



Canada Research Chairs Program Equity, Diversity, and Inclusion Action Plan

November 28, 2018

BACKGROUND

In May 2017, the Canada Research Chairs (CRC) Program advised universities that there was a need for greater transparency and accountability in the processes used to allocate, select, and support chairholders to ensure that institutional equity and diversity targets were met. UBC has a well-earned reputation as an institution that fulfills its commitments to equity, diversity, and inclusion, and supports public transparency and accountability. With over 150 Canada Research Chairs, UBC has developed this CRC Equity, Diversity, and Inclusion Action Plan (EDIAP) to ensure greater transparency in the allocation, selection, and renewal processes for chairholders. This EDIAP includes impactful equity, diversity, and inclusion objectives to address any inequalities that are currently experienced by individuals, and it updates an earlier (31 December 31 2017) version of the plan.

GOAL

UBC's Canada Research Chair program is essential to its strength as a top research university. In alignment with [Shaping the next century – UBC's strategic plan 2018-2028](#), this EDIAP supports the University's purpose of "pursuing excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world" and its commitment to "embedding equity and diversity across university systems and structures". Research excellence is at the core of both the UBC strategic plan and the Indigenous strategic plan, and this EDIAP supports UBC's intention to "foster a strong and diverse research culture that embraces the highest standards of integrity, collegiality and service".

Currently, UBC has representation in its tenure-track research stream professoriate of 35% women, 19% self-identifying as visible minority, 7% as having a minority sexual orientation, 1.5% as an Aboriginal person, and 4% as having a disability.

Our EDIAP works to support representation among UBC's Canada Research Chairholders related to designated equity groups at different levels of the professoriate, and explores how institutional supports and workplace experiences influence their levels of engagement, inclusion, and incorporation into a strong and diverse research culture. Our plan rests on a strategic process of assessment which began with the appointment,



in 2015, of the Associate Vice President, Equity & Inclusion. With her arrival the Equity & Inclusion Office (EIO) spearheaded a three-year plan to move toward greater understanding of equity through:

- Year 1: conduct an employment-equity census with a robust response rate;
- Year 2: conduct an institution-level employment systems review; and
- Year 3: develop an employment equity plan that responds to the employment systems review.

The culmination of this work in 2018 creates the foundational requirements for a substantive response to the requirements of the CRC EDI Action Plan.

OBJECTIVES

1. ACCESS: UBC’s Canada Research Chairs are recruited through an open and transparent process, making use of evidence-based strategies to ensure applicants are representative of the diversity of researchers available within and outside of UBC.
2. REPRESENTATION: UBC’s Canada Research Chairs are representative of the diversity of talented researchers available within and outside of UBC, providing CRCs to designated equity groups at rates equal to or above the available workforce. As an institution committed to exceeding the requirements of employment equity, where possible, we will include individuals who have been traditionally under-represented within higher education, particularly those at the intersection of different designated equity groups.
3. SUCCESS: In alignment with Shaping the Next Century, UBC’s 2018 Strategic Plan, UBC’s Canada Research Chairs are able to collaborate and innovate with their peers while feeling supported and included in a diverse culture of research excellence by 2022.

TARGETS

UBC CRCs by Equity Group

October 31, 2018

Federally Designated Equity Groups at UBC	N	%	CRC National Targets	UBC Targets 2019
Respondents	133	82%		
Women	64	40%	31%	no gaps
Aboriginal	***	2%	1%	no gaps
Visible minorities	30	19%	15%	no gaps
Persons with disabilities	***	1%	4%	3.4% / 7CRCs

** In keeping with the *Privacy Act*, if the chairholders who self-identify is less than 5, it is not provided to protect the privacy of the chairs



