed September 2019).
ii. Update University Strategic Plans to include EDI objectives and values to ensure EDI best-practices are embedded across all areas of practice: teaching, research and administration.	Lead: Provost and VP Research and Innovation Support: EDI Steering Committee, SAT, ED Office of Research Services Authority: President, Board of Governors (final approval of strategic plans)	March 31, 2020	- University Strategic Plans (Research/Academic) are aligned with EDI best-practices and embed EDI values across all functions of the university.
iii. Disclose Ontario Tech's CRC allocation, recruitment, institutional support, and renewal procedures online. Disclose CRC equity targets online for the FDGs and continue to actively monitor and report on equity targets annually.	Lead: Executive Director, Research Services Support: Grants Officers, administrative assistants Authority: VP Research and Innovation	December 2017 - ongoing	- CRC Recruitment, institutional support and renewal procedures are posted online (Completed December 2017) - Equity targets are posted on website (Completed December 2017, updated annually)
iv. Report on CRC EDI Action Plan objectives, actions and progress annually to the EDI Steering Committee and CRC to ensure oversight and accountability, as well as to identify when course correction is necessary.	Lead: Executive Director, Research Services and Director, Equity, Diversity and Inclusive Engagement Support: CRCs, EDI Steering Committee, SAT	Annually each year Annually each year	- Complete annual reporting for CRC. The Office of Research Services consults with CRCs to produce an annual report.

	Authority: VP Research and Innovation and President		- EDI Steering Committee completes report for the university community annually.
EDI Awareness and Training i. Awareness o Hold events, town halls, focus groups, conferences and communications campaigns to communicate the University's EDI values, objectives and actions, and to invite feedback from all stakeholders.	Lead: President's Equity Taskforce Support: EDI Steering Committee, Office of Student Life, HR, Office of Research Services Authority: Provost	FY 2018/2019	- 15 PET awareness events held in FY 2018/2019.
		FY 2018/2019	- Faculty, staff and students are participating in awareness events. (completed FY 2018/2019; 500 participants)
		FY 2019/2020	- 4 PET town halls held in FY 2019/2020
o Advise researchers regarding their EDI plans in grant applications and in ongoing research projects. Develop resources to support incorporating EDI considerations in research proposals.	Lead: Manager, Grants and Funding Support Support: Grants Officers Authority: ED Office of Research Services	March 31, 2020	- Best practices resources developed. Increasingly, faculty consult with Grants Officers regarding EDI considerations in their research proposals.
		January 31, 2020	- Four Grants Officers are trained in EDI and feel confident advising researchers.
ii. Training o Implement mandatory training and awareness, to seek to improve the EDI culture across campus based on shared values and understanding.	Lead: Director, Equity, Diversity and Inclusive Engagement Support: Human Resources, EDI Steering Committee, SAT, Office of Student Life Authority: Provost and President	FY 2020/2021	- Implement mandatory EDI training.
		FY 2020/2021	- Implement tracking for mandatory training.
		FY 2019/2020	- EDI resources to be posted on website (completed and content updated on an ongoing basis)

<ul style="list-style-type: none"> o Extend unconscious bias training to all senior leaders, faculty and staff. 	Lead: President's Equity Taskforce Support: EDI Steering Committee, HR Authority: Provost	Spring 2020 Spring 2020	<ul style="list-style-type: none"> - Senior Leadership Team completed training. - Provide online resources to training modules. Increase the number staff, students and faculty trained.
<ul style="list-style-type: none"> o Better promote CCDI webinars, workshops and resources to the campus community. 	Lead: President's Equity Taskforce Support: HR, Office of Research Services Authority: Provost	FY 2019/2020	<ul style="list-style-type: none"> - Update web content resources to link to CCDI - Communicate to community through target emails and weekly report
<ul style="list-style-type: none"> o Take active part in the Dimensions Pilot Affiliate Institutions "Community of Practice" and access available resources to improve EDI in research best practices and embed EDI in research culture across the university. 	Lead: Director of EDIE; Executive Director, Research Services Support: ORS, Human Resources, EDI Steering Committee, SAT Authority: Provost, VPR and President	May, 2019 July, 2019 August, 2019	<ul style="list-style-type: none"> - President endorsed Dimensions Charter (Completed May 2019) - Submitted LOI for Dimensions Pilot (Completed July 2019 - unsuccessful) - Signed Dimensions Affiliate Institution Agreement (Completed August 2019)
Policy and Procedure Development i. Equity Policy: Draft, review and implement an evidence-based Employment Equity Policy in line with EDI best-practices.	Lead: Director of EDIE Support: EDI Steering Committee, EDI Self-Assessment Team, HR Authority: President	March 2020 March 2021	<ul style="list-style-type: none"> - Draft policy for consultation - Completed policy approved through policy framework.
ii. CRC Policy: Create overarching EDI-informed CRC policy, which will act as a parent document to the existing CRC procedures.	Lead: ED Office of Research Services Support: Director EDIE, EDI Steering Committee, HR, Research Board, Academic Council, CRCs	December, 2019 March, 2020	<ul style="list-style-type: none"> - Draft policy for consultation - Completed policy approved through policy framework.

	Authority: VP Research and Innovation		
iii. CRC Procedures: Refine CRC procedures governing allocation, recruitment, institutional support, advancement and renewal of chairs to ensure alignment with best practices and institutional policy framework.	Lead: ED Office of Research Services Support: Director EDIE, EDI Steering Committee, HR, Research Board, Academic Council, CRCs Authority: VP Research and Innovation	December 2019 March, 2020	- Draft procedures for consultation - Completed policy approved through policy framework.
iv. Complaint Process: Review and revise EDI complaint process to align with EDI best practices and to ensure transparency and support for individuals.	Lead: Director of EDIE Support: EDI Steering Committee, HR, SAT Authority: Provost and President	Fall 2021	- Updated complaint process.
2. Ongoing rigorous self-assessment to keep apprised of our community's composition and needs			
Action	Lead and support personnel	Date	Indicator
Self-Identification Data: iii. Collect self-identification data from all CRCs, for all applicants to CRC positions and from new CRCs.	Lead: Executive Director, Research Services Support: Grants Officers, HR Authority: Vice-President Research and AVP Human Resources	FY 2018/2019 – ongoing	- Self-Identification questionnaire included in all CRC postings (completed 2018)
iv. Modify the self-identification form to include other underrepresented groups (e.g. LGBTQ2+), in line with most up-to-date best practices.	Lead: Director, EDIE Support: Grants Officers, HR, ORS, EDI Consultants Authority: Provost	March 2020	- Updated self-identification form.
Data Collection and Analysis: iv. Qualitative Data Collection: o President's Equity Taskforce to continue to collect qualitative data about the lived experiences of campus community members through focus groups and town	Lead: President's Equity Taskforce Support: Director EDIE, EDI Steering Committee, EDI Self-Assessment Team, HR, Office	September 2019	- PET to develop town hall and focus group schedule, questions and communication plan (completed September 2019) - PET completed 4 town halls and 8 targeted focus groups.

halls. PET to gauge individuals' attitudes towards and knowledge of EDI principles in order to inform EDI objectives and actions going forward.	of Institutional Research and Analysis (OIRA) Authority: Provost	FY 2019/2020 June, 2020	- Analyze qualitative data and develop a report.
o Employment Systems Review: Hire an EDI specialist to conduct a broader university wide employment systems review to scrutinize all employment policies, procedures and practices (including recruitment, hiring, retention) to identify any adverse effects to faculty and staff members from the FDGs.	Lead: Director of EDIE Support: EDI Steering Committee, HR, SAT, OIRA Authority: Provost and President	November 30, 2020 FY 2020/2021 June 2021	- Hire EDI specialist to conduct review - Pan-U review employment systems review conducted. - Pan-U analysis and report completed.
o Hire third party consultant to conduct interviews with the senior leaders and focus groups with members of the FDGs to gather additional qualitative data to inform the analysis.	Lead: Director of EDIE Support: EDI Steering Committee, HR, SAT, OIRA Authority: Provost and President	November 30, 2020 FY 2020/2021 June 2021	- Hire EDI specialist to conduct review - Interviews and focus groups conducted. - Analysis of data and report completed.
v. Quantitative Data Collection: o Hire a third party consultant, specializing in EDI data collection, to gather campus-wide self-identification data, conduct a university wide comparative review, and a scan of the current institutional environment.	Lead: Director of EDIE Support: EDI Steering Committee, HR, SAT, OIRA Authority: Provost and President	August, 2019 January 2020 April - September 2020 September – November 2020	- Request for quotes from 3 rd party vendors (completed August 2019) - Hire third party to conduct review. - Data Collection - Analysis of data and report completed.

<ul style="list-style-type: none"> o Implement a standard data gathering strategy to track progress made towards EDI objectives, and course correct when necessary. 		November 30, 2021	- Plan developed and a system implemented for ongoing data collection.
vi. Data Analysis: Analyze the data through an EDI lens, giving consideration to intersectionality, in order to inform the pan-university EDI strategy and how to best embed EDI values in all areas of practice.		September - November 30, 2020	- Analysis of data and report.
Partnership development: iii. Formalize agreement 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.	Lead: President, Provost, Director of EDIE Support: EDI Steering Committee, PET, HR	Spring 2020	- Executed agreement governing partnership
iv. Form strategic partnerships with other community agencies to help inform policy and practices in areas with currently low FDG representation, for example, Indigenous persons and persons with disabilities.	Lead: President, Provost, Director of EDIE Support: EDI Steering Committee, PET, President's Indigenous Reconciliation Task Force (PIRTF), Women in Research Working Group (WRWG)	December 2020	- Development of three new partnerships.
3. Attract and retain diverse talent to the CRC program, and to the university at large.			
Action	Lead and support personnel	Date	Indicator
Equity Targets: i. Meet and maintain the CRCP's equity targets for the CRC program.	Lead: Director, Office of Research Services Support: ORS, faculty deans, CRC search committees, HR	December 2019, ongoing	- CRC Equity targets are being met as evidenced by the self-identification survey

	Authority: VP Research and Innovation		(completed 2017 – ongoing monitoring) - Equity targets are maintained through proactive recruitment of underrepresented groups going forward (completed – ongoing monitoring)
Recruitment and Retention: iii. Improve visibility of CRC job postings among FDGs by targeting international networks, associations for equity-seeking groups, professional societies, and associations.	Lead: ED Office of Research Services Support: ORS, faculty Deans, CRC search committees, HR, WRWG, PIRTF Authority: VP Research and Innovation and Provost	January 2018	- Develop best practice hiring guide (completed 2018) - Hire recruitment firms (completed – ongoing based on search)
ii. Assess whether the FDGs are applying to CRC job postings and how their success may require adapting the process to address real or perceived biases.	Lead: ED Office of Research Services Support: Grants Officers, HR, consulting firm, Director of EDIE Authority: VP Research	January 2019 – ongoing	- Review conducted during and after each search of applicant self-identification data.
ix. Track renewal rates of FDGs to identify any barriers to retention and advancement.	Lead: ED Office of Research Services Support: Grants Officers, HR Authority: VP Research	January 2019 - ongoing	- Ongoing monitoring at time of renewal. Included in renewal procedure.
x. CRC hiring committees to undertake mandatory unconscious bias and active bystander training.	Lead: Director, Office of Research Services Support: Grants Officers, HR, faculty Deans, Director of EDIE Authority: VP Research	January 2018	- All committee members undergo training and completion is documented.
xi. Implement a hiring process that strives to address gaps in the representation of FDGs (e.g., focuses on achievement, blind hiring).	Lead: Director, Office of Research Services, Director of EDIE Support: Grants Officers, HR Authority: VP Research and Provost	January 2018 – ongoing	- Best practice guide created by Human Resources - Continual updates to best practice guide and CRC procedures to reflect best practices.

xii. HR to create Canada Research Chair Hiring Guide to inform hiring committees of how best to proactively consider EDI throughout hiring process.	Lead: Director, Office of Research Services, HR Support: Grants Officers Authority: VP Research and Provost	January 2018	- Best practice guide to hiring completed (January 2018)
xiii. Assign a qualified anti-bias member to all CRC hiring committees to guide equitable recruitment and hiring processes.	Lead: V.P. Research Support: Director, Office of Research Services, Grants Officers Authority: VP Research and Provost	January 2018	- All hiring committees have an equity advisor (completed CRC SOP).
xiv. Employ a recruitment firm that specializes 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.	Lead: ED Office of Research Services Support: Dean, HR, Grants Officers Authority: VP Research	January 2019	- Hired critical knowledge to assist with hiring CRC T1.
Mentorship and support: Develop a robust CRC mentorship program to mentor new or future nominees, specifically from FDGs 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 annual report.	Lead: Director, Office of Research Services, Director of EDIE Support: CRCs, Grants Officers Authority: Provost	January 2020 FY 2019/2020	- Creation of Women in STEM mentorship program by advancement (January 2019). - Creation of new mentorship program for CRCs.

