



UNIVERSITY OF
CALGARY

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Office of the Vice-President (Research)
Office of Equity, Diversity and Inclusion

CANADA RESEARCH CHAIR PROGRAM

Equity, Diversity and Inclusion Action Plan and
Stipend Report

June 2021

Canada Research Chairs Program (CRCP) Institutional Equity, Diversity and Inclusion (EDI) Action Plan and EDI Stipend Report

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

*Your institution must submit the report by the deadline date indicated by the program (**May 28, 2021**), and must cover the reporting period identified by the program.*

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

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

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

Name of Institution: University of Calgary

Contact Name: Kirsten Exall

Position Title: Director, Institutional Programs, Research Services

Institutional Email: kexall@ucalgary.ca

Institutional Telephone Number: 4032106756

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

<https://ca1se.voxco.com/SE/?st=jeuW6suXm8k3Ct0XM1n9bz3j3Dx9FJ0r8SmrwEodpA1%3D>

Part A - CRCP Institutional EDI Action Plan - Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

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

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

Date of most recent plan (e.g. latest revision of the public plan) September 27, 2019

Rating given action plan in most recent review process: Satisfies requirements

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

The responsibility for the implementation of this plan is jointly shared by Dr. Susan Skone (Associate Vice-President Research) and Dr. Malinda Smith (Vice-Provost EDI) in the Office of the Provost and VPA.

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

The University of Calgary is strengthening its commitment to equity, diversity, inclusion, and accessibility. This commitment is evident in intentional actions to meet and exceed priorities laid out in the stated objectives.

1.2.1 Processes

Objective: Our institutional framework for chair allocations, recruitment and nominations will embed equity, diversity, and inclusion considerations at all stages of the process, and will be based on best practices for inclusive awards, prizes, and honours.

Systemic barriers: Research and experience have highlighted the ways in which standard academic selection and recognition practices reinforce patterns of bias and discrimination that limit opportunities for members of equity-deserving groups.

Actions:

- 1.2.1.1 Beginning in 2017, an equity recruitment plan will be required for each CRC search: This plan will be specific to the given discipline, set applicant pool targets based on available talent, designate an EDI champion, and address current equity gaps. It will be prepared by the given Faculty with input from Human Resources and the CRC EDI Advisor. An institutional sub-committee chaired by our Equity Officer or designate will review each plan, taking into account perspectives from each of the FDGs, and will make recommendations for implementation.
- 1.2.1.2 By mid-2018, HR will develop a CRC equity recruitment toolkit: In addition to unconscious bias awareness sessions, search committees will be provided online resources, tip sheets and information sessions for CRCP recommended best practices. These include proactive recruitment methods by FDGs, establishing evaluation criteria and assessment grids, and assessing circumstances that could affect productivity such as career interruptions. This toolkit will be reviewed and updated at minimum on an annual basis.
- 1.2.1.3 As of December 2017, the Research Services Office and VPR Office will work together to ensure ongoing compliance with CRCP requirements for all new nominations by compiling and reviewing evidence demonstrating equity recruitment conducted prior to nomination submission. An institutional sub-committee chaired by our Equity Officer or designate and including perspectives from each of the FDGs will review each recruitment package.

- 1.2.1.4 Review of EDI best practices: Beginning in 2017, the Office of Diversity, Equity and Protected Disclosure, in coordination with Human Resources, will conduct an annual review of current literature, policies and internal data to inform refinements to our institutional CRC EDI framework. This will include revisions, as appropriate, of our self-identification processes to address gender fluidity.

Indicators: equity recruitment indicators for applicant pool diversity and candidate selections are reflective of the targets established in equity recruitment plans for each.

Progress:

- **CRC Equity Recruitment Plan:** As noted in previous reports, every CRC allocation request submitted by a faculty must be accompanied by an equity recruitment plan. The EDI Advisor provides a review and summary report to the AVPR for each equity recruitment plan, and has developed a guidance document for faculties. Feedback on strengths and opportunities to strengthen each plan is shared with faculties to further raise awareness and understanding of promising practices in recruitment. Once a faculty is allocated a chair, the recruitment plan is shared with the HR specialist supporting the search for implementation.
- **CRC Equity Recruitment Toolkit:** In 2018, HR developed a toolkit for those involved in the recruitment and selection of Canada Research Chair positions. The toolkit introduces best practices in recruitment, hiring for diversity, legislative requirements, University of Calgary's policies and practices, as well as the Canada Research Chair Program (CRCP) equity, diversity, and inclusion practices. This toolkit is reviewed and updated on an annual basis. 2020-21 updates still in progress include considerations for recruitment of Indigenous peoples, developed by HR in coordination with the Office of Indigenous Engagement. In addition to the toolkit, an HR specialist in CRC recruitments provides search committees with continuous support through the selection process, including unconscious bias awareness training, applicant pool diversity reports, tips sheets, and information on CRC targets and recruitment requirements. Where EDI targets are not met for a recruitment, the HR specialist provides advice on implementation of additional proactive practices for recruitment of members of equity-deserving groups.
- **CRC Recruitment Process Summary:** The process for reviewing the recruitment process continues to be refined and standardized. On identification of a preferred candidate, the committee submits a formal Summary of CRC Recruitment Process (a new form implemented in 2020), which includes a description of: committee composition; EDI training and guidance provided; steps taken to identify and actively recruit members of the FDGs; EDI considerations during interview and selection; a summary of support to be provided to the chairholder; and a CRC recruitment process compliance form signed by all committee members. An EDI Advisor reviews these forms for each search and provides a report to the AVPR before a nominee is approved.
- **Reviews of EDI best practices:** CRC EDI Institutional Action Plans that received a rating of "fully satisfies" have been reviewed to identify additional promising practices that we could incorporate in our action plan. Research Services and HR teams meet monthly to review the application and effectiveness of current practices in CRC recruitment and nomination.
- **Challenges:** Challenges are noted in Part B as they were common to all actions.

- **Next steps:** As an institution, we continue to identify and pursue promising practices for advancing EDI in the research ecosystem. This is enabled by initiatives related to the Dimensions pilot program, as well as the strengthening of the EDI infrastructure at the university with the appointment of a Vice Provost EDI, and at least six faculty level EDI leads. We will continue to adapt our institutional action plan as we make changes to existing policies and implementation of new policies and strategies.

1.2.2 Support Systems

Objective: Positive support structures and services will be made available to all chair holders.

