



INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION ACTION PLAN: PROGRESS REPORT

Institution: University of Calgary

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Instructions

Filling out all four sections of this report is mandatory. Institutions must email a PDF of this completed report and, if applicable, a revised copy of the institution's equity, diversity and inclusion action plan by December 15, 2018, to edi-edi@chairs-chaires.gc.ca. If an institution chooses to revise its action plan in anticipation of the assessment process, it must post an updated version of the plan on its [public accountability web page](#).

Equity, Diversity and Inclusion Recognition

Each year, the Tri-agency Institutional Programs Secretariat recognizes an institution with exemplary recruitment, nomination and/or appointment practices that promote equity and diversity. Indicate below whether your institution would like to be considered for the program's recognition. The evaluation process for the recognition will be based on the committee's assessment of this progress report and the institution's corresponding action plan.

Yes: _____

No: _____

PART A: Equity and Diversity Targets and Gaps

A.1) Provide the current targets and gaps for your institution in the table below (using the [target-setting tool](#)).

Designated group	Target (percentage)	Target (actual number)	Representation (actual number)	Gap (actual number)
Women	30	17	17	no gap
Indigenous peoples	1	1	-	no gap
Persons with disabilities	4	2	-	2
Visible minorities	15	8	10	no gap

Number of currently active chairs: 55

Number of empty chairs: 14

Number of chairs currently under peer review: 11



A.2) Provide any contextual details, such as empty chairs for which recruitment processes have started (limit 200 words):

The University of Calgary currently has 14 empty chairs in various stages of recruitment. All of these chairs have been competitively allocated to Faculties for recruitment in areas of strategic importance to the University, including our Indigenous Strategy ii'taa'poh'to'p.

Additionally, we have identified 9 candidates to move forward with nominations, who will be submitted by April 2020 at the latest. Of the 11 Chairs currently under review, 6 are new nominees and 5 are renewals.

PART B: Results of the institution's Employment Systems Review, Comparative Review and Environmental Scan

In developing their action plans, institutions were required to develop objectives that were S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see Appendix A for the requirements that the program stipulated to develop the action plans).

B.1) Outline the key findings of the employment systems review that was undertaken when drafting the action plan limit 250 words:

A review was conducted of policies, practices, guidelines and collective agreements impacting the recruitment, training and development, promotion, retention and termination and accommodation of members of the FDGs of the academic staff group relevant to the Canada Research Chairs Program (CRCP) at the University of Calgary. Findings include

- Both the collective agreement and the APT conform to the Alberta Human Rights Act. These procedures and the collective agreement are applied consistently, have no adverse impact or disproportionate impact on women, Indigenous peoples, visible minorities and people with disabilities. The collective agreement and APT are valid and are a business necessity.
- Internal processes for CRC recruitment and nomination are open and transparent and aligned with our employment equity policy and APT procedures and CRC requirements.
- A process exists to address academic salary anomalies.
- The university has proposed a formal institutional framework (as part of its commitment to participating in Dimensions) in training around diversity and inclusion.
- Accommodation for persons with disabilities is dealt with on a case-by-case basis. The university Workplace Accommodation Policy came into effect in September 2018. This policy applies to the accommodation of academic staff members, postdoctoral scholars, graduate student staff members and employees at the University. It facilitates arrangements that eliminate barriers to ensure that those who are otherwise able to work are not excluded from doing so. An accompanying Workplace Accommodation Procedure outlines the process for requesting, evaluating, documenting and managing accommodations for all employees.