UBC'S EFFORTS TOWARD EQUITY, DIVERSITY & INCLUSION

This EDIAP is part of UBC's historical institutional efforts to increase equity, diversity, and inclusion across its campus community, including students, staff, and faculty. During the past 10 years, UBC has implemented several strategies and processes to foster greater equity. In 2009, UBC expanded its designated equity groups to include LGBTQ2S+ people through its [Valuing Difference](#) mid-level Strategic Plan. That same year UBC's first Indigenous Strategic Plan was created, through the leadership of the Senior Advisor to the President on Aboriginal Peoples. In 2012, based on a report by the Gender Pay Equity Recommendation Committee, leading a rigorous pay equity study and resulting in an increase in base salaries for women faculty, UBC appointed a Senior Advisor to the Provost on Women Faculty to ensure ongoing monitoring of the conditions of employment for women faculty across UBC. In 2013, in response to broad-based campus consultations, the work of equity and inclusion across campuses was unified when the Equity Office became the [Equity & Inclusion Office](#) under an Associate Vice-President reporting to four key Vice Presidents at UBC – the Provost & Vice President, Academic; the Vice President, Human Resources; the Vice President, Students; and the Deputy Vice Chancellor for the Okanagan campus. Equity Facilitators have been working across campuses with faculty, staff, and student groups to provide information and education on ways to create inclusive campuses. In 2014, UBC conducted a [Workplace Experiences Survey](#) to examine levels of engagement among staff and faculty, including across dimensions related to equity and diversity. This survey is repeated every three years, and informs human resources strategy at UBC.

The Vice Presidential Strategic Implementation Committee on Equity and Diversity (VPSICED), formed in 2016, provides advice and recommendations on actions and implementations to the four Vice-Presidents with direct responsibility for equity and inclusion. The Vice Presidents have been using this advice to abet the implementation of the equity and inclusion initiatives throughout their portfolios.

In 2016, a revised and heavily promoted Employment Equity Survey revived response rates and provided more robust data to support recommendations for increasing equity and diversity across campus. In 2017, the Workplace Experiences Survey was repeated and examined workplace engagement and enabled investigation of how experiences differ across units, and across different equity groups.

In 2017, UBC implemented the Student Diversity Initiative to respond to concerns about equity, diversity, and inclusion in student enrolment, retention, and in the classroom. The Student Diversity Initiative seeks to embed UBC's core values of equity, diversity, and inclusion throughout the operations, systems, culture and organizational structures that directly impact the campus experience for diverse students, and is working through an embedded model.

In addition, a Human Rights Advisor position was created in the Equity & Inclusion Office to ensure that UBC offers a space for confidential conversations that can illuminate options ranging from informal resolution of conflicts to filing a complaint. This work supports the university's commitment to meaningful engagement with conflict as a component of creating a respectful and productive work environment at UBC. The



Director of Dialogue & Conflict Engagement works with the Human Rights Advisor, and with units across campus, to incorporate conflict literacy, conflict engagement, and conflict mastery as part of the recently developed Conflict Engagement Framework.

In 2018, a comprehensive [Employment Systems Review](#) included examination of census data, workplace experiences data, and consultations with 98 people representing a range of stakeholders across UBC campuses. These recommendations are being incorporated into the development of an [Employment Equity Plan](#).

Recently, UBC has appointed a new Senior Advisor to the President on Indigenous Affairs, who will finalize the next [Indigenous Strategic Plan](#). It has also created a new position and recently appointed a Senior Advisor to the Provost on Racialized Faculty, to examine the situations of racialized faculty across campus and explore ways to create greater equity and inclusion. These efforts are being incorporated into the development of an [Inclusion Action Plan](#) to operationalize the inclusion theme in UBC’s new strategic plan, [Shaping UBC’s Next Century](#). This EDIAP forms part of UBC’s policy and planning framework to embed equity, diversity, and inclusion as part of the UBC experience for all students, staff, and faculty.

OBJECTIVES, ACTIONS, AND METRICS

This EDIAP ensures that UBC’s actions in support of the CRC program will both align and support actions in other areas to increase diversity, equity and inclusion across our campuses. The Office of the Provost and Vice President, Academic, is responsible for the execution of this plan, with support from the Vice President, Human Resources. Units responsible for operationalizing it are detailed in the chart below.

Objective 1: ACCESS: UBC’s Canada Research Chairs are recruited through an open and transparent process, making use of evidence-based strategies to ensure applicants are representative of the diversity of researchers available within and outside of UBC.