Systemic barriers: A lack of networks, sponsors, and mentors, and increased service workload (e.g. “ivory tower of service work” and “equity tax”) often assigned to members of equity-deserving groups pose additional barriers to some chairholders and the overall chair program success

Actions:

- 1.2.2.1 CRC onboarding: By fall 2019, all new chair holders will be advised by the new CRC Equity Advisor, working with ODEPD (Equity Officer) and Human Resources, about EDI initiatives, networking and development opportunities, events and leadership programs available to them and of the process for protected disclosure. The 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.
- 1.2.2.2 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. Additionally, a new central mentoring framework will be developed in 2019/20 specifically for CRCs with voluntary participation. The model will be flexible with one-to-one, group and network dimensions and will address the unique pressures and expectations for our CRCs. Rather than a one-size-fits-all approach, we are prioritizing a novel Equitable Pathways approach that focuses on the documented experiences of isolation experienced by some members of the FDGs and LGBTQ2S+. All new CRCs will have the opportunity to develop a personalized program tailored to their needs and aspirations.
- 1.2.2.3 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 related to university HR, finance and research systems support. Through a new USER Task Force CRC focus group starting in 2019/20 (Appendix A10), chair holder consultation will ensure the most effective definition and delivery of such services.
- 1.2.2.4 System safeguards: Administrators associated with chair holder development and career progression will be made aware of systemic inequities as well as unconscious biases, gender-based analysis (+), intersectionality, and potential adverse impacts of these on decision making; they will be advised on appropriate safeguards to ensure members of FDGs are not disadvantaged in negotiations for institutional support.
- 1.2.2.5 Surveys: Annual confidential self-ID surveys of chair holders will continue to identify any ongoing barriers for the FDGs, inform the need for new actions, and track progress in sustaining a healthy environment for the FDGs.

Indicators: Chair holder access to institutional resources and development opportunities, as noted by responses to the annual chair holder survey, as well as ongoing interviews with faculty leadership and focus groups.

Progress:

- **CRC Onboarding:** While our commitment remains unchanged, individualized coaching for new chair holders on networking, development opportunities, and leadership programs has not yet been implemented due to the pandemic and staffing challenges, but will be initiated in 2021 (see challenges below). Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021; this training covers procedures for protected disclosure and related university policies. Processes for the development and coordinated communication of campus-wide EDI initiatives, networks and support structures are in development through the new Office of EDI and the Dimensions Pilot Project.
- **Mentoring:** Details of faculty-level mentoring plans and commitments are submitted as part of candidate review documentation, which is reviewed by an EDI Advisor and AVPR, and kept on file with RSO. The central institutional mentoring framework has not yet been established, but will be revisited in 2021.
- **Administrative support:** in addition to the services provided by the Integrated Service Centre, the chairs specialists in Research Services provide direct support to chairs and departmental staff on financial and research systems related to CRCs. As with other focus groups in 2020, the USER CRC Task Force was delayed and will be revisited in 2021.
- **System safeguards:** All communication from Research Services and the VPRO to faculty administrators related to CRC recruitment, career development and progression emphasizes the need to mitigate bias and ensure fairness in decision-making. Broader EDI literacy, education, and training, including unconscious bias awareness sessions, were moved online due to COVID-19 requirements to work from home; while initially challenging to plan and deliver, this change seems to have increased participation in training. Three presentations on Unconscious Bias and two on Indigenous Awareness and Engagement were provided to SUPPORT Committee members, who provide review and feedback on all CRC recruitment and nomination documents, as well as on applications for other major funding programs and research awards. An information session for nominators and administrators on writing compelling award nominations included new content on inclusive language and mitigating unconscious bias in reference letters. Nearly all Research Services administrators have attended training offered by the university's Office of EDI and several have completed Canadian Association of Research Administrators EDI Certificate and OCAP training to more effectively support researchers (including CRCs) in planning inclusive research teams and training plans, and addressing EDI considerations for research funding applications.
- **Surveys and focus groups:** progress on this action was delayed due to challenges related to COVID-19 (concerns related to time and remote relationship-building for effective consultations) and staffing.
- **Next steps:** The approach to CRC onboarding, communication of system safeguards and climate surveys or focus groups will be revisited for 2021-2022 and will be conducted in coordination

with the Office of EDI and the Dimensions Pilot Project initiatives. The cross-unit EDI Data Group, newly launched EDI Dashboard, and the suite of EDI surveys planned for 2021-2022 will enhance EDI in the research ecosystem with specific knowledge of each equity-deserving group.

1.2.3 Achieving Equity Targets

Objective: We will meet or exceed institutional equity targets and goals by December 2019.

Systemic barriers: The lack of diversity in the academic workforce and lack of equitable pathways for success for members of equity-deserving groups is reflected in, and amplified by, the lack of diversity in CRCs.

Actions:

- 1.2.3.1 Appointment of three Indigenous chairs: To support our institutional Indigenous Strategy, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates.
- 1.2.3.2 Internal retention: Three CIHR CRCs have been allocated for appointment of internal women chair holders.
- 1.2.3.3 Equity recruitment practices will be enforced for all CRC hiring committees: A more rigorous equity framework is expected to increase the representation of members from the four FDGs groups and LGBTQ2S+.
- 1.2.3.4 Where necessary, proactive measures such as prioritizing the hiring of members of FDGs will be implemented to close diversity gaps until targets are achieved.
- 1.2.3.5 If necessary, options will be pursued to create additional chair allocations (using flex moves or other options) for prioritized allocation and hiring of FDGs to achieve targets.

Indicators: Representation of the FDGs in our CRC allocations

Progress:

- Equity targets for all four of the FDGs (women, visible/racialized minorities, persons with disabilities, and Indigenous peoples) were met or exceeded by December 2019
- Prioritized hiring of members of the FDGs has been implemented to close gaps as part of our equity targets.
- As previously reported, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates. Two have been filled, while one remains in the recruitment phase.
- Equity recruitment practices have been undertaken for all CRC hiring committees and the more rigorous equity framework continues to increase the representation of members of all of the FDGs.
- **Challenges:** Challenges are noted in Part B as they were common to all actions
- **Next steps:** Through continuous improvement of our proactive talent identification, and inclusive recruitment and nomination practices, we will meet or exceed the CRC equity targets set for 2022, 2025, 2027 and 2029

- **Part B - Challenges and Opportunities**

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

Opportunities

- Human Resources has noted a greater awareness of, and attention to, EDI in hiring processes. As well, the broader adoption of CRC best practices has influenced the adoption of such practices in non-CRC academic selection processes across campus.
- In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new Office of EDI. Six Faculties have also established associate deans EDI, and others are exploring options. In addition, the University of Calgary was selected as one of 17 Dimensions pilot institutions in 2019 and is currently conducting a comprehensive environmental scan, expanded data collection, and created Equitable Pathways working groups for each FDG and LGBTQ2S+, which will form part of the institutional self-assessment required under the program. These developments present an exciting opportunity for coordination of EDI activities and initiatives across campus and for expanded examination of institutional policies, procedures and strategies with an EDI lens, which will be of benefit in informing further improvements to our CRC EDI Institutional Action Plan. It has meant that some planned actions related to our action plan have been paused or slowed, as we work to understand the connections and overlap with other institutional initiatives on an equitable and inclusive research ecosystem.