B.2) Outline the key findings of the comparative review that was undertaken when drafting the action plan (limit 250 words):

Practices and potential barriers for the FDGs were reviewed with respect to the level of institutional support (protected time for research, additional research funds, office space, mentoring, administrative support, and equipment) provided to all current chair holders, including any current measures to address systemic inequities. Relevant institutional practices (including opportunities for CFI envelope, participation in quota programs, and allocation of strategic research funds) were also reviewed. Key findings include

- Faculty practices and support are consistent for all chair holders, including members of the FDGs, in a given faculty
- All chair holders are provided protected time for research
- For many chair holders, the mentoring and networking accessed is typically informal and offered on request although most of the Deans indicated that formal mentoring practices are in place
- Faculties are required to provide adequate research space; space allocation in some units is devolved to individual negotiations which could disadvantage junior faculty and FDGs

Surveys of chair holders indicate all chair holders agree or strongly agree that they have protected time for research and adequate space and facilities to conduct research. Both non-FDGs and FDGs generally feel they are respected and provided an equal opportunity workplace. Less positive responses with respect to administrative support will be addressed through a new chair holder focus group to inform improved administrative support structures. Negative responses disaggregated for women and members of visible minorities vary by only several percent, compared with non-FDGs, with no significant outliers.

B.3) Outline the key findings of the environmental scan that was undertaken when drafting the action plan (limit 250 words):

All employees are surveyed bi-annually to provide feedback to leaders on engagement and enablement. The university retains Korn Ferry Canada (Hay Group), an international management consulting group, to develop and administer these surveys, conduct analysis and generate comparisons to public sector norms. Year after year, we continue to increase overall engagement and enablement amongst the academic staff group. The 2017 survey showed increases in several areas related to campus climate in aspects of equity, diversity and inclusion. Employee responses overall have trended positively since 2011, with 2017 results more favourable than public sector norms. Collectively the equity groups felt relatively less satisfied in aspects of equal opportunity (59% favourable) and fair treatment (74% favourable) than respondents in non-equity groups. All employees were more satisfied overall regarding a workplace free of harassment (with equity respondents 79% favourable and non-equity respondents 82% favourable). To address findings, in 2019 our Executive Leadership Team launched new initiatives:

- Dimensions award pilot: We have committed to participate in this program fostering transformational change within the research community.
- Office of Diversity, Equity and Protected Disclosure review: Our ODEPD is undergoing review to ensure that EDI is institutionally integrated and focused on both individual and institutional interventions such as systems, structures, policies and practices.
- Implementation of an internal EDI dashboard: Led by the Provost (under our Academic Plan) we will monitor staff, student and faculty representation and satisfaction in the workplace. While initially focused on the FDGs, equity groups will be broadened to include LGBTQ2+.



B.4) Provide an overview of who was consulted in the drafting of the action plan. What form did the consultation/engagement with members of the four designated groups (i.e. women, persons with disabilities, Indigenous peoples and visible minorities) and other underrepresented faculty take? What equity diversity and inclusion (EDI) experts were consulted? Note: Do not to disclose any third party personal information (limit 250 words):

The Action Plan was developed in collaboration with, and based on input from, individuals from the FDGs, chair holders, and faculty and administrators responsible for implementing the program at our institution. The formal working team was coordinated by an Associate Vice-President Research, and included representation from Human Resources, Research Services, and the Office of Diversity, Equity and Protected Disclosure (ODEPD). Participation by the Director of ODEPD ensured members of the FDGs were effectively engaged via appropriate consultation tools (such as surveys and interviews) and EDI networks on campus. ODEPD expertise also aligned our proposed actions with EDI best practices. Our Senior Leadership (Deans) and Executive Leadership (Provost, Vice-Presidents, General Counsel) provided input and feedback formally through forums such as ELT Ops. Our governance plan for approval included review by the Research and Scholarship Committee with recommendation to, and final approval by, our General Faculties Council (GFC). The GFC is responsible for the academic affairs of the University, subject to the authority of the Board of Governors, and acts as the voice of our academic community. It is the highest level of academic governance in the University with representation from students, staff, faculty, and administrative leadership. Our CRC EDI Action Plan was reviewed and approved unanimously by the GFC in December 2017.