Actions	Targets	Metrics	Responsibility	Due Date
Based on the recently completed 2018 Employment Systems Review, revise recruitment practices to ensure latest evidence of best practices is being implemented in each CRC search process, and that new institutional requirements from the CRC Secretariat are being met or exceeded.	Any new or revised CRC recruitment practices are understood and followed in each unit/Faculty at UBC, including return of the self-identification surveys to the CRC Secretariat.	<ul style="list-style-type: none"> - Faculty Relations/Recruitment guides have been updated. - Each search and selection process is evaluated against best practices prior to nomination. - Applicant pool data is compared to shortlists, to contracts offered, and to contracts accepted. 	CRC Program Office (CRCPO); Human Resources (HR); Equity & Inclusion Office (EIO); Senior Advisors to the Provost; Senior Advisor to the President (Senior Advisors)	By 2020



Strategies are put in place to overcome barriers identified in the ESR that have an adverse effect on diverse candidates.	<ul style="list-style-type: none"> - Continue to meet or exceed our targets for CRC representation, with particular attention to meeting targets for persons with disabilities (see below). 	<ul style="list-style-type: none"> - # and % of shortlists for to-be-filled chair positions that demonstrate diverse slates of candidates according to the latest research. - Evidence that CRC selection committees understand, and are including, diversity competencies/inclusion skills as part of their search criteria. 	CRCPO, EIO, HR	By 2020
Encourage CRC holders to self-identify when the active Employment Equity census period occurs, request self-identification during any new hire, explain why people are being asked to self-identify with a framing conversation and questions to CRCs from the Senior Advisors to the Provost on Women and on Racialized Faculty, and the Senior Advisor to the President on Indigenous Peoples.	Work through Faculties to ensure that CRCs understand that we are taking an intersectional approach to understanding our representation among CRCs (as part of the larger UBC population)	<ul style="list-style-type: none"> - Response rates to UBC EES increase to 80% among CRCs. 	EIO, Senior Advisors	By 2020
Develop guidelines and accompanying implementation plan for recruitment and retention of CRCs with disabilities that will clearly set out how UBC will support these chairholders to succeed at UBC.	Transparent and inclusive processes to increase recruitment and retention of chairholders with disabilities are in place by December 2019.	<ul style="list-style-type: none"> - Guidelines developed. - Comprehensive communication and education plan behind them. - # and % of applicants for any chair recruitment who self-identify as having a disability. - # and % of applicants who request accommodations during the search process based on transparent offers of same to all applicants. 	HR, EIO, Centre for Accessibility	By 2019



Objective 2: REPRESENTATION: UBC's Canada Research Chairs are representative of the diversity of talented researchers available within and outside of UBC, providing CRCs to designated equity groups at rates equal to or above the available workforce. As an institution committed to exceeding the requirements of employment equity, where possible, we will include those who have been traditionally under-represented within higher education, particularly those at the intersection of different designated equity groups.

Actions	Targets	Metrics	Responsibility	Due Date
Nominations will reflect an intentional effort to extend opportunities to recruit candidates from designated equity groups. We will consult with a variety of stakeholder groups on campus to identify varied candidates, including consulting with the Senior Advisor to the Provost on Racialized Faculty, the Senior Advisor to the Provost on Women Faculty, the Senior Advisor to the President on Indigenous Peoples, and VPSICED (Vice President Strategic Implementation Committee for Equity and Leadership).	CRCs at UBC are representative of all designated equity groups at or above the available workforce rates.	<ul style="list-style-type: none"> - # and % of nominations of members of designated equity groups. - # and % of designated equity groups among chairholders at UBC. 	CRCPO, EIO, Planning and Institutional Research (PAIR), Senior Advisors	By 2022
Undertake an Employment Systems Review to identify systemic inequities and policy and practices that can be changed to mitigate these.	By December 2018, the recommendations of the ESR support more equitable recruitment, advancement, and retention of CRCs at UBC.	- Completed report is publicly available in February 2019, upon approval by Board of Governors (BoG).	AVP, EIO	2019
Comparative review is conducted to review the range of institutional supports provided to each chairholder.	<ul style="list-style-type: none"> - Create a process for identifying inequities in chairholder institutional supports - Assess institutional supports according to this process. - Bring any differences that fall outside the normal range to the attention of the Provost and Deans to discuss and resolve. 	<ul style="list-style-type: none"> - By December 2018, the review provides a snapshot of how institutional supports are currently provided to CRCs across UBC. - # of new processes to prevent future inequities in place. 	Office of the Provost &VP, Academic; CRCPO; EIO; PAIR	June 2019