5.0 Equity Targets

Ontario Tech has equity targets for representation of the FDGs within our CRC allocation in order to support the CRC program objectives and promote a diverse and inclusive research environment. We confirm that as of July 2019, Ontario Tech is meeting the equity targets for all FDGs as set by the [CRC Program's target setting method](#): Women 28%; Indigenous peoples 1%; Persons with disabilities 4%; visible minorities 15%.

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

6.0 Management of Canada Research Chair Allocations and Recruitment Practices

The CRC Utilization Chart (see Appendix 6. Ontario Tech University CRC Chair Allocations) outlines the institutional allocation of CRCs, discloses the current Chairholders and demonstrates the utilization of the institutional allocation.

As mentioned above, Ontario Tech University's process for recruiting and hiring CRCs is governed by five procedures (see Appendix 4. CRC Procedures). The University has had CRC procedures in place since 2006 and conducted a major revision in 2017 to effectively manage the CRC allocation, recruitment, hiring and renewal processes. The VP Research and Innovation is the authority for the procedures and the Office of Research Services are responsible for working with Human Resources, faculty deans, budget officers and hiring committees to ensure that these processes are followed.

Ontario Tech Canada Research Chair Allocation Procedure (Appendix 4.A.) describes the process for allocation of CRCs at the University. In general, the university has two allocation methods – base and competitive - managed by the VP Research and Innovation. The allocation process has the following key components:

1. **Base Chair Allocation:** To ensure research capacity development across the university, the VP Research and Innovation will allocate one CRC to each Faculty in an area of alignment with the University's equity, diversity and inclusion targets and the strategic priorities. The decision to allocate is made by the VP Research and Innovation, in consultation with the Provost, Executive Director, Office of Research Services, and relevant Dean.
2. **Competitive Chair Allocation:** Canada Research Chair vacancies, above the Base Chair Allocation, will be allocated by an internal competitive review process. All faculty deans are invited to submit proposals for consideration in accordance with the procedures. The internal application process requires deans to outline their commitment and process for ensuring equity, diversity and inclusiveness are central to the recruitment and hiring process. The Canada Research Chairs Internal Allocation Committee, comprised of the VP Research and Innovation, Provost, ad hoc reviewers and the Executive Director, Office of Research Services, review the applications based on the criteria outlined in the

procedure and allocate any vacant CRCs ensuring that equity, diversity and inclusion targets will be achieved and there is full commitment to EDI best practices from the Faculty.

Once CRCs are allocated, the Executive Director, Office of Research Services, and a Grants Officer work closely with Human Resources and the respective Dean to recruit CRC candidates. The recruitment process is outlined in the Canada Research Chairs Recruitment Procedure (Appendix 4.B). Human Resources, in partnership with the Office of Research Services, developed a Canada Research Chair Hiring Guide (see Appendix 7) to provide further guidance throughout the hiring process. For specialized disciplines and CRC Tier 1 searches, the VP Research and Innovation, in partnership with the Dean, will hire a recruitment firm to assist with the recruitment process. This is to ensure a quality candidate is recruited and specialized attention is given to ensuring the process follows EDI best practices. Currently, a CRC Tier 1 search is utilizing the firm Critical Knowledge to assist in the recruitment efforts. To ensure accountability, the deans are required to submit a dossier outlining the recruitment process to the VP Research and Innovation and the Provost, before final approval of the candidate. The dossier must outline details about the recruitment process, including but not limited to, the number of applicants, the diversity of the applicant pool, methods of recruitment and venues for promoting the positions, number of candidates interviewed and the diversity of the interview pool, along with other considerations that were utilized in the recruitment process to ensure the process was embedded with EDI best practices. As evidence that these processes are working, the applicant pool for our most recently completed CRC recruitment (for a Tier 2 CRC in Applied Artificial Intelligence) provided a diverse pool of applicants representing the FDGs.

The CRC Institutional Support Procedure (Appendix 4.C) determines the level of support provided to all CRCs and ensures the faculty from the FDGs are receiving the same resources. The comparative review has found that this policy is effective at providing all CRCs with equal support.

In the last few years, Ontario Tech University has made a considerable effort to provide EDI training for CRC decision-makers, including senior leaders, deans, HR, members of the Office of Research Services, and all hiring committees to ensure that applicants from the FDGs are not at a disadvantage when applying to CRC postings. In advance of three new CRC recruitment processes in 2017, the CRC EDI Working Group partnered with Jane Griffith of Odgers Berndtsen and Dr. Vidoll Regisford of Knowledge Solutions and Associates (April 26, 2017) to deliver an in-person training session entitled 'Human Rights, Implicit Bias and the Hiring Process' for the Deans, active CRCs and CRC search committee members. In March 2017, the Provost's Office hosted a session on the topic of equity and diversity in the academic environment for all employees by Dr. Angela Hildyard, a senior academic administrator and former Vice President HR & Equity at the University of Toronto. The Office of Graduate Studies hosted an NSERC Framework on Diversity and Gender Equity presentation that was well attended by faculty, students and staff. Representatives from the ORS, HR and the Associate Dean, Equity and Diversity participated in the Gender Summit conference in November 2017. Human Resources developed a partnership with Canadian Centre for Diversity and Inclusion (CCDI) in Toronto and Ontario Tech has since hosted a CCDI workshop on campus for community members, industry partners and Ontario Tech staff (May 2018) and will hold another one in November 2019. We commit to better promoting the EDI resources to which we have access through our membership with the CCDI:

- CCDI Knowledge Repository. As part of the “Members Only” portal on their website, CCDI launched an e-library with over 1,000 documents containing Canadian-specific and international diversity and inclusion research, reports, toolkits and news, which are indexed and searchable by multiple parameters (e.g. by keyword, by topic, etc.).
- CCDI Monthly Webinars. CCDI offers educational webinars four to eight times per month in both official languages which are free for all of our employees.
- CCDI In-Person Events. CCDI hosts best-practice forums and Community of Practice events in 18 cities across Canada twice per year.

As of November 2018, Deans and search CRC search committees must complete the following unconscious bias training modules:

- Canada Research Chairs Unconscious bias training module [Unconscious Bias Training](#)
- Canadian Institute of Health Research Learning Module [Unconscious Bias in Peer Review](#)
- Harvard test on Implicit Bias: Gender – Science test, and/or the Gender – Career test
- Canada Research Chairs Program [Limiting Unconscious Bias](#)

HR and ORS are collaborating in supporting these committees to understand the importance of the training and to ensure that the committees have a shared understanding of EDI principles prior to beginning the recruitment process. The committees have been open and receptive to the training and have complied with this requirement.

HR is also encouraging CRC search committees to develop proactive outreach recruitment strategies to encourage applicants from underrepresented groups to apply. All Ontario Tech job postings currently contain the equity statement: “Ontario Tech is an equal opportunity employer and welcomes applications from all qualified candidates, while especially encouraging women, members of visible minorities, Aboriginal peoples and persons with disabilities to apply.” Work is underway to expand the list of equity-seeking groups within the statement to be in line with EDI best practices. HR provides search committees with a toolkit to facilitate advertising job postings to equity-seeking groups. HR and the Office of Research Services review all advertisements to ensure they conform to CRC requirements and best practice guidelines. Search Committees are encouraged to post CRC jobs on websites of associations working with underrepresented groups, such as: The Society for Canadian Women in Science and Technology, Women in Higher Education, Insight into Diversity, WORKink, and the Aboriginal Inclusion Network.

Ontario Tech is one of Canada’s youngest universities, with a steadily growing number of alumni and close proximity to several long-established, world-renowned academic institutions within the same catchment area of the Greater Toronto Area. As a STEM-focused institution with the greatest growth occurring in automotive, mechanical, manufacturing and mechatronic engineering, as well as cybersecurity and gaming, Ontario Tech has faced challenges in attracting diverse faculty members in these areas. Through enhanced recruitment procedures, Ontario Tech is currently meeting CRC equity targets and we are committing to maintaining these targets.

7.0 Communications and Change Management Strategy

We are aware that embedding EDI principles into our campus culture will not be easy, and that the CRC EDI Action Plan, and the Pan-University EDI Action Plan, will require a robust change management and communications strategy. With this in mind, Ontario Tech requested and was awarded funding from the EDI Capacity Building Grant to fund an EDI Communications strategy (\$10,000), which will be developed under the direction of the Director of Equity, Diversity and Inclusive Engagement in 2020. As one of Canada's newest universities, Ontario Tech recognizes the particular challenges and opportunities that come with starting new programs; the experience of founding and growing a new university has granted our faculty and staff the flexibility, adaptability and patience required to successfully undertake this type of culture change. Our enthusiastic group of EDI champions, including the senior leaders, are investing the time, effort and resources necessary to garner comprehensive buy-in from community stakeholders in order to progress towards dismantling systemic barriers for members of underrepresented groups, and to ensure fair and equitable opportunities for all. We are eagerly working with stakeholders from across the university, community partners, and the Canadian research community at-large to fundamentally transform our research and academic culture to embed EDI principles into every aspect of practice, thereby increasing the overall excellence of the Canadian research enterprise.

In support of the CRC EDI Action Plan, Ontario Tech has strategically promoted EDI awareness across the University. Since 2017, the President's Equity Taskforce (PET) and the President's Indigenous Reconciliation Taskforce have been creating cultural awareness at Ontario Tech around EDI and Indigenous values. These taskforces have also made recommendations to the President that will progress us towards the elimination of barriers and ensure Ontario Tech is a vibrant, diverse and inclusive campus. In the last year, the PET has met with stakeholders from across the university and worked diligently to educate and create campus wide awareness. Specifically, they organized the following sessions in 2018/2019:

- **Roundtable discussions:** The PET chose focused topics based on stakeholder engagement and recommendations. Roundtable discussions included: Accessibility and Accommodation roundtable, a Trans equity roundtable, a black history month roundtable, a women in STEM roundtable. The roundtable discussions, brought experts together with members of the campus community to have rich and open dialogue and create a shared understanding.
- **Open Townhall:** An EDI townhall was organized and open to all Ontario Tech staff, students and faculty. The townhall provided an overview of the PET, EDI initiatives and the importance of them and gave a forum for individuals to ask questions and share lived experiences. Additional townhalls are planned for 2019/2020.
- **EDI conference:** The EDI conference titled "The Intersections of Equity, Diversity and Inclusion" organized by the PET on April 30, 2019, brought together traditional knowledge keepers, Dr. Denise Green, Vice-President, Equity and Community Inclusion, Dr. Beth Jackson, Senior Science Advisor PHAC and other experts from the Tri-Agency and the community.
- **Web Content and Resources:** The PET has created an interactive web presence (<https://ontariotechu.ca/about/office-of-the-president/presidents-equity-taskforce/index.php>) to provide resources and information to the Ontario Tech

Community. The Office of Research Services also has EDI resources available specific to the CRC program.