Challenges:

- Staffing challenges: With rapidly evolving expectations around competency and knowledge in equity, diversity, inclusion, accessibility and recruitment practices from both funders and the campus community, competition for EDI specialists and demands on their time have increased substantially in the past 2 years. Delays in hiring an EDI advisor, unanticipated demand for consultation and staff turnover have slowed progress on some planned actions.
- COVID-19: Challenges experienced were common in the university environment, including the remote work environment (family, space and technical challenges, difficulty establishing and sustaining communication with chairs and other stakeholders), staff health, including mental health and wellness challenges, uneven care responsibilities, and competing demands on time. These challenges contributed to the delay in establishing focus groups and individual consultations; these actions will be prioritized for implementation in 2021.

Part C - Reporting on EDI Stipend objectives not accounted for in Section A

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

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

Initiative 1) Conduct Environmental Scan

Objective: We will conduct an EDI survey of chairholders and other members of the campus community by the end of 2020 to gauge the health of the workplace environment. In coordination with Initiatives 2 and 3, objectives include monitoring progress (positive and negative) to date, engaging chairholders, and developing new recommendations for our CRC EDI Action Plan (EDIAP) implementation going forward. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

Performance indicators: Short-term: survey participation rate; and actionable recommendations. Long-term: chairholder engagement (via follow-up survey); chairholder retention rates

Progress: Program specific EDI-related surveys were delayed by COVID and paused as the strategy for institutional self-assessment under the Dimensions program began to take shape. As part of the Office of Equity, Diversity, and Inclusion's mandate to strengthen the University of Calgary's efforts to advance EDI, a COVID-19 Equity, Diversity and Inclusion survey was launched in December 2020 to better understand how the COVID-19 pandemic has impacted diverse members of our community. The data collected will be used to help us understand how members of our community are experiencing the pandemic, specifically the impact on university roles (faculty, staff, students), and each equity-deserving group (women, Indigenous peoples, visible/racialized minorities, persons with disabilities, LGBTQ2S+) and, in turn, better enable us to develop targeted accommodations, supports and services, and policy changes with a better understanding of how identity impacts individual experiences. The survey, which was open to all faculty, staff, postdoctoral scholars, and students, closed on March 1, 2021; analysis of the results is underway.

Initiative 2) Conduct Employment Systems Review

Objective: In collaboration with Human Resources, the Office of Diversity, Equity and Protected Disclosure (now Office of EDI and Office of Protected Disclosure and Research Integrity), and other relevant units on campus, we will conduct a review of employment systems for recruitment, retention and career progression of CRCs. Objective is to identify barriers or practices that have an adverse effect on employment of under-represented groups, and inform revised actions going forward. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

Performance indicators: Short-term: review summary of systemic inequities; summary of best practices; Long-term: best practices implemented; applicant pools and recruitment rates for under-represented groups

Progress:

Employment Systems Review: A review of updates since 2017 to policies, processes, and strategies related to CRCs was conducted by the EDI specialist in Research Services, in coordination with the HR team

- **Policies:**
 - The Code of Conduct – Revised in 2019 to comply with new provincial legislation on conflicts of interest; effective July 1, 2019;
 - Workplace Accommodation Policy – Approved June 12, 2018; effective September 1, 2018;
 - Sexual and Gender-Based Violence Policy and Workplace Violence Policy – Revised June 19, 2020;
 - The Harassment Policy, Employment Equity Policy and Workplace Violence Policy underwent editorial revisions in 2020

- **Procedures:**
 - The Protected Disclosure Procedure and Workplace Investigation Procedure underwent editorial revisions.
 - The Procedures Pertaining to Appointment, Promotion, and Tenure of Academic Staff/General Faculties Council (GFC) Handbook: In 2019, a committee was struck to update the Procedures Pertaining to Appointment, Promotion, and Tenure of Academic Staff, to be renamed the GFC Academic Staff Criteria & Processes Handbook. Following extensive consultation and GFC approval, Part A of the new GFC Handbook, Criteria for Appointment, Renewal, Transfer, Tenure, Promotion and Merit Assessment, took effect in November 2020. This document includes a commitment to equity, diversity and inclusion, and an emphasis on addressing barriers that inhibit Indigenous peoples, racialized, queer, trans- and gender- nonconforming, women and other systematically disadvantaged scholars from achieving their full potential. Faculty guidelines will outline discipline-specific criteria for appointment, promotion, and tenure, and “must include a statement or description... of the ways in which the Faculty recognizes systemic barriers that may prevent academic staff members of equity-seeking groups from achieving career milestones such as Tenure and Promotion at the same rate and speed, as well as achievements through Merit Assessment.” Part B of the GFC Handbook, which deals with recruitment processes, is scheduled for GFC approval and adoption in June 2021.

- **Strategies:** EDI-related strategies released or updated since 2017 include:
 - Dimensions EDI Pilot program: UCalgary endorsed the Dimensions Equity, Diversity, and Inclusion Charter on May 30, 2019 and was selected as one of 17 institutions to participate in the national Dimensions pilot in August 2019. As a member of the Dimensions pilot program, UCalgary has committed to: co-create the award criteria and program handbook with the NSERC Dimensions team and other member institutions; conduct a comprehensive institutional self-assessment and gaps analysis; and develop an action plan to address barriers to the full participation of members of equity-deserving groups.