<p>Ensure that new nominees have information about the range of institutional supports for comparable chairs based on the annual comparative review.</p>	<p>2018 information will be available as of January 2019, and will be updated annually.</p>	<p>- # and % of new chairholders who receive information regarding institutional supports to comparable chairs.</p>	<p>Office of the Provost &VP, Academic; CRCPO</p>	<p>2019</p>
<p>Renewals – the internal review process initiated by the Dean and/or Department Head to determine if a renewal is merited is informed by training to reduce unconscious bias, and research-based promising practices in performance assessments.</p>	<p>The renewal process for CRCs is based on research-based promising practices in performance assessments. Each renewal letter that invites nominations to Deans for renewals also invites them to attend training.</p>	<p>- # and % of members of the UBC Renewal Adjudication Committee will undergo unconscious bias and performance assessments training on an annual basis.</p>	<p>CRCPO, EIO</p>	<p>December 2019</p>
<p>Advancement criteria are strictly implemented, and will match or help to improve our equity targets.</p>	<p>Tier I researchers are more representative of all designated equity groups at UBC.</p>	<p>- # and % of Tier II researchers applying for advancement within designated equity groups. - % of designated equity group members applying for advancement who are successful compared to % of those not belonging to a designated equity group applying for advancement who are successful.</p>	<p>CRCPO, EIO</p>	<p>2022</p>
<p>Ensure transparent and accountable EDIAP progress reports are provided to VPSICED and the CRC Secretariat, and published on the UBC website.</p>	<p>- The CRC Program at UBC is publicly accountable. - Ensure that the CRC EDIAP is included in the reports to the VPSICED on the Inclusion Action Plan (in development).</p>	<p>- # of progress reports provided. - # of progress reports published.</p>	<p>CRCPO, EIO</p>	<p>December 2019</p>



Objective 3: SUCCESS: In alignment with Shaping the Next Century, UBC’s 2018 Strategic Plan, UBC’s Canada Research Chairs are able to collaborate and innovate with their peers while feeling supported and included in a diverse culture of research excellence.

Actions	Targets	Metrics	Responsibility	Due Date
Chairholders will be surveyed on an annual basis in November (either through the Workplace Experiences Survey or through a CRC specific inclusion survey).	By December 2018, and annually thereafter, an understanding of how chairholders perceive the support and inclusion they find in their workplace, and how that contributes to their ability to do good research.	- Change in perceptions of support and inclusion over time, particularly among those belonging to designated equity groups.	CRCPO, EIO	2022
Retention awards are allocated to support a diverse culture of research excellence.	There is a robust, centrally funded program to support the retention of excellent researchers who are contributing to a diverse and innovative culture at UBC.	- # and % of researchers from designated equity groups who are receiving retention awards.	CRCPO	2022
Exit interviews are conducted with all chairholders leaving UBC as of June 2019.	By December 2019, UBC understands any equity issues that are diminishing retention.	- # and % of exit interviews conducted. - # and % of equity issues mentioned in exit interviews, either systemic or inter-personal.	HR	2019

CANADA RESEARCH CHAIRS MANAGEMENT AND ALLOCATION

UBC’s allotment of Canada Research Chairs is managed by the Office of the Provost and Vice-President Academic, who allocates Chairs to the Faculties based on (a) alignment with the UBC Strategic Plan: [Shaping UBC's Next Century](#) (b) priorities outlined in UBC’s Institutional Strategic Research Plan and (c) the Faculties’ Strategic priorities.

The Provost or Vice-Provost, Academic provides authorization to recruit a Canada Research Chair (CRC). All CRC positions are advertised publicly (a) on the UBC Faculty Careers–UBC Human Resources website, (b) in at least two broad-based publications with national readerships, and (c) in at least one discipline-relevant venue (e.g., a print or electronic journal).



Through UBC's Faculty Relations [Faculty Recruitment Guide](#) and in frequent orientation sessions, individuals serving on hiring committees are encouraged to take proactive steps to enhance the openness and transparency of the recruitment process. These steps include: drawing on the expertise of organizations and associations that focus on diverse groups, seeking potential candidates at international meetings, enlisting networks through other centres or institutions to forward search ads to broad groups, and soliciting search committees and other faculty to identify members of diverse groups who could be approached individually. Broadly, representative search committees, with expertise in equity matters, are expected for all searches.

Chairs are not automatically retained by the Faculties when they are vacated, or soon to be vacated. In order to retain a Chair previously allocated to their Faculty, Deans must submit a request to the Vice-Provost Academic outlining the proposed usage of the Chair, ensuring maximizing synergy between the Chair, the Faculty, and the Faculty's overarching strategic research framework. The request must include justification for internal recruitment, the year recruitment will take place, and whether recruitment is for a Tier 1 or Tier 2 Chair. If recruitment is for an external hire, detailed information should be provided as to whether the Chair will be used in conjunction with another strategic hire, e.g., C150, CERC. Requests must also include a long-term financial plan for when the Chair comes off the program.