Collectively, the events have brought together over 500 participants in total and brought together faculty, students, staff, EDI experts and community members to discuss the barriers faced by these underrepresented groups and how Ontario Tech can make real and sustainable changes. The PET reports on the qualitative data they gather through these events, focus groups and other initiatives to the President and Provost to ensure accountability and posts a public report on its website to keep the campus community apprised of its activities and findings. The lived experience of our campus community directly informs the EDI measures taken by the senior leaders so that identified challenges are promptly addressed and sustainable progress can be made towards dismantling barriers, identifying and confronting biases and making systemic changes.

Human Resources has also been working to raise awareness of EDI principles and to provide resources to hiring committees to support EDI best practices. The unconscious bias training, CCDI webinars, in-person EDI training, CRC Hiring Guide and Hiring Toolkit provide training and resources to the Ontario Tech community to support the transition to a fully inclusive workplace.

As these parallel and complementary committees and programs do the important grassroots work of improving EDI awareness on campus, and the groundwork to inform policy and practice, senior leadership is committed to advancing a comprehensive EDI strategy and to following the evidence-based, three-step process of assessment, evaluation and monitoring. We will continue to champion and celebrate diversity, while monitoring campus climate and community buy-in, to make meaningful, measureable and sustainable progress towards integrating EDI principles throughout all university operations and meeting our CRC EDI Action Plan objectives.

8.0 Retention and Inclusivity

As Ontario Tech is a small university, with currently only nine active chairs, it affords us the opportunity to build personal relationships with each CRC and engage them in targeted conversations. The CRCs have several mechanisms to give advice, obtain guidance and express concerns:

1. **Quarterly Meetings with the President:** CRCs have a standing meeting with the President to provide advice, guidance to the President on matters related to building research capacity. This is also a forum to raise concerns, identify barriers and provide recommendations for improving research capacity at the university.
2. **Office of Research Services:** The Office of Research Services has an open round table discussion with Chair holders annually to provide updates, solicit advice and identify concerns and barriers to research. CRCs are encouraged to share concerns at any time with the Office of Research Services.
3. **Mentorship:** CRCs are encouraged to provide mentorship to other CRCs and to junior faculty at the University.

In addition to the above, Ontario Tech University's commitment to EDI in its CRC program, as well as in the broader research enterprise, is governed by the following policies:

- [Policy Against Violence, Harassment And Discrimination In The Workplace](#) (classification number LCG 1137)
- [Harassment and Discrimination Policy](#) (classification number LCG 1105)
- [Policy On Sexual Violence For Students And Procedures For Responding To Incidents Of Sexual Violence](#) (classification number LCG 1138)
- [Student Conduct Policy](#) (classification number LCG 1111)

Concerns or complaints about equity, diversity and inclusion can be directed to Jamie Bruno, Assistant Vice-President, Human Resources. jamie.bruno@uoit.ca. The current complaint process is in line with all University Policies and the Faculty Association Collective Agreement. The CRC Working Group will work with the new Director of Equity Diversity and Inclusion to revise the complaint process in line with the most up-to-date EDI best practices.

Conclusion

Ontario Tech University has made great progress in increasing awareness of EDI values on campus in the last few years. Under the leadership of President Steven Murphy, who from the outset of his term identified EDI as a central focus of university strategy, through the work of the President's Equity Taskforce, and through the diligent efforts of various working groups and committees, the values of EDI have moved to the forefront of the campus conversation.

But EDI at Ontario Tech is more than just awareness building. Since the CRCP's requirement to develop a CRC EDI Action Plan went into effect in 2017, senior leaders and stakeholders from across the university have come together to quickly mobilize resources in order to initiate a meaningful and sustainable culture change. The three reviews conducted with our CRCs and the CRC EDI Action Plan represent a foundation on which the campus-wide self-assessment and Pan-University EDI Action Plan will be built. The funding received through the EDI Capacity Building Grant, coupled with the hiring of the first ever Director of Equity, Diversity and Inclusive Engagement, are further catalyzing the culture shift and ensuring that EDI is central to university strategy moving forward. That is, EDI concerns at Ontario Tech are moving from the grassroots groups where they began to be voiced, to a more formalized, central Pan-University governance structure, centered around the Director of EDIE. This integrated EDI framework will ensure accountability and progress is made both towards the EDI objectives delineated in this plan, and towards the broader embedding of EDI principles within policy, procedure and practice across the university.

The next step towards scaling up the CRC EDI Action Plan, to a comprehensive Pan-University EDI Action Plan that is reflective of and responsive to the needs of our unique campus community is a rigorous, university-wide self-assessment. Through the leadership of the Director of EDIE and the SAT, and with the help of third party EDI experts, we will undertake a campus-wide diversity and climate survey, employment systems review, and comparative review. The report resulting from this data collection will inform the objectives and actions of our Pan-University EDI Action Plan, as well as add context to our CRC EDI Action Plan, which we will update and revise as necessary given the more robust data and analysis that we will obtain from the campus-wide self-assessments. The CRC EDI Action Plan will continue to

evolve and adapt to reflect the most up-to-date needs of our CRC community and the most current best practices.

Ontario Tech University's commitment to integrating EDI principles throughout all institutional areas of practice is steadfast. We are making steady progress through EDI capacity building in key units across the university, and through the central position of the Director of Equity, Diversity and Inclusive Engagement. While we recognize that this type of fundamental culture change will not be easy, we have the flexibility, patience and will required to make the meaningful and sustainable changes needed to embed EDI values in academia and research. We welcome the CRCP's and expert reviewers' feedback on our plan. We will eagerly work with the CRCP staff, intra- and inter-institutional colleagues, and the Canadian research community at-large to fundamentally transform our research and academic culture to embed EDI principles into every aspect of practice, thereby increasing the overall excellence of the Canadian research enterprise.

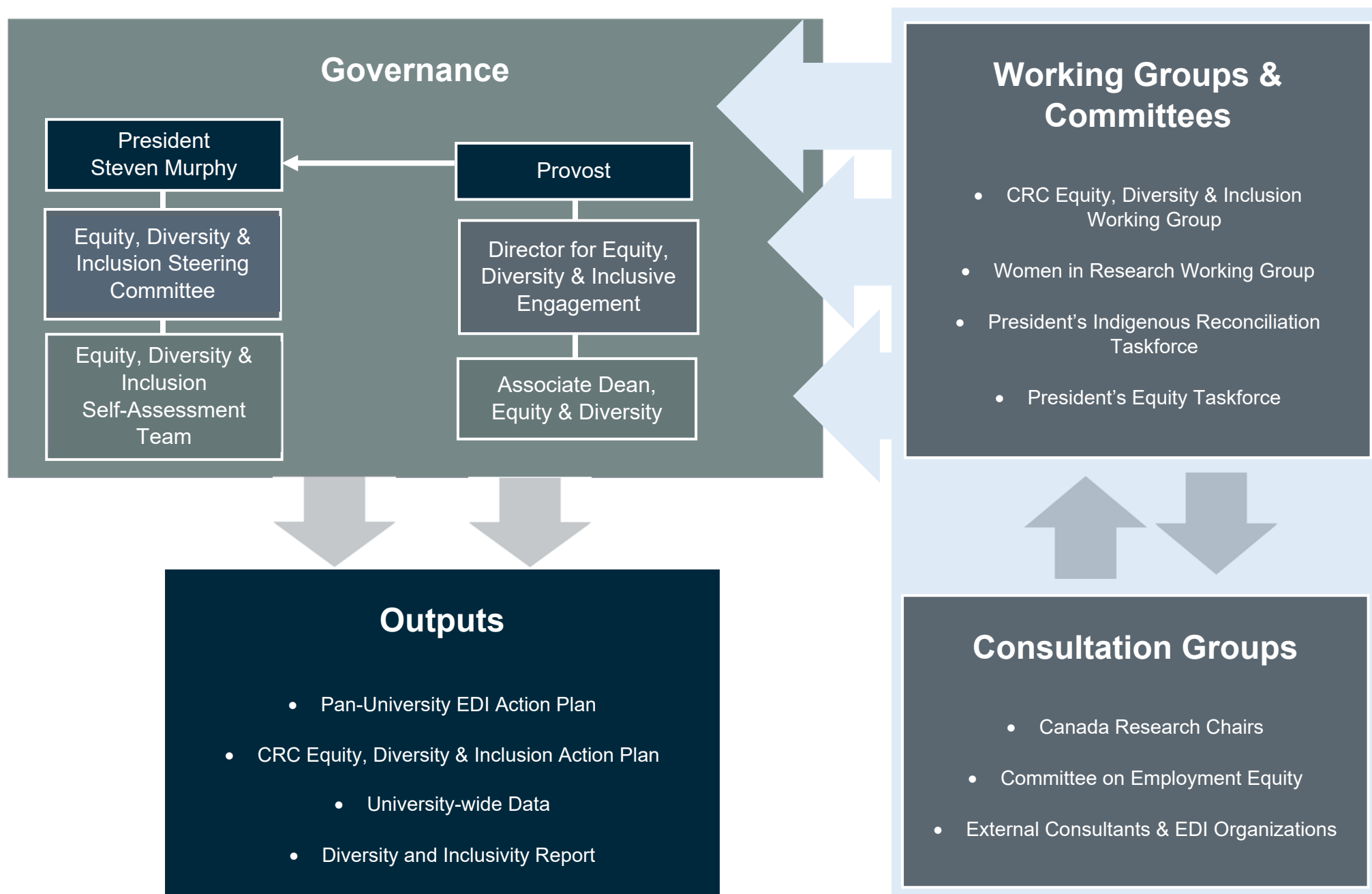
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Appendices

1. Institutional Equity, Diversity & Inclusion Framework
2. Committee Terms of Reference
 - A. Equity, Diversity & Inclusion Steering Committee Terms of Reference
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3. Job Posting, Director for Equity, Diversity & Inclusive Engagement
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 - D. Advancement of a Canada Research Chair
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 - A. Canada Research Chair Self-Identification Letter
 - B. Canada Research Chair Self-Identification Survey
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7. Canada Research Chair: Hiring Guide

APPENDIX 1: Institutional Equity, Diversity & Inclusion Framework



APPENDIX 2.A.

EQUITY, DIVERSITY & INCLUSION STEERING COMMITTEE TERMS OF REFERENCE

I. MEETING DATES AND TIMES

The Equity, Diversity and Inclusion (EDI) Steering Committee shall meet monthly (except December) during 2019/20 to properly establish itself and quarterly thereafter, unless otherwise determined by the Chair.

II. MEMBERSHIP

Ex-officio (voting):

- President, Ontario Tech University (Chair)
- Provost
- Vice-President Research and Innovation
- Associate VP Human Resources
- Associate VP Student Life
- Director, Equity, Diversity and Inclusive Engagement
- Executive Director, Office of Research Services
- Associate Dean, Equity and Diversity

Non-voting:

- ad hoc advisors from the following:
 - President's Equity Task Force
 - Indigenous Reconciliation Task Force
 - Canada Research Chair EDI Action Plan Working Group
 - Women in Research Working Group
 - Other groups as required
- Administrator (minute taking)

a) Term of Appointment

Representatives are appointed for a two-year term that is renewable.

b) Administrative Support

Administrative support is provided by the Office of the President, Office of the Provost and Office of the Vice-President Research and Innovation.

c) Training

All representatives will be required to take EDI training.

III. TERMS OF REFERENCE

1. The Equity, Diversity & Inclusion Steering Committee, which is comprised of Senior Leaders, will work together to ensure that Ontario Tech University supports an environment that values equity, diversity and inclusion and ensures that these values are fully integrated into research, teaching, learning and service, along with all academic and administrative functions. The EDI Steering Committee reports to and is appointed by the President.