PART C: Objectives, Indicators and Actions

Indicate what your institution's top six key EDI objectives are, as well as the corresponding indicators and actions (as indicated in the action plan). For each objective, outline what progress has been made, with reference to the indicators. Use the contextual information box to communicate any progress made to date for each objective.

Key Objective 1:

Processes: Institutional framework for internal chair allocations embeds EDI considerations

Corresponding actions:

All internal chair allocation requests must include an equity recruitment plan for institutional review/approval

Indicator(s):

Quality and completeness of recruitment plans

Progress:

All of our CRC searches have an equity recruitment plan that addresses CRC EDI requirements.

Next steps:

Continue to require equity recruitment plans and work with Faculties to refine their plans, particularly regarding practices for persons with disabilities, prior to commencing search process

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Our Internal chair allocation process is competitive consisting of several major steps: 1) Open call distributed to Deans; 2) Faculties submit chair allocation requests; 3) Review of requests by central multi-disciplinary SUPPORT committee; and 4) Vice-President Research decision. Step #2 now requires an EDI recruitment plan be submitted for review and approval process. On allocation of a new chair position, an Associate Vice-President Research meets the appropriate Dean for final refinement of, and confirmation of commitment to, the recruitment plan.



Key Objective 2:

Processes: Institutional framework for CRC search committees embeds EDI considerations

Corresponding actions:

CRC equity recruitment toolkit developed; search committee information sessions and unconscious bias awareness (UBA) sessions implemented; online application process implemented to track diversity of applicant pools

Indicator(s):

Applicant pool diversity; EDI best-practices compliance checks

Progress:

Summaries of applicant pool diversity for the 3 SSHRC, 6 NSERC and 3 CIHR recruitments completed in 2018:

Representation (%)	Women	Indigenous Peoples	Persons with Disabilities	Visible Minorities
SSHRC/NSERC/CIHR	64/39/38	35/4/1	6/3/3	29/25/29
All	45	11	4	27

The overall diversity of applicant pools meets or exceeds CRC equity targets for each of the FDGs. Committees are formally evaluated for compliance with EDI best practices (UBA sessions, applicant pool diversity, objective evaluation criteria, committee attestations) prior to proceeding to candidate nomination. In rare instances we deny CRC nominations based on failure to follow Action Plan requirements. All search committees in 2018 and 2019 passed our institutional compliance checks.

Next Steps:

Continue to improve our processes and track our progress in applicant pool diversity. Work with our Equity Officer and our new Vice-Provost Indigenous to better support search committees in recruitment efforts for persons with disabilities and Indigenous peoples.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

The equity recruitment plan for a CRC search is specific to the given discipline and sets applicant pool equity targets based on available talent. In several instances committees have experienced challenges in achieving applicant pool targets that necessitated extension of their search processes and application deadlines. Additional support from our Equity Officer and Human Resources in such cases resulted in successful outcomes. We are incorporating these lessons learned into improved supports and toolkits going forward.



Key Objective 3:

Support Systems: Positive support structures and services are made available to chair holders

Corresponding actions:

Faculties commit to equitable and adequate resource allocation at time of chair allocation; administrators implement equitable practices in chair appointment and mentorship

Indicator(s):

Chair holder access to institutional resources and supports

Progress:

Chair holders are surveyed annually in aspects of support and resources. Our 2019 survey identified needs in administrative support and mentorship. To address these findings, we share results with chair holders and invite them to interview individually with equity advisors and/or participate in consultations. We have implemented new actions as follows.

Administrative support: In response to chair holder needs, investment of more than \$500k (annual) is allocated to our central Integrated Service Centre to provide enhanced services. Through a new CRC focus group, chair holder consultation ensures the most effective definition and delivery of such services.

Mentoring: Faculties are required to submit mentorship plans with each new candidate nomination, committing to expectations for, and facilitation of, career progression and successful chair renewal.