- Indigenous Strategy: updated in 2020 with 4-year indicators such as Indigenous Student Awards, % of Total University of Calgary Students (Indigenous), Total Research Funds, Indigenous Degrees, Certificates and Diplomas (2016-2020)
- Campus Mental Health Strategy: 2018 progress includes Harm reduction support, Indigenous support, Student support, Staff and faculty support
- The Exit Survey: exit survey process remains the same; employees now have the option to have survey feedback provided to their department/faculty leader.
- Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021

Initiative 3) Conduct Comparative Review

Objective: We will conduct a comparative review to determine the levels of support offered to chairholders, disaggregating data by the under-represented groups. The objective is to complement our qualitative findings from CRC focus groups (Initiative 1) with quantitative measures to amplify our CRC recruitment and retention guidelines. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

Performance indicators: Short-term: institutional support thresholds disaggregated by under-represented group and field of research; Long-term: chairholder access to institutional resources and supports

Progress: Beginning in June 2020, the EDI specialist developed a database aggregating records on all financial and administrative supports committed to UCalgary CRCs nominated in the last five years. Preliminary data analysis has been started; this will be refined by FDG, renewal status, faculty, and research area. Analysis of the comparative data will continue to September 2021.

In addition, an environmental scan was undertaken of annual research stipends paid to CRC holders by U15 universities. This led to the development of a guidance document on the creation of funded faculty positions to support recruitment of new Canada Research Chairs, which included recommended annual research stipends for Tier 1 and Tier 2 levels.

For each initiative, indicate the extent of the impact the EDI Stipend has had on your institution in meeting this objective as identified in your application, for the reporting period:

- Minor impact (the EDI Stipend had minimal impact on achieving progress) - True for the environmental scan to date; this will be a major impact over the May-Sept 2021 period
- Major impact (the EDI Stipend had a major impact on achieving progress) - True for the employment systems review and comparative review

Provide a high level summary of how the stipend was used: An EDI Specialist was hired to advance work on these three initiatives. The stipend was used to partially cover the Specialist's salary for the 50% of their time spent on these activities. High demand for EDI specialists meant that the position was filled from May 2020 - March 2021; the position has been refilled as of May 2021, which will spend out the remaining stipend funds

Part D - Engagement with individuals from underrepresented groups

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

- The committee that developed the action plan included members of some of the underrepresented groups. Members of the FDGs have been involved in review and implementation of the plan. We have not yet conducted a systematic consultation with members of the five equity-deserving groups to identify and implement necessary adjustments or better address intersectionality. The Equitable Pathways working groups will provide necessary strategic direction on FDGs, LGBTQ2S+, and key EDI identity concepts and experiences.
- The EDI Advisor has consulted with campus community members of the FDGs who are not chairholders to learn about preferred terminology, barriers to inclusion and promising practices identified in their areas.
- The Dimensions EDI Executive and Steering Committees at the university are integral to incorporating EDI into the research ecosystem and they are composed of members of every faculty and relevant units related to research, HR, and student or staff support across campus. These committees were intentionally designed to include members from all five of the equity-deserving groups. While the committees have not yet been consulted on the measures being implemented as part of the CRC Institutional Action Plan, the institutional self-assessment process to be conducted under Dimensions offers both an opportunity to learn from the CRCP experience and also to enable a formal review of the CRC action plan by a large group of engaged equity specialists.

Part E - Efforts to Address Systemic Barriers More Broadly within the Institution

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

- In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new [Office of EDI](#) (OEDI). The OEDI builds on and extends the work of the Office of Diversity, Equity and Protected Disclosure (ODEPD), which was established in February 2014 to advance the core values that underlie the university's strategic direction, Eyes High. Designed to deal with both individual and systemic issues, the OEDI reports to the Provost and Vice-President (Academic). The OEDI shares this story and many collaborative EDI initiatives at the institutional, faculty, and other units in its inaugural [EDI newsletter](#).
- The OEDI, in partnership with the Office of Institutional Analysis, launched a new [Equity, Diversity and Inclusion \(EDI\) dashboard](#) (and additional [EDI infographics](#)) in March 2021 with key metrics on students, faculty, staff, and senior leadership. High-quality data within the dashboard will help to identify gaps and inform EDI policy moving forward. While the dashboard represents an important step forward for UCalgary EDI metrics, data collection continues to evolve on campus, with a multi-unit EDI data collection working group developing principles and plans for the collection and use of disaggregated demographic data for all students and staff.
- UCalgary endorsed the Dimensions EDI Charter in May 2019 and was selected as one of 17 institutions to participate in the pilot program in August 2019. The [Dimensions pilot project](#) is jointly led by the Office of the Provost and Office of the Vice-President Research, with an Executive and Steering Committee, and connected to teams across the university working collaboratively to foster transformational change in the research ecosystem and the broader university. As part of the pilot, UCalgary is preparing a comprehensive institutional self-assessment, conducting gaps analyses, and developing an action plan to ensure robust EDI policies, processes, and practices, supporting inclusive talent identification, nomination and selection processes, embedding EDI in research design, practice, collaboration and team-building, and facilitating equitable access to research funding and support.
- The [Indigenous Research Support Team](#) is a pilot project launched in late 2019 within Research Services to further the Indigenous Research enterprise at the University of Calgary through key offerings and support. The overarching intention of the project is to strengthen and identify existing resources for Indigenous communities and stakeholders, university researchers, and further partners to promote collaborative, reciprocal, and culturally responsive research.
- As part of an Inclusive Awards and Prizes Initiative, the university has undertaken the development of an institutional EDI plan for inclusive research and teaching award nominations. The overall objective of the plan is to advance EDI in the research and teaching award portfolios at the University of Calgary, assess barriers to EDI in current research and teaching awards

nomination processes, and identify promising practices to improve EDI in research and teaching award nominations and related processes.

- A number of other initiatives have been launched across the university to address discrimination, systemic barriers and implicit biases, and foster an equitable, diverse and inclusive research environment, including: UCalgary's annual Equity, Diversity, and Inclusion Awards; the inaugural UCalgary Provost's Postdoctoral Fellowship for Black and Indigenous Scholars announced in March 2021; and the [Courageous Conversations](#) webinar series designed to spark a national conversation around equity, systemic inequities, racism and anti-racism. UCalgary's [global engagement strategy](#) also foregrounds diversity and intercultural capacity, as well as the [Global Pluralism Initiative](#).
- The Office of EDI offers [equity, diversity and inclusion workshops](#) to various groups on campus, including classrooms, clubs, employee groups, departments and faculties.

Appendix 1: Report as generated from the Voxco portal

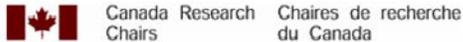


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Submit and Exit Survey

Important Note

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

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

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

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

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

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

Contact information

Please complete the fields below.