2. The Equity, Diversity & Inclusion Steering Committee shall:

a. Oversee the Equity, Diversity and Inclusion Self-Assessment Team.

b. Provide strategic direction and decision making on matters pertaining to EDI at the University.

c. Advise the Equity, Diversity and Inclusion Self-Assessment Team on the following: i. The consultation with the university community about equity, diversity and inclusion including the proposed timing, format(s), and process;

ii. The communications related to the consultation, including timing and content;

iii. The collection of data and information from the university community, including the proposed process, format(s), timing and communications plan for:

1. collecting demographic and other information from faculty, staff and students through a survey or other means;

2. collecting input from community members about gaps and barriers in Ontario Tech University's current structure, practices, and policies;

3. collecting input from community members about actions Ontario Tech could take to reduce or eliminate barriers and to ensure all of its members are respected, supported and included; and

4. collecting information about existing EDI initiatives at Ontario Tech, including building and publishing an inventory of existing committees, resources, initiatives, and experts.

iv. The process for identifying themes and priorities and for formulating recommendations in the Annual Equity, Diversity and Inclusion Report to the broader community.

v. The metrics for measuring change.

- d. Oversee the development and implementation of a comprehensive strategic action plans to operationalize equity, diversity and inclusion as institutional values and priorities.
- e. Take responsibility for coordinating University EDI Institutional Capacity-Building Grant and Dimensions: Equity, Diversity and Inclusion Canada award submissions and implementation of related action plans.
- f. Advise and engage the Equity, Diversity & Inclusion Self-Assessment Team on EDI related issues and concerns that arise.
- g. Provide strategic leadership in the development, implementation and sustainability of the Office of Equity, Diversity and Inclusion.
- h. Provide advocacy for EDI related initiatives and priorities.
- i. Assist in establishing the necessary sub-committees, working groups, etc. in order to operationalize the University's strategic EDI action plan.
- j. Ensure that relevant sub-committees, operations committees and working groups act and report on aspects of their mandates that relate to the EDI action plans.
- k. Shall seek such advice as is necessary and desirable.

APPENDIX 2.B.

EQUITY, DIVERSITY & INCLUSION SELF-ASSESSMENT TEAM TERMS OF REFERENCE

I. MEETING DATES AND TIMES

Meetings shall be held monthly (except December) during 2019/20 to properly establish itself and quarterly thereafter, unless otherwise determined by the Chair.

II. MEMBERSHIP

- *Director for Equity, Diversity and Inclusive Engagement (TBD)* (Chair)
- Executive Director Office of Research Services (Co-Chair)
- One member from each of the following areas:
 - Student Life
 - Office of the University Secretary and General Counsel
 - Research
 - Human Resources
 - Office of Institutional Research and Analysis
 - External Relations
 - Indigenous Education and Cultural Services
- Faculty members (2)
- Dean/Associate Dean (1)
- Students and/or Post-Doctoral Fellows (2)
- Staff representatives (2)
- Management representative (1)

a) Term of Appointment

Representatives are appointed for a two-year term that is renewable.

b) Resources & Administrative Support

Administrative support is provided by the Office of the Provost and the Office of the Vice-President Research and Innovation.

c) Training

Representatives will be required to participate in ongoing Equity, Diversity & Inclusion (EDI) training.

d) Self-Identification Process

All representatives will be required to complete a self-identification questionnaire. This information will be kept confidential, and anonymized, and only used by the Self-Assessment Team in aggregate. All data will be utilized in accordance with current privacy standards and data management procedures. The information is important to meet external reporting requirements.

e) Resources

The representatives of the Self-Assessment Team, where possible, will be provided with resources to ensure the assigned project deliverables can be achieved. Examples of resourcing may include: release time, stipends, overtime, vacation allowances, credit or compensation for students, awards or recognition through performance reviews or other mechanisms. Resourcing will be determined in consultation with the appropriate supervisor.

III. TERMS OF REFERENCE

1. The Equity, Diversity & Inclusion Self-Assessment Team works together to foster a learning and working environment where the values of equity, diversity and inclusion are a shared responsibility and are fully integrated into research, teaching, learning and service, along with academic and administrative functions. The Equity, Diversity & Inclusion Self-Assessment Team is appointed by and responsible to the Equity, Diversity & Inclusion Steering Committee.
2. The Equity, Diversity & Inclusion Self-Assessment Team shall:
 - a. Undertake the institutional equity, diversity and inclusion self-assessment process in a rigorous and thorough manner: i. analyse equity related data to identify areas of concern in relation to gender and the intersection of gender with other factors (in particular, the intersection of gender and race), develop practical solutions where necessary, and monitor the impact of interventions;
 - ii. explore, influence and encourage varied methods of data collection; and
 - iii. consult with University staff both qualitatively and quantitatively.
- a. Lead in the development and implementation of the University's EDI action plans, strategies and policies as directed by the EDI Steering Committee.

- b. Monitor and review progress with action plans and ensure continuous improvement of equity, diversity and inclusion within the University as a whole.
- c. Raise awareness of gender equity issues for all staff (academic and professional services) highlighting points of concern and areas for action to the Equity, Diversity & Inclusion Steering Committee.
- d. Provide input and prepare annual statements of progress to the Equity, Diversity & Inclusion Steering Committee.
- e. Support the preparation and submission of EDI related grants and awards applications.
- f. Ensure that relevant sub-committees, operations committees and working groups act and report on aspects of their mandates that relate to the University's EDI action plans.
- g. Engage with relevant stakeholders to inform recommendations, decision making and implementation of EDI initiatives.
- h. Seek such advice as is necessary and desirable.

APPENDIX 3.

Job Posting, Director for Equity, Diversity & Inclusive Engagement

Department: Office of the Provost

Job Title: Director for Equity, Diversity and Inclusive Engagement

Appointment Type: Full time continuing

Salary range: Level 12 (provisional rating)

Posting date: June 27, 2019

Closing date: July 26, 2019

Position Summary:

Director for Equity, Diversity and Inclusive Engagement is a senior level position, created to provide strategic leadership that will effect change in equity, diversity and inclusion across the university. This newly created role reports directly to the Provost, reflecting the strategic importance of the portfolio. This role is critical to Ontario Tech University's goal of being a leader in equity, diversity and inclusion and creating a culture driven by these core values. Further, this position will help ensure that principles of equity are central to the development and implementation of the University's strategy, action plan, policies and operating principles.

Responsibilities:

- Provide leadership for the University in the area of equity, diversity and inclusion to create systemic change and position the University as a leader in equity, diversity and inclusion.
- Build strong relationships with university stakeholders to drive equity initiatives in order to establish a comprehensive integrated university-wide equity, diversity and inclusion framework.
- Lead the development and implementation of equity, diversity and inclusion learning, education and resource development initiatives at the University.
- Oversee the implementation of a university wide self-assessment process, including systematic review, comparative review and information gathering to provide evidenced based decision making, ongoing monitoring and continuous improvement.
- Lead the application, implementation and monitoring processes for the University's "made in Canada Athena SWAN" certification.
- Lead the development and implementation of a university wide equity diversity and inclusion action plan. This includes, working closely with the Office of Research Services to implement the CRC equity plan and advance equity in research.

The key functions of this portfolio are to:

- Develop and promote a strategic approach to advance equity, diversity and inclusion at the University, including a communications plan.
- Evaluate and enhance University policies, procedures and practices to address equity.
- Provide consultation and advice on equity, diversity and inclusion issues, as appropriate.
- Identify and address systemic issues across the organization.
- Develop equitable recruitment and retention strategies.
- Deliver learning and awareness programs on equity-related matters.

Required Skills:

- Demonstrated ability to lead strategic plan development and implementation of operational plan.
- Skilled in conducting environmental surveys and cultural assessments.
- Demonstrated understanding of data acquisition and analysis to inform cultural change.
- Ability to develop diversity, equity and inclusion facilitation sessions and training strategies.
- A collaborative, relationship-building mindset.
- A strong understanding of social justice, systemic issues related to equity, diversity and inclusion and other relevant frameworks.
- The professional confidence and communication skills to effectively engage university stakeholders in dialogue that can often be contentious or delicate.
- Strong interpersonal skills with the capacity to listen effectively and sensitively to a broad range of diverse stakeholders.
- The ability to conduct research of superior quality on improving equity at research intensive universities.
- Advanced experience with Microsoft Office programs, SharePoint, Adobe Acrobat Professional, and/or other data content management systems, quantitative and qualitative research design and methodologies.

Required Experience:

- At least ten years' professional experience, post-graduate experience designing and advancing equity and inclusion initiatives.
- Knowledge of educational and employment equity issues in higher education with an understanding of academic culture (faculty tenure and career progression processes, and the ability to appreciate and support diversity of thought, background, interests and activities).
- Strong ability to multi-task and complete project deliverables in a complex and diverse environment.
- Team building skills and a proven capacity to work in a collegial and constructive manner as both a team member and leader, with senior administration, faculty, staff and students, and with constituencies both internal and external to the university.
- Broad understanding and inclusive approach to building consensus and solving problems creatively; A demonstrated equitable, intelligent, perceptive approach to problem-solving within an academic/institutional environment.
- Demonstrated experience working effectively with individuals and groups from a variety of cultures and backgrounds.

- Past success with organizational change, including policy, procedural and behavioral change, and in creating consultative and collaborative networks internally and externally.
- Ability to capture relevant data, provide analysis and conduct statistical analysis.
- High level of energy and commitment, with the ability to remain motivated and focused in a high paced environment.
- Demonstrated experience with the development, planning, implementation and evaluation of programs.
- Strong organizational and interpersonal skills, including excellent verbal and written communication skills.
- Advanced content expertise and knowledge of research findings/best practices in the EDI landscape.
- Analytical writing and research skills and the demonstrated ability to articulate research findings and statistical analyses.

Required Education:

- Master's Degree in Higher Education, Student Affairs, Social Justice, Diversity and Race Relations, Multicultural Education, or related degree is required.

How to Apply:

Interested candidates are invited to submit via email a covering letter and resume to the attention of Sarah Cruz at sarah.cruz@criticalknowledge.com.

Applications will be accepted until a suitable candidate is found. We appreciate all applications received; however, only those candidates selected for an interview will be contacted.

Ontario Tech University is an equal opportunity employer and welcomes applications from all qualified candidates, while especially encouraging applications from women, members of visible minorities, Indigenous peoples, persons with disabilities, and persons of any sexual orientation, gender identity, and gender expression. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority in the hiring process. Ontario Tech respects applicant's differing needs and therefore will take all reasonable steps to ensure accommodation for applicants. If you require an accommodation to participate in the recruitment process, please notify the Human Resources Department.

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

APPENDIX 4.A.

PROCEDURE TITLE: Canada Research Chair Allocation Procedure

PURPOSE

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

DEFINITIONS

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

"Canada Research Chair" means the following:

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

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

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

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

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

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to Ontario Tech.
2. The Vice-President, Research and Innovation (VPRI), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. Procedure Ontario Tech Allocation Process

3.1. Central Allocation Model

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

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

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

3.2. Corridor of Flexibility

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

4. Base Chair Allocation

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

5. Competitive Chair Allocation

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

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

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

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

- 5.3.2. Provost and Vice-President Academic (Alignment with Academic Plan)
- 5.3.3. Ad hoc reviewers, as determined appropriate by the Internal Allocation Committee.
- 5.3.4. Executive Director, Office of Research Services
- 5.4. Canada Research Chair Internal Application Requirements
 - 5.4.1. The VPRI will notify the Deans, in writing, of any Canada Research Chair vacancies, and outline the application process.
 - 5.4.2. The Dean of the Faculty is responsible for submitting applications that align with the strategic priorities of the University, and the Faculty, for consideration by the Canada Research Chairs Internal Allocation Committee.
 - 5.4.3. Deans may submit more than one proposal for consideration during any internal Canada Research Chair Competitive Allocation Process. In the case where multiple CRC applications are submitted by a Dean, the proposals must be ranked in order of priority.
 - 5.4.4. A proposal to the Internal Competitive Chair allocation process consists of the following components:

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

 - Description and Rationale for the proposed Research Chair: Describe the proposed research field, current research capacity at Ontario Tech, expected ability to leverage additional funding.
 - Description of the Research Environment: Existing critical mass of research or, if an emerging area, the potential building of critical research mass. Research environment within the faculty.
 - Building Capacity: How the CRC will build Ontario Tech's reputation, develop research capacity and enhance graduate and undergraduate student research opportunities. What is the current capacity of the Faculty and University and how will this Chair build on it, and differentiate Ontario Tech. Fit with the recruitment plans of the Faculty. Sustainability of the research program.
 - Strategic Significance to Ontario Tech: How the proposed CRC aligns with the Faculty's and Ontario Tech's strategic research priorities. How the proposed CRC aligns with, and advances, long-term plans in the Faculty to strengthen research capacity. What is the expected impact.
 - Significance to Ontario and Canada: Why this field is important to and unique in Ontario and Canada. What is the relevance to Provincial, national and international priorities.
 - Recruitment Process: The proposed timeline for selecting the CRC and the recruitment strategy, with a draft position advertisement (short format).
 - Faculty Support and Resources: The Faculty's ability to commit to a tenured or tenure track position for the prospective CRC(s). Deans are

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

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

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

5.5 Evaluation Criteria

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

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

5.6. Decisions and Appeals

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

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

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

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

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

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

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

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

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

DISCONTINUING A CHAIR

6. If the CRC Secretariat reduces Ontario Tech's allocation, the VPRI will immediately conduct an internal review of the following information to determine which CRC the institution will discontinue:

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

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

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

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

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

MONITORING AND REVIEW

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

RELEVANT LEGISLATION

8. This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

9. Faculty Association Collective Agreement
Canada Research Chairs Program Guide
CRC Advancement Procedure
CRC Renewal Procedure
CRC Institutional Support Procedure
CRC Recruitment Procedure

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

APPENDIX 4.B.