Review and approval: For each new candidate selection and appointment, faculties are required to provide a detailed plan for chair holder support (lab and office space, infrastructure, admin support, salary, etc.), including comparisons to established thresholds providing evidence of an equitable approach. This material will be reviewed by a central review with FDG representation and chaired by the Equity Officer or designate, ensuring consistency in applying institutional standards for every chair holder's research program.

Next Steps:

Formalize an institutional onboarding process for new CRC appointments, with participation from our Equity Officer and Deans, to identify any specific EDI considerations at the individual level and provide consistent information about available supports and services. A new CRC Equity Advisor will also work with each chair holder on a case-by-case basis, in coordination with Human Resources and the home Faculty, to develop necessary accommodations including specialized resource allocation for persons with disabilities.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Aspects of support (research funds, office space, admin support, equipment and facilities access) are determined by faculty Dean and Department Head. Our competitive internal CRC allocation process includes central SUPPORT committee review of such commitments. All allocation requests are reviewed consistently in this manner, safeguarding against inequitable institutional support amongst our CRC appointments. This approach has been successful in ensuring consistency for all chair holders. We are updating these internal processes in 2019 for continued positive progress.



Key Objective 4:

Support Systems: Retention of chair holders

Corresponding actions:

Review of system safeguards and work environments

Indicator(s):

Chair holder self-reports on respect and inclusivity in the workplace

Progress:

Overall, our chair holders feel that they are respected, supported and provided an equal opportunity workplace.



It is noted, however, that non-FDGs, compared to FDGs, feel less supported overall in their workplace. Chair holder comments reflect a perception that actions to support FDGs may negatively impact non-equity groups. We recognize such concerns and ensure that both institutional and individual interventions, such as those described for Key Objective 3, are unbiased and will enable all chair holders to deliver successful research programs. In convening Task Force focus groups, we welcome all chair holder perspectives in the consultations for improved supports and work environments.

Next Steps:

With our recent success in closing equity gaps, we expect a substantially increased number of chair holders who self-identify as members of the FDGs. These individuals may experience unanticipated challenges in our micro-cultures on campus. Ongoing monitoring will be necessary via confidential chair holder surveys, exit surveys, and engagement surveys.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Through initiatives such as our Indigenous Strategy, our Mental Health Strategy and establishment of our Office of Diversity, Equity and Protected Disclosure, the University of Calgary campus culture has evolved to provide an inclusive environment for all of our chair holders. The high percentage of chair holders who feel respected reflects our positive progress in this regard.



Key Objective 5:

Achieving Equity Targets: Appointment of Indigenous chair holders

Corresponding actions:

At least three Indigenous CRCs to be appointed in research areas advancing our Indigenous Strategy

Indicator(s):

Number of Indigenous chair holders

Progress:

We have allocated multiple CRCs in Indigenous-related research: politics of decolonization, Indigenous heritage, Indigenous child well-being, and Indigenous knowledge for sustainable engineering. We expect at least three of these to be appointed by December 2019. In Fall 2018 we appointed our first Indigenous chair holder.

Next Steps:

Recruitments and nominations are underway for the remaining positions. Candidates are to be identified in 2019.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

Our recruitment of Indigenous research leaders ties closely to our Indigenous Strategy *ii' taa'poh'to'p*. This journey is one that involves deep change at our institution - ongoing dialogue with Indigenous communities, thoughtful reflection, and changing the general university narrative over time. Realization will require patience and dedication. In this context we are undergoing the cultural changes necessary to provide a supportive and sensitive environment for Indigenous chair holders and their approaches to research.



Key Objective 6:

Achieving Equity Targets: Meet institutional equity targets by 2019

Corresponding actions:

Equity recruitment enforced for all CRC search committees; prioritized hiring if necessary

Indicator(s):

CRC projections for FDG representation

Progress:

We have made progress and are projected to meet targets by December 2019. CRC representation is summarized as follows.