Name of Institution:

University of Calgary

Contact Name:

Kirsten Exall

Position Title:

Director, Institutional Programs, Research Services

Institutional Email:

kexall@ucalgary.ca

Institutional Telephone Number:

4032106756

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

<https://ca1se.voxco.com/SE/?st=jeuW6suXm8k3Ct0XM1n9bz3j3Dx9FJ0r8SmrwEodpAI%3D>

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

Yes

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

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

09/27/2019

Rating given action plan in most recent review process:

Satisfies

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

The responsibility for the implementation of this plan is jointly shared by Dr. Susan Skone (Associate Vice-President Research) and Dr. Malinda Smith (Vice-Provost EDI) in the Office of the Provost and VPA.

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

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

Key Objective 1

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

The University of Calgary is strengthening its commitment to equity, diversity, inclusion, and accessibility. This commitment is evident in intentional actions to meet and exceed priorities laid out in the stated objectives. 1.2.1 Processes Objective: Our institutional framework for chair allocations, recruitment and nominations will embed equity, diversity, and inclusion considerations at all stages of the process, and will be based on best practices for inclusive awards, prizes, and honours.

Systemic barriers -

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

Research and experience have highlighted the ways in which standard academic selection and recognition practices reinforce patterns of bias and discrimination that limit opportunities for members of equity-deserving groups.

Corresponding actions undertaken to address the barriers:

- 1.2.1.1 Beginning in 2017, an equity recruitment plan will be required for each CRC search: This plan will be specific to the given discipline, set applicant pool targets based on available talent, designate an EDI champion, and address current equity gaps. It will be prepared by the given Faculty with input from Human Resources and the CRC EDI Advisor. An institutional sub-committee chaired by our Equity Officer or designate will review each plan, taking into account perspectives from each of the FDGs, and will make recommendations for implementation.
- 1.2.1.2 By mid-2018, HR will develop a CRC equity recruitment toolkit: In addition to unconscious bias awareness sessions, search committees will be provided online resources, tip sheets and information sessions for CRCP recommended best practices. These include proactive recruitment methods by FDGs, establishing evaluation criteria and assessment grids, and assessing circumstances that could affect productivity such as career interruptions. This toolkit will be reviewed and updated at minimum on an annual basis.
- 1.2.1.3 As of December 2017, the Research Services Office and VPR Office will work together to ensure ongoing compliance with CRCP requirements for all new nominations by compiling and reviewing evidence demonstrating equity recruitment conducted prior to nomination submission. An institutional sub-committee chaired by our Equity Officer or designate and including perspectives from each of the FDGs will review each recruitment package.
- 1.2.1.4 Review of EDI best practices: Beginning in 2017, the Office of Diversity, Equity and Protected Disclosure, in coordination with Human Resources, will conduct an annual review of current literature, policies and internal data to inform refinements to our institutional CRC EDI framework. This will include revisions, as appropriate, of our self-identification processes to address gender fluidity.

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

Equity recruitment indicators for applicant pool diversity and candidate selections are reflective of the targets established in equity recruitment plans for each.

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

- **CRC Equity Recruitment Plan:** As noted in previous reports, every CRC allocation request submitted by a faculty must be accompanied by an equity recruitment plan. The EDI Advisor provides a review and summary report to the AVPR for each equity recruitment plan, and has developed a guidance document for faculties. Feedback on strengths and opportunities to strengthen each plan is shared with faculties to further raise awareness and understanding of promising practices in recruitment. Once a faculty is allocated a chair, the recruitment plan is shared with the HR specialist supporting the search for implementation.
- **CRC Equity Recruitment Toolkit:** In 2018, HR developed a toolkit for those involved in the recruitment and selection of Canada Research Chair positions. The toolkit introduces best practices in recruitment, hiring for diversity, legislative requirements, University of Calgary's policies and practices, as well as the Canada Research Chair Program (CRCP) equity, diversity, and inclusion practices. This toolkit is reviewed and updated on an annual basis. 2020-21 updates still in progress include considerations for recruitment of Indigenous peoples, developed by HR in coordination with the Office of Indigenous Engagement. In addition to the toolkit, an HR specialist in CRC recruitments provides search committees with continuous support through the selection process, including unconscious bias awareness training, applicant pool diversity reports, tips sheets, and information on CRC targets and recruitment requirements. Where EDI targets are not met for a recruitment, the HR specialist provides advice on implementation of additional proactive practices for recruitment of members of equity-deserving groups.
- **CRC Recruitment Process Summary:** The process for reviewing the recruitment process continues to be refined and standardized. On identification of a preferred candidate, the committee submits a formal Summary of CRC Recruitment Process (a new form implemented in 2020), which includes a description of: committee composition; EDI training and guidance provided; steps taken to identify and actively recruit members of the FDGs; EDI considerations during interview and selection; a summary of support to be provided to the chairholder; and a CRC recruitment process compliance form signed by all committee members. An EDI Advisor reviews these forms for each search and provides a report to the AVPR before a nominee is approved.
- **Reviews of EDI best practices:** CRC EDI Institutional Action Plans that received a rating of "fully satisfies" have been reviewed to identify additional promising practices that we could incorporate in our action plan. Research Services and HR teams meet monthly to review the application and effectiveness of current practices in CRC recruitment and nomination.

Challenges encountered during the reporting period:

Challenges are noted in Part B as they were common to all actions

Next Steps (indicate specific dates/timelines):

As an institution, we continue to identify and pursue promising practices for advancing EDI in the research ecosystem. This is enabled by initiatives related to the Dimensions pilot program, as well as the strengthening of the EDI infrastructure at the university with the appointment of a Vice Provost EDI, and at least six faculty level EDI leads. We will continue to adapt our institutional action plan as we make changes to existing policies and implementation of new policies and strategies.

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

No

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

Do you have other key objectives to add?