PROCEDURE TITLE: Canada Research Chairs Recruitment Procedure

PURPOSE

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

GENERAL PRINCIPLES

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

Ontario Tech is committed to an open, equitable and transparent recruitment and hiring process for each Canada Research Chair. The CRC [Requirements for recruiting and nominating Canada Research Chairs](#) will be followed. The following documentation will be kept by the Human Resources department:

- A copy of all job postings. This information will include duration and location of advertising. All job postings will clearly indicate individuals from the Four Designated Groups are strongly encouraged to apply.
- Records of the hiring committee's composition.
- Records on the hiring process including where job postings are advertised, number of applicants, number of interviews held, interview questions, selection process including evaluation of candidates and actions undertaken if initial candidate declines.

DEFINITIONS

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

"Canada Research Chair" means the following:

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

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

“Competitive Chair Allocation” means the process by which the VPRI allocates the Canada Research Chairs, above the Base Chair Allocation.

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

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

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to Ontario Tech.
2. The Vice-President, Research and Innovation (VPRI), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. CRC Allocation Process

3.1. Central Allocation Model

- 3.1.1. Ontario Tech allocates Canada Research Chairs through a Base Chair allocation and a Competitive Chair Allocation processes. The procedures are outlined in the CRC Allocation Procedure.
- 3.1.2. The Dean of the Faculty will be notified by the VPRI if they have been allocated a Canada Research Chair. The Dean of the Faculty must adhere to the CRC Recruitment Procedures to ensure equity, diversity and inclusiveness in the recruitment process.

4. Recruitment

- 4.1. The CRC recruitment and hiring process is conducted in accordance with the appointment process as outlined in the [Collective Agreement](#) between the University of Ontario Institute of Technology and the University of Ontario Institute of Technology Faculty Association.
- 4.2. As per the Collective Agreement a Search Committee is convened as an advisory committee to the Dean, or designate.

4.3. Composition of a CRC Search Committee:

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

- 4.3.1. At least four (4) faculty members, at least two (2) of which are faculty members from the faculty in which the appointment is to be made.
- 4.3.2. A non-academic staff member.
- 4.3.3. In the event that the appointment is to be shared by more than one faculty, a faculty member from each faculty is appointed to the committee.
- 4.3.4. The Search Committee, in addition to the collective agreement(s) requirements, shall include the following:
 - Executive Director of Research Services (or designate) to ensure adherence with CRC requirements.
 - An equity officer (or equivalent).
- 4.3.5. The Dean responsible for the Search Committee, shall make reasonable efforts to included representation from the FDGs.
- 4.3.6. Upon convening the Search Committee, the committee members shall engage in discussions and participate in training as follows:
 - Acknowledge that diversity and excellence are fully compatible goals to be pursued simultaneously.
 - Identify selection criteria and develop the position description prior to beginning the search and before the job posting is prepared so that it accurately describes the job and the qualifications being sought.
 - Establish plans for actively recruiting quality applications from individuals in the FDGs, prior to beginning the search.
 - Implement practices that will mitigate evaluation biases that result in unfair evaluation of any candidate.
 - Be aware of and actively aim to reduce or eliminate unconscious bias through training and awareness-building activities.

- Understand Ontario Tech's CRC Equity, Diversity and Inclusion Action Plan to address underrepresentation in the FDGs and use collected data to identify current gaps within Ontario Tech's CRC targets and to inform strategies to fill these gaps.
- Training on recruitment, selection and hiring processes delivered by the HR department. At a minimum, committee members will be required to complete the following: [Gender-based analysis plus \(GBA+\)](#); the CRC Secretariat's [Unconscious Bias in Peer Review](#) training video; training module; and [Harvard Implicit Association Test](#) .

4.4. Candidate Search

4.4.1. Selection Criteria

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

4.4.2. Advertisement

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

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

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

- open advertising with a statement of commitment to equity in the nomination and appointment process intended to encourage candidates from the FDGs to apply;
 - active recruitment measures for members of underrepresented groups.
- 4.4.6. The statement of commitment to equity in the nomination and appointment process is as follows:
- *Ontario Tech is an equal opportunity employer and welcomes applications from all qualified candidates, while especially encouraging women, members of visible minorities, Aboriginal peoples and persons with disabilities to apply. The CRC program imposes no restrictions on nominees with regard to nationality or country of residence. Ontario Tech respects people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants where appropriate. If you require an accommodation to participate in the recruitment process, please notify [designated HR representative]. For more information, see <https://accessibility.ontariotechu.ca/>.*
- 4.4.7. The advertisement will inform potential applicants who are more than 10 years from having earned their highest degree and/or where applicable exceptional circumstances are present, to have their eligibility reviewed through the Tier 2 justification process. Where breaks in the candidate's research career exist due to maternity or parental leave, extended sick leave, clinical training, family care, etc., the [Tier 2 justification process](#) will be used to review a candidate's eligibility.
- 4.4.8. The advertisement will separate the specific eligibility criteria required **by the institution** from that required **by the Canada Research Chairs Program** (as outlined on the Canada Research Chairs website). For example, while Ontario Tech may require that applicants hold a PhD for a given position, this is not a program requirement (i.e., some chairs may hold other terminal degrees, or a combination of degrees, that render them eligible for the program). Avoid statements such as "In accordance with the regulations set out for Tier 2 Canada Research Chairs, the candidate will hold a PhD (obtained within the last 10 years)."
- 4.4.9. Advertisements will be approved by the Office of Research Services prior to posting to ensure alignment with CRC program requirements.

4.5 Candidate Short List and Interviews

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

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

- CRC Ontario Tech University Hiring Guide
- CRC criteria based evaluation matrix
- Standardized interview questions

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

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

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

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

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

4.6 Reference Checks

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

4.7 The Offer

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

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

MONITORING AND REVIEW

5. This procedure will be reviewed as necessary and at least every three (3) years. The VPRI, or successor thereof, is responsible to monitor and review this Procedure.

RELEVANT LEGISLATION

6. Ontario Human Rights Code

RELATED POLICIES, PROCEDURES & DOCUMENTS

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

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

APPENDIX 4.C.

PROCEDURE TITLE: Institutional Support for Canada Research Chairs

PURPOSE

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

DEFINITIONS

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

"Canada Research Chair" means the following:

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

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

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

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

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

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to Ontario Tech.
2. The Vice-President, Research and Innovation (VPRI), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. Institutional Support

3.1. Compensation

- 3.1.1. Annual base salary, for Canada Research Chair holders, is paid by the Faculty and provided as an Institutional Contribution to the Chair.
- 3.1.2. Annual salary and other benefits will be negotiated with the candidate as per the current Collective Agreement.
- 3.1.3. Canada Research Chairs at Ontario Tech, in addition, to their base annual salary are entitled to a CRC stipend during the tenure of their active award at Ontario Tech. The stipend is applied as a direct expense to the CRC award. The stipend amounts are \$10,000 plus benefits for Tier 2 and \$20,000, plus benefits for Tier 1. Upon a successful renewal, CRCs are eligible for an increase in stipend - Tier 2 increase to \$12,500 plus benefits and Tier 1 increase to \$25,000 plus benefits.

3.2. Administrative Costs

- 3.2.1. All Canada Research Chairs, on an annual basis, will have an administrative overhead applied to the award.
- 3.2.2. Chairholders awarded a Canada Research Chair prior to November 1, 2017, will have a 5% administrative fee applied directly to the Canada Research Chair funding. The University will annually retain \$10,000 for Tier 1 Chairs and \$5,000 for Tier 2 Chairs to support the administrative costs associated with managing the Canada Research Chair. The 5% administrative cost will apply during the full tenure of the CRC award.
- 3.2.3. Chairholders nominated for a Canada Research Chair after November 1, 2017, will have a 10% administrative fee applied directly to the Canada Research Chair funding. The University will annually retain \$20,000 for Tier 1 Chairs and \$10,000 for Tier 2 Chairs to support the administrative costs associated with managing the Canada Research Chair.

3.3. Protected Research Time

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

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

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

3.4. Infrastructure

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

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

3.5. Canada Research Chair Support Funding

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

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

3.6. Faculty Contributions

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

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

MONITORING AND REVIEW

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

RELEVANT LEGISLATION

5. This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

6. Faculty Association Collective Agreement
Canada Research Chairs Program Guide
CRC Recruitment Procedure
CRC Advancement Procedure
CRC Renewal Procedure
CRC Allocation Procedure

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

APPENDIX 4.D.

PROCEDURE TITLE: Advancement of a Canada Research Chair

PURPOSE

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

DEFINITIONS

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

"Canada Research Chair" means the following:

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

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

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

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to Ontario Tech.
2. The Vice-President, Research and Innovation (VPRI), or successor thereof, is the Procedure Owner and is responsible for overseeing its implementation, administration and interpretation.

PROCEDURES

3. Advancement of Canada Research Chair

- 3.1.** Tier 2 Chairs are not meant to be a feeder group to Tier 1 Chairs. The intent of Tier 2 Chairs is to provide exceptional emerging researchers with support that will kick-start their careers. As such, the University, does not guarantee the Advancement of Tier 2 Canada Research Chair to Tier 1 Canada Research Chair.
- 3.2.** The University allocates all Canada Research Chairs in accordance with the Canada Research Chair Allocation Procedure.
- 3.3.** Tier 2 Canada Research Chairs are permitted to apply to any open Ontario Tech Tier 1 Canada Research Chair positions, through the normal competitive recruitment process, as outlined in the Canada Research Chair Recruitment Procedure.

MONITORING AND REVIEW

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

RELEVANT LEGISLATION

- 5.** This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

- 6.** Faculty Association Collective Agreement
Canada Research Chairs Program Guide
CRC Allocation Procedure
CRC Renewal Procedure
CRC Institutional Support Procedure
CRC Recruitment Procedure

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

APPENDIX 4.E.

PROCEDURE TITLE: Renewal of Canada Research Chairs

PURPOSE

The purpose of this procedure is to outline Ontario Tech University's process for renewal of Canada Research Chairs (CRC).

DEFINITIONS

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

“Canada Research Chair” means the following:

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

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

“Competitive Chair Allocation” means the process by which the VPRI allocates the Canada Research Chairs, above the Base Chair Allocation.