Representation (%)	Baseline (October 2017)	Current (August 2019)	Projected (December 2019)
Women	22	31	34
Indigenous peoples	0	No gap	6
Persons with disabilities	0	-	4
Visible minorities	20	18	21

Projections for December 2019 are based on appointments and nominations (those submitted April 2019 and those to be submitted by October 2019). We continue to recruit new Indigenous chair holders through dedicated CRCs in Indigenous-related research. Proactive recruitment of women applicants has resulted in more than 50% of our CRC appointments 2018-2019 being women. We have taken targeted actions to close equity gaps for persons with disabilities. These include

- Revising our self-identification process and data confidentiality policies to generate trust, encourage disclosure, and capture the full range of impairments which may disadvantage chair holders and for which accommodations may be necessary.
- Implementing a new institutional workplace accommodation policy (September 2018). As part of the self-identification process, chair holders now have the option to be contacted by Human Resources for discussion and implementation of necessary workplace accommodations such as technical aids, changes to physical space, additional resources and admin supports, and adjustments to job duties.
- Employing a new CRC Equity Advisor FTE who will work with each chair holder on a case-by-case basis, in coordination with Human Resources and the home Faculty, to develop necessary supports and accommodations including specialized resource allocation for persons with disabilities.
- Allocating a CRC for disability-related research in our School of Public Policy to enhance leadership and scholarship in this area, and to increase the visibility of disability-related efforts on campus.
- Allocating a CRC Tier 1 and a CRC Tier 2 in priority research areas to close our equity gaps for persons with disabilities. Resources and supports have been committed for successful delivery of their research programs. Candidates have been identified and their nomination packages will be submitted by November 2019. An additional candidate identifying as a person with disabilities has also been selected in an open chair competition, with nomination expected Spring 2020.

Next Steps:

Focus is on continued implementation and enforcement of our CRC EDI Action Plan. Recent successes in



equity recruiting confirm the positive impact of our actions.

Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):

By implementing best recruitment practices, and proactively and positively engaging members of under-represented groups, we have increased diversity of our applicant pools. We have not needed to implement additional measures such as preferential or limited hiring practices to increase representation of the FDGs. Excellence remains the primary criterion for candidate selections. This ensures the highest quality of chair holders and continued high regard and respect for the CRC program.



PART D: Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities/successes, as well as best practices that have been discovered to date in developing and implementing the institutional equity, diversity and inclusion action plan (limit: 500 words):

Our Action Plan focuses on foundational elements of EDI that are positive, structured and applied consistently. Holding ourselves accountable at all stages has resulted in positive outcomes. We have made measurable progress in recruiting women and Indigenous person – an outcome achieved by proactively identifying and encouraging diverse top talent into our applicant pools. Our plans and progress were well-received at an international STEMM equality forum, generating discussion and collaboration with other global institutions on best practices going forward:

Skone, S., L. Scarratt, C. L'Hirondelle, N. Wheeler and V. Pruegger, "The University of Calgary Canada Research Chair Equity, Diversity and Inclusion Action Plan", poster presentation at the STEMM Equality Congress, 11-12 October 2018, Amsterdam

Impact of our EDI Action Plan extends beyond the CRC Program. For example, our institutional refreshed Academic Plan 2017-2022 includes the theme *Prioritizing People* with specific actions to recruit and retain talented people from a diversity of backgrounds. Our EDI Action Plan informs such efforts, helping drive initiatives forward and generating cultural change. In implementing new EDI frameworks, best practices have been established for wider adoption. Our online application tools that enable tracking of applicant pool diversity are now available for all academic search committees. At first a challenge, the practice of developing an equity recruitment plan has now become an accepted component of the academic search process. The quality of these plans continues to improve with increasingly effective results. Such institutional progress informed our successful submission to the national Dimensions Award Pilot.

Cultural change and uptake of new processes takes time and we recognize that progress requires ongoing effort, diligence, and patience. The accommodation and recruitment of persons with disabilities is an area of focus going forward. Recruitment of our first Indigenous chair holders, in the context of our Indigenous Strategy, reaffirms our dedication to cultural transformation and our commitment to inclusion.