Yes

Key Objective 2

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

1.2.2 Support Systems Objective: Positive support structures and services will be made available to all chair holders.

Systemic barriers -

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

A lack of networks, sponsors, and mentors, and increased service workload (e.g. "ivory tower of service work" and "equity tax") often assigned to members of equity-deserving groups pose additional barriers to some chairholders and the overall chair program success

Corresponding actions undertaken to address the barriers:

- **1.2.2.1 CRC onboarding:** By fall 2019, all new chair holders will be advised by the new CRC Equity Advisor, working with ODEPD (Equity Officer) and Human Resources, about EDI initiatives, networking and development opportunities, events and leadership programs available to them and of the process for protected disclosure. The 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.
- **1.2.2.2 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. Additionally, a new central mentoring framework will be developed in 2019/20 specifically for CRCs with voluntary participation. The model will be flexible with one-to-one, group and network dimensions and will address the unique pressures and expectations for our CRCs. Rather than a one-size-fits-all approach, we are prioritizing a novel Equitable Pathways approach that focuses on the documented experiences of isolation experienced by some members of the FDGs and LGBTQ2S+. All new CRCs will have the opportunity to develop a personalized program tailored to their needs and aspirations.
- **1.2.2.3 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 related to university HR, finance and research systems support. Through a new USER Task Force CRC focus group starting in 2019/20 (Appendix A10), chair holder consultation will ensure the most effective definition and delivery of such services.
- **1.2.2.4 System safeguards:** Administrators associated with chair holder development and career progression will be made aware of systemic inequities as well as unconscious biases, gender-based analysis (+), intersectionality, and potential adverse impacts of these on decision making; they will be advised on appropriate safeguards to ensure members of FDGs are not disadvantaged in negotiations for institutional support.
- **1.2.2.5 Surveys:** Annual confidential self-ID surveys of chair holders will continue to identify any ongoing barriers for the FDGs, inform the need for new actions, and track progress in sustaining a healthy environment for the FDGs.

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

Chair holder access to institutional resources and development opportunities, as noted by responses to the annual chair holder survey, as well as ongoing interviews with faculty leadership and focus groups.

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

- CRC Onboarding: While our commitment remains unchanged, individualized coaching for new chair holders on networking, development opportunities, and leadership programs has not yet been implemented due to the pandemic and staffing challenges, but will be initiated in 2021 (see challenges below). Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021; this training covers procedures for protected disclosure and related university policies. Processes for the development and coordinated communication of campus-wide EDI initiatives, networks and support structures are in development through the new Office of EDI and the Dimensions Pilot Project.
- Mentoring: Details of faculty-level mentoring plans and commitments are submitted as part of candidate review documentation, which is reviewed by an EDI Advisor and AVPR, and kept on file with RSO. The central institutional mentoring framework has not yet been established, but will be revisited in 2021.
- Administrative support: in addition to the services provided by the Integrated Service Centre, the chairs specialists in Research Services provide direct support to chairs and departmental staff on financial and research systems related to CRCs. As with other focus groups in 2020, the USER CRC Task Force was delayed and will be revisited in 2021.
- System safeguards: All communication from Research Services and the VPRO to faculty administrators related to CRC recruitment, career development and progression emphasizes the need to mitigate bias and ensure fairness in decision-making. Broader EDI literacy, education, and training, including unconscious bias awareness sessions, were moved online due to COVID-19 requirements to work from home; while initially challenging to plan and deliver, this change seems to have increased participation in training. Three presentations on Unconscious Bias and two on Indigenous Awareness and Engagement were provided to SUPPORT Committee members, who provide review and feedback on all CRC recruitment and nomination documents, as well as on applications for other major funding programs and research awards. An information session for nominators and administrators on writing compelling award nominations included new content on inclusive language and mitigating unconscious bias in reference letters. Nearly all Research Services administrators have attended training offered by the university's Office of EDI and several have completed Canadian Association of Research Administrators EDI Certificate and OCAP training to more effectively support researchers (including CRCs) in planning inclusive research teams and training plans, and addressing EDI considerations for research funding applications.
- Surveys and focus groups: progress on this action was delayed due to challenges related to COVID-19 (concerns related to time and remote relationship-building for effective consultations) and staffing.

Challenges encountered during the reporting period:

Progress was delayed due to challenges related to COVID-19 and staffing, as described in Part B

Next Steps (indicate specific dates/timelines):

The approach to CRC onboarding, communication of system safeguards and climate surveys or focus groups will be revisited for 2021-2022 and will be conducted in coordination with the Office of EDI and the Dimensions Pilot Project initiatives. The cross-unit EDI Data Group, newly launched EDI Dashboard, and the suite of EDI surveys planned for 2021-2022 will enhance EDI in the research ecosystem with specific knowledge of each equity-deserving group.

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

No

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

Key Objective 3

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

1.2.3 Achieving Equity Targets Objective: We will meet or exceed institutional equity targets and goals by December 2019.

Systemic barriers -

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

The lack of diversity in the academic workforce and lack of equitable pathways for success for members of equity-deserving groups is reflected in, and amplified by, the lack of diversity in CRCs.

Corresponding actions undertaken to address the barriers:

- 1.2.3.1 Appointment of three Indigenous chairs: To support our institutional Indigenous Strategy, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates.
- 1.2.3.2 Internal retention: Three CIHR CRCs have been allocated for appointment of internal women chair holders.
- 1.2.3.3 Equity recruitment practices will be enforced for all CRC hiring committees: A more rigorous equity framework is expected to increase the representation of members from the four FDGs groups and LGBTQ2S+.
- 1.2.3.4 Where necessary, proactive measures such as prioritizing the hiring of members of FDGs will be implemented to close diversity gaps until targets are achieved.
- 1.2.3.5 If necessary, options will be pursued to create additional chair allocations (using flex moves or other options) for prioritized allocation and hiring of FDGs to achieve targets.

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

Representation of the FDGs in our CRC allocations

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

- Equity targets for all four of the FDGs (women, visible/racialized minorities, persons with disabilities, and Indigenous peoples) were met or exceeded by December 2019
- Prioritized hiring of members of the FDGs has been implemented to close gaps as part of our equity targets. • As previously reported, three CRCs have been allocated to Indigenous research areas for priority hiring of Indigenous candidates. Two have been filled, while one remains in the recruitment phase. • Equity recruitment practices have been undertaken for all CRC hiring committees and the more rigorous equity framework continues to increase the representation of members of all of the FDGs.

Challenges encountered during the reporting period:

Challenges are noted in Part B as they were common to all actions

Next Steps (indicate specific dates/timelines):

Through continuous improvement of our proactive talent identification, and inclusive recruitment and nomination practices, we will meet or exceed the CRC equity targets set for 2022, 2025, 2027 and 2029