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

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

SCOPE AND AUTHORITY

1. This procedure applies to Canada Research Chairs allocated to Ontario Tech.

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

PROCEDURES

3. Procedure for Renewal

3.1. General Renewal Principles

- 3.1.1. Renewals are not automatic.
- 3.1.2. Tier 1 and Tier 2 CRCs are eligible for only one renewal (two terms).
- 3.1.3. The Vice-President, Research and Innovation (VPRI) is responsible for making the final renewal decision.
- 3.1.4. To render a decision to proceed with a renewal, the VPRI will utilize a CRC Advisory Committee comprised of the following:
 - Provost (academic considerations)
 - Dean of appropriate faculty
 - Ad hoc reviewers as required
 - Executive Director, Office of Research Services
- 3.1.5. CRC candidates, eligible for renewal, are assessed by the VPRI and CRC Advisory Committee according to five main criteria:
 - The level of excellence and impact achieved by the Chairholder in their area of research or knowledge creation;
 - The level of excellence achieved in leadership furthering the University's academic goals and in training and mentoring early career researchers;
 - The level of excellence achieved in broadening the Chair's national and international profile;
 - Alignment of the Chair's program with the research themes outlined in the University's Strategic Research Plan; and
 - Demonstrated commitment to priorities in the Ontario Tech CRC Equity, Diversity and Inclusiveness Action Plan.

4. Renewal Process

- 4.1. *Step 1: Confirmation of Ontario Tech Allocation and Dean support of renewal*
 - 4.1.1. The VPRI 18 months prior to the expiry of a CRC's first term will:

- Review the current University CRC base and competitive allocation across faculties and equity targets.
 - Obtain confirmation of positive or negative support for renewal from the Dean to whom the Chairholder reports.
 - Based on the information received, determine if the Chair will remain in the allocated Faculty or return to the central pool to be re-allocated.
 - Inform the Dean and Chairholder of the decision as to whether or not the chairholder position will be renewed.
- 4.1.2.** Should the incumbent choose not to renew the CRC, the University will revisit the current CRC allocation and determine how to proceed with the vacant CRC.

4.2 Step 2: Performance evaluation of CRC

- 4.2.1** The CRC Incumbent, 12 months prior to renewal deadline, will:
- Upon being invited to renew, submit an internal Renewal Dossier to the VPRI for assessment. The Renewal Dossier is based on documents required for a CRC renewal nomination.
 - The Chairholder prepares a Renewal Dossier and sends the following documents to the VPRI:
 - CRC performance report (refer to [CRC guidelines](#));
 - A two-page description of the proposed research program (refer to [CRC guidelines](#));
 - Current curriculum vitae using the CRC format; and
 - The name and contact information of two expert reviewers with whom the VPRI may consult if determined that external expertise is required.
- 4.2.2** The VPRI in consultation with the Advisory Committee will review the Renewal Dossier in accordance with [CRC evaluation criteria](#). The VPRI may consult with individuals with the requisite expertise if additional information is deemed necessary.
- 4.2.3** Renewal of a CRC is contingent upon the review of the Chairholder's performance by the Advisory Committee, as follows:
- Productivity level compared to national and international standards in their discipline.
 - Impact and dissemination of the Chair's research activities as compared to national and international norms for their discipline.
 - Record of training and mentoring highly qualified personnel and demonstrated leadership at the university.
 - Level of tri-agency or other funding leveraged during the tenure as Chair.

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

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

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

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

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

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

4.3 Step 3: Development of Renewal Nomination package

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

5. Resubmissions

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

MONITORING AND REVIEW

6. These procedures will be reviewed as necessary and at least every three (3) years. The VPRI, or successor thereof, is responsible to monitor and review these Procedures.

RELEVANT LEGISLATION

7. This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

- 8.** Faculty Association Collective Agreement
- Canada Research Chairs Program Guide
- CRC Allocation Procedure
- CRC Advancement Procedure
- CRC Institutional Support Procedure
- CRC Recruitment Procedure

APPENDIX 5.A.

CANADA RESEARCH CHAIR SELF-IDENTIFICATION LETTER

Dear Canada Research Chair:

You are receiving this letter and link to the *CRC Self-Identification Survey form* as you are a chairholder under the Canada Research Chairs Program (CRCP) at Ontario Tech University.

Our government has acknowledged that achieving an equitable, diverse and inclusive Canadian research enterprise is essential to create innovative and impactful research necessary to seize opportunities and respond to global challenges. In May 2017, the CRCP implemented an Equity, Diversity and Inclusion Action Plan which focuses on improving the governance, transparency and monitoring of equity and diversity within the program.

As a university that participates in the CRCP, Ontario Tech is committed to recruiting and retaining a diverse group of Chairs including those from the four designated groups identified by the government (**women, persons with disabilities, Indigenous Peoples and members of visible minorities**), as well as abide by data collection and reporting requirements.

The university strives to be an advocate for equity, diversity and inclusion and is committed to ensuring representation of persons in equity-seeking groups within our allotment of Canada Research Chairholders. As such, we are requesting that you complete the voluntary self-identification form. Collecting this information is a vital step which will enable the university to meet equity targets for the CRCP. Below is additional information to assist you in making informed decisions when completing the form.

- (i) **Permitted Use:** Information obtained will be used in accordance with applicable laws and regulations for the sole purpose of enabling Ontario Tech to satisfy the federal government's funding requirements and to ameliorate disadvantages experienced by members of the four designated groups participating in the university's Canada Research Chairs Program. Information will not be used for any employment-related decisions including without limitation, salary, job assignments, recognition, transfers and promotions.
- (ii) **Confidentiality:** Your privacy is important. Except as expressly provided in this letter, your personal information will be held in strict confidence.

Information collected on this form will only be accessible to authorized personnel in the Human Resources department responsible for managing regulatory compliance, including the university's obligations in respect of the CRCP Action Plan.

Only aggregate survey data will be disclosed to the federal government in the form of a summative report. Reports will not reveal the identity of any respondent and will not attribute responses to any particular individual.

Managers/supervisors and selection committees will **not** have access to this form. No personal information will be disclosed to any unauthorized personnel or third parties without the prior written consent of the respondent.

- (iii) **Collection:** Information is collected under the authority of the *University of Ontario Institute of Technology Act*, S.O. 2002, c.8, Sch. O and will be collected, protected, used, disclosed and retained in compliance with Ontario's *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31.
- (iv) **Storage:** Information obtained will be stored in a secure and encrypted database that is separate from all other employee record files. All records containing self-identification information will be handled in accordance with Ontario Tech's Records Management Policy, Records Classification and Retention Schedule, and Records Disposition Procedures.

Please click on the [CRC Self ID Survey June 2019](#) link and complete by no later than Monday July 15, 2019.

You are encouraged to self-identify by checking the appropriate boxes, however, it should be emphasized that **self-identification is 100% voluntary**. For each question, you have the option to select the box "I prefer not to answer". **There will be no adverse consequences should you elect not to self-identify.**

Questions regarding the form, CRC Program and the Equity, Diversity and Inclusion Action Plan can be directed to Jennifer.freeman@uoit.ca.

Questions regarding the collection and use of personal information may be directed to Human Resources Advisor, Julie.day@uoit.ca.

Thank you for taking your time to support this initiative.

Sincerely,



Les Jacobs, PhD, FRSC
Vice-President, Research and Innovation

APPENDIX 5.B.

CANADA RESEARCH CHAIR SELF-IDENTIFICATION SURVEY

Name (Optional): _____

Banner ID: _____

Date: _____

Equity, diversity and inclusivity (EDI) strengthen research communities and the quality, social relevance and impact of research.

The questions below are primarily based on the current standard used by Statistics Canada in the Census, and wording from the Employment Equity Act - <http://laws-lois.justice.gc.ca/eng/acts/e-5.401/>

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

- Women are a designated group
- An Aboriginal person is a First Nations (Status, non-Status, Treaty), Inuit, Métis or a North American Indian
- A person with a disability is anyone with a long-term or recurring physical, mental, psychiatric, sensory or learning impairment and,
 - The person considers that they are disadvantaged in employment by reason of that impairment, or
 - The person believes that an employer is likely to consider the person to be disadvantaged in employment by reason of that impairment
- A member of a visible minority is a person, other than aboriginal peoples, who is non-Caucasian in race or non-white in colour.

Based on the definitions as outlined above, please check all that apply:

1. Gender

Select the option that you identify with:

- | | |
|--|---|
| <input type="checkbox"/> Woman | <input type="checkbox"/> Man |
| <input type="checkbox"/> Gender-fluid, non-binary, and/or Two-Spirit | <input type="checkbox"/> I prefer not to answer |

2. Indigenous Identity

a) Do you identify as Indigenous; that is First Nations (North American Indian), Métis, or Inuit?

☐ Yes

☐ No

☐ I prefer not to answer

b) Please select the option below that you identify with.

☐ First Nations

☐ Métis

☐ Inuit

☐ I prefer not to answer

3. Disabilities

Do you identify as a person with a disability? *Note: Person with a disability is a person who has a long-term or recurring physical, mental, psychiatric, sensory or learning impairment and, 1. Who considers themselves to be disadvantaged in employment by reason of that impairment, or 2. Who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and 3. Includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.*

☐ Yes

☐ No

☐ I prefer not to answer

4. Visible Minorities

a) Do you identify as a member of a visible minority in Canada? *Note: Visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."*

☐ Yes

☐ No

☐ I prefer not to answer

b) Please select the option below that you identify with.

☐ Arab

☐ Black

☐ Chinese

☐ Filipino

☐ Japanese

☐ Korean

☐ Latin American

☐ South Asian (i.e. East Indian, Pakistani, Sri Lankan, etc.)

☐ Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)

☐ West Asian

☐ Other visible minority

☐ I prefer not to answer

☐ not applicable

APPENDIX 6 - ONTARIO TECH UNIVERSITY CRC CHAIR ALLOCATIONS

									# Active 9				
Chair #	Allocation by Agency	Utilization by Agency	Name of Chairholder	Type	Cycle	Proposed Start Date	Confirmed Start Date	End Date	Active (Yes/No)	Final Renewal submission date			
# Chaire	Allocation par Agence	Utilisation par Agence	Nom du Candidat	Type	Cyle	Date de début proposée	Date de début confirmée	De de fin	Active (oui/non)	Date finale - demande de renouvellement			
943	NSERC	CIHR	Dubrowski Adam	New	2018-1	1-Jul-19	1-Jul-19	30-Jun-26	yes	October 2025			
944-A	NSERC	NSERC	Williamson, Sheldon	New	2014-2	1-Jul-15	1-Jul-15	30-Jun-20	yes	October 2019			
944-B	NSERC	SSHRC	Hughes, Janette	New	2014-2	1-Jul-15	1-Jul-15	30-Jun-20	yes	October 2019			
945	NSERC	NSERC	Piro, Marcus	New	2016-1	1-Jan-17	1-Jan-17	31-Dec-21	yes	April 2021			
946	NSERC	NSERC	Collins, Christopher	Renewal	2018-1	1-Jan-19	1-Jan-19	31-Dec-23	yes	Not applicable			
948	SSHRC	SSHRC	,										
947	SSHRC	SSHRC	Pedersen, Isabel	Renewal	2016-2	1-Sep-17	1-Sep-17	31-Aug-22	yes	Not applicable			
2005-A	SPECIAL	NSERC	Under evaluaton	New	2019-1								
2005-B	SPECIAL	NSERC	Simmons, Denina	New	2018-1	1-Jan-19	1-Jan-19	31-Dec-23	yes	April 2023			
2006	SPECIAL	NSERC	Elgazzar, Khalid	New	2017-1	1-Jan-18	1-Jan-18	31-Dec-22	yes	April 2022			
2007	SPECIAL	CIHR	Côté, Pierre	Renewal	2017-2	1-Jul-18	1-Jul-18	30-Jun-23	yes	Not applicable			

		Allocation	Utilization		
Total:		9	11		
Tier 1 Niveau 1	4	2	Individual Comments	Calculation/Utilization History *	
Tier 2 Niveau 2	5	9	Commentaires individuels	Historique des calculs/utilisation *	
	1	1		Flexibility permitted: 5 Flexibility used: 4 1) 944 split into 2 Tier 2 2) 944-B - NSERC to SSHRC 3) 2005 split into 2 Tier 2 4) 943 NSERC to CIHR 5) Year 8 calculation: NSERC: gain 1 Tier 2 Year 2008 calculation: NSERC: gain of 1 T-1 Year 2010 calculation Gain of 1 NSERC Tier 2 and Gain of 1 SSHRC Tier 2 Year 2012 calculation Gain of 1 NSERC Tier 1 Year 2014 calculation No change Year 2017 calculation Gain of 1 chair 1SSHRC T-1 - #948 added	
	1	2			
		2			
	2	2			
	2	2	SECOND TERM - NO FURTHER RENEWAL POSSIBLE		
	1	1			
	2	2	SECOND TERM - NO FURTHER RENEWAL POSSIBLE		
	1	2			
		2			
	2	2			
	2	2	SECOND TERM - NO FURTHER RENEWAL POSSIBLE		

[* Method of Allocating Chairs](#)
[* Processus d'attribution des chaires](#)

APPENDIX 7.