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

No

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

Key Objective 4

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

Key Objective 5

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

Key Objective 6

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

Challenges and Opportunities

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

Opportunities • Human Resources has noted a greater awareness of, and attention to, EDI in hiring processes. As well, the broader adoption of CRC best practices has influenced the adoption of such practices in non-CRC academic selection processes across campus. • In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new Office of EDI. Six Faculties have also established associate deans EDI, and others are exploring options. In addition, the University of Calgary was selected as one of 17 Dimensions pilot institutions in 2019 and is currently conducting a comprehensive environmental scan, expanded data collection, and created Equitable Pathways working groups for each FDG and LGBTQ2S+, which will form part of the institutional self-assessment required under the program. These developments present an exciting opportunity for coordination of EDI activities and initiatives across campus and for expanded examination of institutional policies, procedures and strategies with an EDI lens, which will be of benefit in informing further improvements to our CRC EDI Institutional Action Plan. It has meant that some planned actions related to our action plan have been paused or slowed, as we work to understand the connections and overlap with other institutional initiatives on an equitable and inclusive research ecosystem. Challenges: • Staffing challenges: With rapidly evolving expectations around competency and knowledge in equity, diversity, inclusion, accessibility and recruitment practices from both funders and the campus community, competition for EDI specialists and demands on their time have increased substantially in the past 2 years. Delays in hiring an EDI advisor, unanticipated demand for consultation and staff turnover have slowed progress on some planned actions. • COVID-19: Challenges experienced were common in the university environment, including the remote work environment (family, space and technical challenges, difficulty establishing and sustaining communication with chairs and other stakeholders), staff health, including mental health and wellness challenges, uneven care responsibilities, and competing demands on time. These challenges contributed to the delay in establishing focus groups and individual consultations; these actions will be prioritized for implementation in 2021.

Reporting on EDI Stipend objectives not accounted for in Part A**Instructions:**

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

Objectives associated with your institution's EDI Stipend application

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

EDI Stipend Objective 1

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

Conduct Environmental Scan: We will conduct an EDI survey of chairholders and other members of the campus community by the end of 2020 to gauge the health of the workplace environment. In coordination with Initiatives 2 and 3, objectives include monitoring progress (positive and negative) to date, engaging chairholders, and developing new recommendations for our CRC EDI Action Plan (EDIAP) implementation going forward. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

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

Short-term: survey participation rate; and actionable recommendations. Long-term: chairholder engagement (via follow-up survey); chairholder retention rates

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

Program specific EDI-related surveys were delayed by COVID and paused as the strategy for institutional self-assessment under the Dimensions program began to take shape. As part of the Office of Equity, Diversity, and Inclusion's mandate to strengthen the University of Calgary's efforts to advance EDI, a COVID-19 Equity, Diversity and Inclusion survey was launched in December 2020 to better understand how the COVID-19 pandemic has impacted diverse members of our community. The data collected will be used to help us understand how members of our community are experiencing the pandemic, specifically the impact on university roles (faculty, staff, students), and each equity-deserving group (women, Indigenous peoples, visible/racialized minorities, persons with disabilities, LGBTQ2S+) and, in turn, better enable us to develop targeted accommodations, supports and services, and policy changes with a better understanding of how identity impacts individual experiences. The survey, which was open to all faculty, staff, postdoctoral scholars, and students, closed on March 1, 2021; analysis of the results is underway.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	3565
Institutional commitment (if applicable):	0
Total funds spent:	

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

	Amount \$	Source / Type (cash or in-kind)
1	0	n/a
2	0	n/a

Table C2. EDI Stipend Impact Rating

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

Minor impact (the EDI Stipend had minimal impact on achieving progress)

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

The stipend was used to partially cover the Specialist's salary for the 50% of their time spent on these activities. There was some staff turnover and remaining stipend funds will be spent advancing this initiative in 2021-2022

Do you have other objectives to add?

Yes

Additional Objectives (if applicable)

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

EDI Stipend Objective 2

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

Conduct Employment Systems Review In collaboration with Human Resources, the Office of Diversity, Equity and Protected Disclosure (now Office of EDI and Office of Protected Disclosure and Research Integrity), and other relevant units on campus, we will conduct a review of employment systems for recruitment, retention and career progression of CRCs. Objective is to identify barriers or practices that have an adverse effect on employment of under-represented groups, and inform revised actions going forward. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

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

Short-term: review summary of systemic inequities; summary of best practices; Long-term: best practices implemented; applicant pools and recruitment rates for under-represented groups

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

A review of updates since 2017 to policies, processes, and strategies related to CRCs was conducted by the EDI specialist in Research Services, in coordination with the HR team • Policies: o The Code of Conduct – Revised in 2019 to comply with new provincial legislation on conflicts of interest; effective July 1, 2019; o Workplace Accommodation Policy – Approved June 12, 2018; effective September 1, 2018; o Sexual and Gender-Based Violence Policy and Workplace Violence Policy – Revised June 19, 2020; o The Harassment Policy, Employment Equity Policy and Workplace Violence Policy underwent editorial revisions in 2020 • Procedures: o The Protected Disclosure Procedure and Workplace Investigation Procedure underwent editorial revisions. o The Procedures Pertaining to Appointment, Promotion, and Tenure of Academic Staff/General Faculties Council (GFC) Handbook: In 2019, a committee was struck to update the Procedures Pertaining to Appointment, Promotion, and Tenure of Academic Staff, to be renamed the GFC Academic Staff Criteria & Processes Handbook. Following extensive consultation and GFC approval, Part A of the new GFC Handbook, Criteria for Appointment, Renewal, Transfer, Tenure, Promotion and Merit Assessment, took effect in November 2020. This document includes a commitment to equity, diversity and inclusion, and an emphasis on addressing barriers that inhibit Indigenous peoples, racialized, queer, trans- and gender- nonconforming, women and other systematically disadvantaged scholars from achieving their full potential. Faculty guidelines will outline discipline-specific criteria for appointment, promotion, and tenure, and “must include a statement or description... of the ways in which the Faculty recognizes systemic barriers that may prevent academic staff members of equity-seeking groups from achieving career milestones such as Tenure and Promotion at the same rate and speed, as well as achievements through Merit Assessment.” Part B of the GFC Handbook, which deals with recruitment processes, is scheduled for GFC approval and adoption in June 2021. • Strategies: EDI-related strategies released or updated since 2017 include: o Dimensions EDI Pilot program: UCalgary endorsed the Dimensions Equity, Diversity, and Inclusion Charter on May 30, 2019 and was selected as one of 17 institutions to participate in the national Dimensions pilot in August 2019. As a member of the Dimensions pilot program, UCalgary has committed to: co-create the award criteria and program handbook with the NSERC Dimensions team and other member institutions; conduct a comprehensive institutional self-assessment and gaps analysis; and develop an action plan to address barriers to the full participation of members of equity-deserving groups. o Indigenous Strategy: updated in 2020 with 4-year indicators such as Indigenous Student Awards, % of Total University of Calgary Students (Indigenous), Total Research Funds, Indigenous Degrees, Certificates and Diplomas (2016-2020) o Campus Mental Health Strategy: 2018 progress includes Harm reduction support, Indigenous support, Student support, Staff and faculty support o The Exit Survey: exit survey process remains the same; employees now have the option to have survey feedback provided to their department/faculty leader. o Mandatory Harassment and Violence Training for all staff was implemented across the institution in January 2021

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	8319
Institutional commitment (if applicable):	0
Total funds spent:	

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

	Amount \$	Source / Type (cash or in-kind)
1	0	n/a
2	0	n/a

Table C2. EDI Stipend Impact Rating

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

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

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

An EDI Specialist was hired to advance work on these three initiatives. The stipend was used to partially cover the Specialist's salary for the 50% of their time spent on these activities.

EDI Stipend Objective 3

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

Conduct Comparative Review We will conduct a comparative review to determine the levels of support offered to chairholders, disaggregating data by the under-represented groups. The objective is to complement our qualitative findings from CRC focus groups (Initiative 1) with quantitative measures to amplify our CRC recruitment and retention guidelines. Funds will contribute to the salary costs for an EDI Specialist to lead this initiative.

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

Short-term: institutional support thresholds disaggregated by under-represented group and field of research; Long-term: chairholder access to institutional resources and supports

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

Beginning in June 2020, the EDI specialist developed a database aggregating records on all financial and administrative supports committed to UCalgary CRCs nominated in the last five years. Preliminary data analysis has been started; this will be refined by FDG, renewal status, faculty, and research area. Analysis of the comparative data will continue to September 2021. In addition, an environmental scan was undertaken of annual research stipends paid to CRC holders by U15 universities. This led to the development of a guidance document on the creation of funded faculty positions to support recruitment of new Canada Research Chairs, which included recommended annual research stipends for Tier 1 and Tier 2 levels.

Outline the total expenditures below:

Total funds of EDI stipend spent on the objective:	11885
Institutional commitment (if applicable):	0
Total funds spent:	

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

	Amount \$	Source / Type (cash or in-kind)
1	0	n/a
2	0	n/a

Table C2. EDI Stipend Impact Rating

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

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

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

An EDI Specialist was hired to advance work on these three initiatives. The stipend was used to partially cover the Specialist's salary for the 50% of their time spent on these activities.

EDI Stipend Objective 4

EDI Stipend Objective 5

EDI Stipend Objective 6

Part D: Engagement with individuals from underrepresented groups

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

- The committee that developed the action plan included members of some of the underrepresented groups. Members of the FDGs have been involved in review and implementation of the plan. We have not yet conducted a systematic consultation with members of the five equity-deserving groups to identify and implement necessary adjustments or better address intersectionality. The Equitable Pathways working groups will provide necessary strategic direction on FDGs, LGBTQ2S+, and key EDI identity concepts and experiences.
- The EDI Advisor has consulted with campus community members of the FDGs who are not chairholders to learn about preferred terminology, barriers to inclusion and promising practices identified in their areas.
- The Dimensions EDI Executive and Steering Committees at the university are integral to incorporating EDI into the research ecosystem and they are composed of members of every faculty and relevant units related to research, HR, and student or staff support across campus. These committees were intentionally designed to include members from all five of the equity-deserving groups. While the committees have not yet been consulted on the measures being implemented as part of the CRC Institutional Action Plan, the institutional self-assessment process to be conducted under Dimensions offers both an opportunity to learn from the CRCP experience and also to enable a formal review of the CRC action plan by a large group of engaged equity specialists.

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

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

- In August 2020, Dr. Malinda Smith joined the University of Calgary as the inaugural Vice-Provost (Equity, Diversity and Inclusion), launching the new Office of EDI (OEDI). The OEDI builds on and extends the work of the Office of Diversity, Equity and Protected Disclosure (ODEPD), which was established in February 2014 to advance the core values that underlie the university's strategic direction, Eyes High. Designed to deal with both individual and systemic issues, the OEDI reports to the Provost and Vice-President (Academic). The OEDI shares this story and many collaborative EDI initiatives at the institutional, faculty, and other units in its inaugural EDI newsletter.
- The OEDI, in partnership with the Office of Institutional Analysis, launched a new Equity, Diversity and Inclusion (EDI) dashboard (and additional EDI infographics) in March 2021 with key metrics on students, faculty, staff, and senior leadership. High-quality data within the dashboard will help to identify gaps and inform EDI policy moving forward. While the dashboard represents an important step forward for UCalgary EDI metrics, data collection continues to evolve on campus, with a multi-unit EDI data collection working group developing principles and plans for the collection and use of disaggregated demographic data for all students and staff.
- UCalgary endorsed the Dimensions EDI Charter in May 2019 and was selected as one of 17 institutions to participate in the pilot program in August 2019. The Dimensions pilot project is jointly led by the Office of the Provost and Office of the Vice-President Research, with an Executive and Steering Committee, and connected to teams across the university working collaboratively to foster transformational change in the research ecosystem and the broader university. As part of the pilot, UCalgary is preparing a comprehensive institutional self-assessment, conducting gaps analyses, and developing an action plan to ensure robust EDI policies, processes, and practices, supporting inclusive talent identification, nomination and selection processes, embedding EDI in research design, practice, collaboration and team-building, and facilitating equitable access to research funding and support.
- The Indigenous Research Support Team is a pilot project launched in late 2019 within Research Services to further the Indigenous Research enterprise at the University of Calgary through key offerings and support. The overarching intention of the project is to strengthen and identify existing resources for Indigenous communities and stakeholders, university researchers, and further partners to promote collaborative, reciprocal, and culturally responsive research.
- As part of an Inclusive Awards and Prizes Initiative, the university has undertaken the development of an institutional EDI plan for inclusive research and teaching award nominations. The overall objective of the plan is to advance EDI in the research and teaching award portfolios at the University of Calgary, assess barriers to EDI in current research and teaching awards nomination processes, and identify promising practices to improve EDI in research and teaching award nominations and related processes.
- A number of other initiatives have been launched across the university to address discrimination, systemic barriers and implicit biases, and foster an equitable, diverse and inclusive research environment, including: UCalgary's annual Equity, Diversity, and Inclusion Awards; the inaugural UCalgary Provost's Postdoctoral Fellowship for Black and Indigenous Scholars announced in March 2021; and the Courageous Conversations webinar series designed to spark a national conversation around equity, systemic inequities, racism and anti-racism. UCalgary's global engagement strategy also foregrounds diversity and intercultural capacity, as well as the Global Pluralism Initiative.
- The Office of EDI offers equity, diversity and inclusion workshops to various groups on campus, including classrooms, clubs, employee groups, departments and faculties.

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