CANADA RESEARCH CHAIR

HIRING GUIDE

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Introduction

The purpose of this guideline is to provide relevant information, procedures and recommended best practices for Faculties and search committees to conduct effective searches for Canada Research Chairs (CRCs). The guide is organized broadly by the functions necessary to plan a search, recruit a high calibre and diverse pool of candidates, and select the best candidate available.

The guideline aims to support CRC requirements that recruitment and nomination processes be consistent with the principals and safeguards embodied in the university's existing tenure-track hiring practices. CRC nominees are appointed in accordance with the appointment process as outlined in the [Collective Agreement between The University of Ontario Institute of Technology and The University of Ontario Institute of Technology Faculty Association for Tenured and Tenure-Track Faculty](#). In committing to the principles of equity, diversity and inclusion within our CRC hiring processes, the guidelines are informed by the Canada Research Chair Program's (CRCP) [Equity, Diversity and Inclusion Action Plan](#) drafted in May 2017, draws upon best practices developed at peer institutions and refers to the recommendations of the [Transparency Requirements and Best Practices](#).

CRCP monitors the adherence of institutions (with five or more chair allocations) to CRC's recruitment and nomination guidelines, and reserves the right to request that institutions provide, at any time within the 24 months following the nomination, documentation demonstrating that the process used to recruit chair holders was transparent, open and equitable. Therefore, these guidelines also refer to the recommendations of the CRCP's [guidelines for ensuring a fair and transparent recruitment and nomination process](#).

Framework for Hiring

1) Relevant Legislative and Collective Agreement Considerations

Legal and collective agreement obligations form the framework upon which to build an effective hiring process. Search committee members are required to review the links below early on in the search process as they contain important information about Ontario Tech's legal obligations at all stages of the recruitment and selection process.

a. Human rights considerations:

Ontario Tech is committed to achieving and maintaining a workforce [representative of the pool of qualified individuals available for recruitment by the University](#). The University upholds the Ontario Human Rights Code (OHRC) and expects employment practices and procedures to comply with it. The following links must be reviewed by all search committee members at the outset of the search process:

- [Welcome to Human Rights 101](#)
- [Hiring? A Human Rights Guide](#)
- <http://accessibility.uoit.ca/AODA/index.php>

b. Implicit bias:

Everyone has biases. To reduce the effects of bias in the hiring process, it is important to acknowledge that it exists and to recognize that these effects can be reduced. Best practice for reducing the effect of unconscious bias includes educating search committees about the issue. The result is a stronger, more inclusive and productive committee, and a process that is more fair and transparent overall. The following links contain important information about implicit bias:

- [Project Implicit - Measure your unconscious levels of bias:](https://implicit.harvard.edu/implicit/)
- [CRC Nomination Process](#)
- [Limiting Unconscious Bias](#)

c. Collective agreement considerations:

New CRC nominees are recruited in accordance with the appointment process as outlined in the [Collective Agreement between The University of Ontario Institute of Technology and The University of Ontario Institute of Technology Faculty Association for Tenured and Tenure-Track Faculty](#).

2) Ontario Tech University Policies and Practices

[CRC Selection Process and Procedures \(Appendix 1\)](#)
[Ontario Tech's Records Management Policy](#)

3) Record Keeping

It is essential to document each stage of the search process to ensure that a complete, factual record exists. This record will provide evidence of the integrity of the process in case the hiring decision is subsequently challenged. Under CRC requirements, Ontario Tech is required to demonstrate that a hiring process was open, equitable and fair.

In addition, the university is subject to Ontario's Freedom of Information and Protection of Privacy Act (FIPPA). FIPPA has the dual purpose of:

- Extending a general right of access to information held by the university, with some limitations, including an individual's own personal information; and
- Regulating the collection, use, disclosure, protection, retention and destruction of personal information.

Everyone involved in the search process must ensure that:

- A notice of collection is used to obtain individuals' consent for Ontario Tech to collect, use and disclose personal information. (An Ontario Tech website update is currently in progress to provide more information.)
- Personal information is not disclosed beyond authorized individuals who require access to perform their duties.
- Records, including any duplicate copies, are protected adequately and held securely.

In addition, when taking notes about sensitive or confidential matters, keep in mind that they may be made accessible under FIPPA, or in a legal dispute. Ensure that activities are documented completely and factually. State views, comments and opinions as objectively as possible. Avoid gratuitous or unsubstantiated comments and opinions as part of university records.

At the conclusion of the search, the Dean is responsible for retaining a complete record of the search. All committee members will be asked to securely destroy any copies of records they received throughout the search process. These records may be submitted to Human Resources for retention. From the notes and records collected, an official record will be retained of the actions and deliberations of the Search Committee, and all candidates, in accordance with the Records Classification and Retention Schedule.

Search process records may include copies of advertisements, descriptions of special measures to recruit members of designated groups and screening and selection materials. Candidate records may include application letters, correspondence, CVs, letters of

reference from internal and external sources, memoranda, screening information, search committee members' interview notes and reference check notes.

NOTE: Many employers conduct social media background checks (Facebook, blogs, Twitter, etc.) on future or prospective employees, often without the knowledge of the individuals they are checking. While these types of background checks may be enticing because of their speed and ease, one needs to understand the risks of conducting these checks. As these background checks involve the University collecting personal information indirectly about an individual, its collection and use is governed by the Freedom of Information and Protection of Privacy Act. Under the provisions of the Act, the University is required to take steps to ensure that the personal information it collects is accurate and is necessary for, and directly related to, the hiring process. In addition, any information gathered indirectly will usually require the individual's consent. For these reasons, the risks of collecting personal information from social media must be considered carefully. Once collected, information can be difficult to disregard.

The Search Process

4) Obtain Approval to Commence the Search Process

Approved CRC allocations (including salary range and start-up funds), may be confirmed during the annual on-cycle budget process by the Office of the Provost.

For an allocation confirmed outside of the annual budget cycle a Hiring Request Form (HRF) ([Appendix 2](#)) must be submitted in line with established processes for approval to commence the search.

To initiate any CRC search, the Dean completes an HRF and forwards to the HR partner who will assist with approval process requirements.

5) Establish the Search Committee

Once the appropriate internal allocation/approval processes have been completed, the Dean conducts the search in accordance with the [collective agreement](#) and convenes a search committee as an advisory committee to the Dean or designate.

In addition to the membership of the search committee as outlined in the collective agreement the [composition of a CRC search committee](#) ([Appendix 3](#)) includes the following representatives:

- a. Director of Research Services (or designate);
- b. Equity officer, as required by CRC. (may be human resources representative at Ontario Tech)

Convening the search committee in time to participate in the overall search process, including determining the selection criteria, is considered a best practice. Ensuring that each search committee member has a clear understanding of the selection criteria at the outset supports consensus during the selection and recommendation stages of the process.

Members of the search committee are appointed on the basis of discipline expertise, related experience, perspective of student needs and/or an understanding of the faculty/university/industry environment.

It is also important to consider the diversity represented within the search committee since the composition of a search committee is key to a broad and inclusive search.

Initial discussions of the search committee's mandate will:

- Articulate the fact that diversity and excellence are fully compatible goals
- Identify selection criteria and develop the position profile prior to commencing the search so that the job advertisement can more accurately describe the job and the qualifications sought
- Establish plans for actively recruiting a broad pool of qualified applicants including the proper representation of applications from the four (4) designated groups and other historically disadvantaged groups
- Discuss time commitment, timelines, and establish the procedures for screening, interviewing candidates and records keeping prior to advertising.
- Review practices that will mitigate evaluation biases that result in unfair assessments of some candidates.

Allocate sufficient planning time for the search committee to develop agreement on the position requirements and their relative importance.

Procedural fairness requires that all members of the search committee take part in each aspect of the search process.

At the initial meeting of the search committee, all search committee members will be required to sign a [confidentiality agreement](#) (Appendix 4) for the purpose of the search.

Confidentiality Requirements of the Search Committee:

Confidentiality preserves the integrity of the search process and protects the privacy of the candidates. All members of the search committee with access to search records are ethically bound to the utmost level of confidentiality. Specifics of the committee deliberations must not be discussed with anyone outside the search committee, with the exception of the Provost, HR or VP, Research, Innovation and International for specific advice or as part of their need to know the status of the search.

The assurance that comments are confidential to the deliberations of the search committee will promote frank and constructive discussion of the candidates amongst its members. (Note that discussions about candidates that do not focus on the established criteria for the position must be discouraged. Demographic characteristics, family status, spousal/partner issues, or other non-job related information or rumors may not enter into deliberations about the candidates.)

These confidentiality requirements remain in effect after the search is over.

6) Prepare and Post the Advertisement

a. Develop selection criteria

Selection criteria are informed by early discussion with key stakeholders to identify institutional strategic needs. A consistent and objective application of meaningful selection criteria forms the basis of an effective and defensible hiring decision. Throughout every stage of the selection process, search committee members will consistently and objectively evaluate candidates against established selection criteria. Thus, it is very important to commence the search process with open discussion about the attributes deemed important to the success of the eventual incumbent in the CRC role developing a clear and common position profile. This forms the basis of an effective job posting.

The criteria must be articulated in as concrete and specific a manner as possible for a clear point of reference against which to measure candidates.

Ensure that selection criteria and their weighting are clearly understood, and accepted, by all members of the search committee.

Include the demonstrated ability and commitment to promoting diversity in the selection criteria.

Helpful links:

[CRC selection criteria for Tier I and Tier II](#)

[Developing Academic Selection Criteria \(Appendix 5\)](#)

[Breakdown of potential faculty search criteria Appendix 6\)](#)

Human Rights and Selection Criteria:

Selection criteria are based on the needs of the faculty and strategic research goals, not on the characteristics of the individuals who apply. Selection criteria are determined by first analyzing the [bona fide occupational requirements \(BFORs\)](#) the qualifications, skills, abilities and accomplishments required for a person to perform the essential responsibilities of the role in an effective manner. These criteria are objective, measurable and best predict an applicant's future success as a researcher, scholar, teacher and contributing member of the Ontario Tech community. Requirements over and above BFORs are indicated as assets when advertising. These qualifications are considered to be beneficial in carrying out the essential responsibilities of the position.

b. Post the Advertisement

The purpose of advertising is to reach the largest qualified audience and a proactive recruitment strategy is an integral part of the planning stage.

i. Mandatory advertising requirements:

<i>Collective Agreement</i>	<p>The position is normally advertised in University Affairs, the CAUT Bulletin and Ontario Tech's website. It may be advertised in other national and international journals and on listservs and websites appropriate to the discipline such that the position comes to the attention of as many potential candidates as possible.</p> <p>Advertising must include the statement: <i>"All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority."</i></p>
<i>Employment Equity Statement</i>	<p>Ontario Tech requires that advertisements carry specific wording to ensure that members of the four designated groups are encouraged to apply. All university postings must include the following statement:</p> <p><i>"Ontario Tech is an equal opportunity employer and welcomes applications from all qualified candidates, while especially encouraging women, members of visible minorities, Aboriginal peoples and persons with disabilities to apply."</i></p> <p><i>Ontario Tech respects people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants where appropriate. If you require an accommodation to participate in the recruitment process, please notify Julie Day at julie.day@uoit.ca or 905-721-8668 ext. 3649. For more information, see http://accessibility.uoit.ca/.</i></p>
<i>Canada Research Chair Program</i>	<p>The wording of the CRC advertisement should focus on inclusion rather than exclusion, particularly when attempting to diversify a faculty. Sample CRC job postings (Appendix 7 and 8)</p>

ii. *Best Practices for a proactive recruitment strategy*

- Advertisements must be posted for a duration of at least four (4) weeks.
- A documented strategy for recruitment to demonstrate robust efforts for ensuring a diverse pool of qualified applicants.
- Because of the lead-time for publication in many journals and the length of time required to complete the search process, advertising must be initiated well in advance of the time a position is to be filled.
- A proactive recruitment strategy ensures that the job posting is also posted with organizations that serve a broad professional audience, including members of designated groups.

iii. *Advertising sources for maximum outreach:*

Discipline specific advertising sources

Reach out directly to other academic leaders and your own academic networks.

Also:

- Professional and discipline & industry specific associations and conferences
- Niche websites, listservs, LinkedIn or other online forums, social media and discussion groups
- Referral network: social and academic connections

Examples of diversity specific advertising sources

- Canadian Coalition of Women in Engineering, Science and Technology
<http://www.ccwestt.org>.
- Relevant industry, government, and research organizations, e.g. Canadian Research Institute for the Advancement of Women, see <http://www.criaw-icref.ca/>
- <http://diversejobs.net>: Diversejobs.net is a job board for careers in academia used by colleges, universities, and higher education recruitment agencies in the US, Canada, and across the globe.
- <http://www.insightintodiversity.com>: Primarily a US-focused website, INSIGHT Into Diversity is the oldest and largest diversity magazine and website in higher education today. For nearly 40 years, INSIGHT Into Diversity has been connecting employees with institutions and businesses 17 that embrace a workforce that is reflective of the world around us. INSIGHT's decades of experience in recruiting employees from all underrepresented groups has earned them a reputation in higher education, business, and government for finding the most dynamic talent in every field.

- <http://www.inclusionnetwork.ca>: The Inclusion Network job site connects employers and educators to Aboriginal job seekers and to over 400 Aboriginal employment centres. The site has hundreds of registered employers and over 3,000 Aboriginal job seekers.
- Aboriginal Human Resources Council: <http://www.aboriginalhr.ca/en/home>
- <http://www.swaac.ca>: The Senior Women Academic Administrators of Canada (SWAAC) organization was founded in 1987 to provide a forum and a collective voice for women in senior administrative ranks in Canadian universities, colleges and technical institutes. The primary purpose of SWAAC is the promotion of female leadership in Canadian universities, colleges and technical institutes.

The HR partner is available to assist in the development of a job posting that meets CRC specifications as well as legislative and collective agreement requirements. In addition, HR may provide specific suggestions for developing a robust and proactive recruitment strategy. [Sample recruitment strategy form \(Appendix 9\)](#)

7) Select Candidates

a. Using the Applicant Tracking System (ATS)

Ontario Tech uses an applicant tracking system (ATS - SilkRoad Recruiting) to support the academic recruitment process.

1. URL: <https://universityofontarioit-openhire.silkroad.com/index.cfm?fuseaction=authentication.displaylogin>

A [user guide](#) (Appendix 10) has been developed to assist search committee members use the ATS to review and screen application. Once the advertisement has been posted search committee members will be provided with confidential access to the specific position file for which they are recruiting. The search committee uses the portal to view and assess all applications and develop a shortlist of qualified candidates to be interviewed.

b. Review applications

Screening versus shortlisting

The ranking of candidates in relation to the search criteria normally takes place in two stages: the development of a longlist, and the development of a shortlist for interviews. Before the development of shortlists, the committee should agree on a method of ranking candidates, which is then consistently applied to all candidates. The method of ranking must be documented.

The longlist is the primary inclusion of candidates who meet or exceed the essential requirements. Shortlisting is the selection of top candidates. Shortlisting does not guarantee an invitation to an interview.

Shortlist applicants

As previously recommended, the search committee will weigh the selection criteria in order of importance prior to beginning the screening process. Prior agreement among search committee members on the selection criteria will ultimately increase the likelihood of consensus about the recommended shortlist.

The dean, in collaboration with the search committee, decides which candidates on the shortlist, if any, will be interviewed.

The search committee must document the assessment of every applicant (sample screening forms/rubrics below). This will provide the documentation containing the reasons each candidate was screened out or shortlisted.

At this point, the search committee may decide to inform candidates who did not meet the essential requirements that their applications are no longer under consideration. For qualified candidates who did not make the shortlist, it may be advisable to delay this feedback until the committee confirms the shortlist of candidates to be interviewed and conducts the interviews.

Helpful links for reviewing and shortlisting applications:

[Reviewing applications](#)

Sample assessment rubric:

[CRC All Applicant Screening Rubric](#) (Appendix 11)

Open rank searches:

If the Faculty is open to more than one rank of professor, such as all three ranks as well as either tier 1 or tier 2 CRC levels, the committee will need to develop more than one **assessment system**, since different qualities and/or experiences will be expected or desired from candidates at different stages of their careers (e.g., in terms of accomplishments in leadership, research, etc.).

c. Interview the shortlist of candidates

The interview is a critical component of the selection process. Not only does it provide an opportunity for the search committee to evaluate candidates, but it also allows candidates to evaluate Ontario Tech and the Faculty as a potential employer. Even those who are not offered a position should form a positive view of the faculty and university through the interview experience.

Candidates are advised in advance of the composition of the search committee as well as all interview arrangements. For example, there may be various components included in the interview process, such as:

- formal interview with the search committee
- lunch or dinner with the candidate
- meeting with faculty stakeholders
- a public presentation detailing a research proposal
- tour of the campus

In addition, the candidates are advised by the dean, or designate, of the faculty association's contact information, should the candidate wish to arrange to meet with a faculty association representative. The candidate is provided with web links to:

- the collective agreement
- the faculty association [website](http://uoitfa.ca/) (<http://uoitfa.ca/>)
- A description of the [pension and benefit plans](#)

Accessibility for Ontarians with Disabilities Act (AODA) and the interview process:

Ontario Tech, in meeting its commitment to AODA during the search process, will:

- Notify job applicants, when they are individually selected to participate in the selection process, that accommodations may be provided upon request in relation to the materials or processes to be used.
- Consult with the applicant when he or she requests an accommodation, ensuring the applicant's accessibility needs are met.

[Interviewing and Making Hiring Decisions](#), contains information about our legal responsibility to accommodate a candidate with a disability. The search committee's equity advisor will provide additional advice and assistance when the search committee is unsure about a candidate's ability to perform bona fide occupational requirements.

Conducting effective interviews:

Apply consistent procedures for interviewing all candidates. In general, the following best interviewing practices apply:

- Develop an [interview guide](#) (Appendix 12) with core questions that relate to the selection criteria and reflect the weighting previously attached to each search criterion.
- The core questions asked of each candidate must be consistent to ensure a fair evaluation between candidates. Further probing provides the flexibility to explore the differences between candidates. The goal is to provide each candidate with the same opportunity to demonstrate how their qualifications match the requirements of the position.
- Each search committee member attends all interviews as well as the public forum presentations to ensure consistent comparisons of the candidates.
- Each search committee member is provided with a clean copy of the list of the questions, or interview guide, for use during each interview with space allocated for notes to evaluate and record the match between the candidate's qualifications and the selection criteria.

- The dean explains the interview agenda and ensures that the candidate understands each question asked, rephrasing or clarifying as necessary. Provide the candidate with enough time to plan and give answers or allow them to return to a question later.
- The candidate is afforded the opportunity to ask as well as answer questions.
- Explain the time frame and process for decision making. Assure each candidate they will be advised of the outcome as soon as is possible.

Questions to Avoid (Appendix 13)

d. Assess the candidates

When the interviews are completed, search committee members should be encouraged to complete their assessment notes. It may be helpful to return to the candidates CV and other relevant materials compiled during the search process. Committee members should not initially rank candidates – each should be considered individually in relation to the established criteria rather than compared to the others at this stage.

Recommendations for effective evaluation of candidates

e. Check references

Acting in its advisory capacity, the search committee recommends acceptable finalist candidates to the Dean, in accordance with the collective agreement.

All applicants are asked to provide the names and contact details of three referees at the time of application to the advertised position. Once the finalist shortlist has been established, the Dean compiles thorough reference information for the top-ranked shortlisted candidate.

Best practices for reference checking:

- Keep in mind cultural influences that may be reflected in references.
- Be aware of biases that can be reflected in letters of reference for candidates from underrepresented groups, e.g. women in science.
- Review the following articles for more information about avoiding unintended gender bias when conducting references:

<https://www.ncwit.org/sites/default/files/resources/avoidingunintendedgenderbiaslettersrecommendation.pdf>

<http://diversity.berkeley.edu/sites/default/files/exploring-the-color-of-glass.pdf>

The Dean conducts reference checks in accordance with the collective agreement.

The Appointment Process

Once the search committee reaches a consensus, makes a recommendation to the Dean. Once a successful reference checks is conducted on the recommended candidate, the Dean prepares the [appointment file](#) with a written recommendation and submits to the VP Research, Innovation & International (VPRII) and the Provost.

In addition to the documents outlined in the [appointment file checklist](#), (Appendix 14) the following details must be included:

1. Recommendation Letter:
 - a. Summary of the process taken to select the candidate, include the following: placement of advertisements, number of applicants, number of applicants interviewed, gender of each applicant, number of Canadian/International applicants (if known).
 - b. Justification for the selection of the applicant.
2. Attachments - CV of applicant and CRC job posting.

Once the recommendation package is submitted, reviewed and approved by the Provost in consultation with the VPRII, the Office of Research Services, in partnership with HR, will consult with the Dean to facilitate the remainder of the CRC process, e.g. create conditional offer, development of CRC application etc.

If you require any assistance, or have any questions, please do not hesitate to contact Jennifer Freeman, Director, Office of Research Services or the HR partner for the Faculty.

Resources:

This guide was developed using the following resources:

Ryerson University:

http://www.ryerson.ca/content/dam/teaching/rfa_docs/rfa_ca_2016/DHC_Guide_2016_VP_FA.pdf

University of Victoria:

<https://www.uvic.ca/vpacademic/assets/docs/resources/howto/Faculty%20Recruitment%20Handbook%20-%20Feb%2017.pdf>

UBC - Faculty of Science:

https://science.ubc.ca/sites/science.ubc.ca/files/UBCScienceRecruitingGuidelines_2016Apr15.pdf

University of Toronto: <http://aapm.utoronto.ca/recruitment>

[CRC Nomination Process](#)

<http://www.chairs-chaires.gc.ca/program-programme/equity-equite/recruitment-recrutement-eng.aspx>

[CERC Best Recruitment practices](#)

http://www.cerc.gc.ca/publications/recruitment-recrutement_e.pdf

[Building on Success: Increasing the Percentage of Women Faculty in the Sciences:](#)

www.winsett.ca/GetSiteFile/ProjectCatalyst.pdf

[U. of California Los Angeles \(UCLA\) Faculty Search Committee Toolkit:](#)

<https://faculty.diversity.ucla.edu/resources-for/search-committees/search-toolkit>

[U. of Michigan's Faculty Recruitment Handbook:](#)

<http://advance.umich.edu/resources/handbook.pdf>

[U. of Washington's Faculty Recruitment Toolkit:](#)

www.washington.edu/diversity/faculty-advancement/faculty-recruitment-toolkit/

[U. of Wisconsin's Reviewing Applicants – Research on Bias and Assumptions:](#)

http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf

[U. of Wisconsin's Searching for Excellence and Diversity:](#)

<http://wiseli.engr.wisc.edu/searchguidebooks.php>