The Provost will honour its commitment to every Faculty, but will do so on an 'as needed' or 'just in time' basis so as not to tie-up Chairs that might otherwise be utilized immediately. It is hoped that this strategy will reduce the number of vacant Chairs allocated to the Faculties and within the UBC total allocation. The Provost is responsible for matching an available Chair with a candidate when the nomination is ready for submission to the CRC National Office.

It is the intent of the Provost to allocate the bulk of UBC's Tier 2 Chairs to support the recruitment of external junior hires. Tier 1 Chairs will mostly support retention of worthy mid-career and senior faculty members, and advance deserving Tier 2 CRCs into Tier 1.

Corridor of Flexibility

UBC has 20 corridor of flexibility moves, which allows the institution to more effectively plan for and respond to opportunities as they present themselves. Flex moves are used on an as-needed basis, usually to facilitate the strategic recruitment or retention of candidates within the Faculties.

Canada Research Chairs Renewal Process

In June and December of each year, the Provost Office notifies Deans of which Chairholders within their Faculty are eligible for renewal in either the upcoming or the following round. The Dean and/or Department Head initiates an internal review process to determine if a renewal is merited. The decision to renew a Chair is contingent on a highly positive assessment of the Chairholder's performance during his/her previous



term, according to members of a highly qualified internal review committee. Chairs will not be submitted for renewal without the support of the Faculty Dean.

Once the Provost Office has received confirmation from the Dean of their support, Chairholders who are eligible for renewal are notified by the UBC CRC Secretariat of their renewal opportunities. Chairs must confirm their interest in renewing their Chair to the UBC CRC Secretariat before a renewal application will be uploaded to their CRC portfolio.

It is mandatory for all new and renewal applications to be reviewed by the UBC CRC Internal Adjudication Committee. The Internal Review Committee consists of the Vice-Provost Academic and twenty-two current and past Tier 1 Chairholders. Committee members review the application documents prepared by Chairholders, provide constructive feedback on the application, and make recommendations to the Vice-Provost and Deans/Department Heads whether to support the candidates for renewal. Supported candidates work with their Deans, Department Heads, and Faculty CRC Facilitators to complete their renewal documents to the highest standard possible.

Chairholders can only be advanced within their current term. Following a review of the candidate's productivity, the Dean makes a recommendation on advancement and submits the request and justification to the Provost. Advancements may only be recommended by the Dean if there is an available Chair within the Faculty's existing allocation.

Process and Criteria for Phasing Out Chairs due to Re-Allocation Process

Should the reallocation exercise result in the loss of a Chair, the Provost Office will review UBC's entire CRC allocation, focusing first on vacant and uncommitted Chairs as priority for return. If no such positions are available, attention shifts to vacant and committed Chairs. Should such a Chair be identified that does not have a potential nominee in place, then this Chair will be returned to the CRC National Office at the recommendation of the Provost. At the same time, the Provost Office will promise the affected Faculty a replacement Chair when one becomes available. Finally, if all Chairs are filled and/or committed, UBC will review the termination dates of all held Chairs in order to ascertain which Chairs may be returned in a timely manner.

Support Provided to Chairholders

Each Faculty and Department currently decides on the level of support they will provide Chairholders. In principle, UBC expects all Chairholders to have 75% time protected for research. In practice, however, the University recognizes that not all Faculties/Departments currently have the resources required to provide the expected level of support. Standard office space is provided and all chairs are offered the same level of departmental level administrative support as any other faculty member. The exact amount of institutional support is a point of negotiation between the nominee and the Dean/Department Head prior to the submission of the nomination to the CRC program.



Recognizing the diversity of CRC appointments, as of December 31, 2018, a comparative review (by gender, designated group, and field of research) has considered the institutional supports provided to each chairholder. The results of the comparative review will be released in early 2019.

In addition, the Action Plan will assess the availability of childcare, salary equity, housing assistance, maternity/parental leave, and partner hiring in connection with expected levels of support for Chairholders.

Collection of Equity and Diversity Data – annual equity request to CRC

Deans/Departments are responsible for interviewing and hiring. The Provost does not have access to the application information at time of hiring. All new and renewing Chairholders will be required to complete the new CRC self-identification form. This replaces the information that was previously contained within the CRC CV. During each submission cycle, the UBC CRC Secretariat will coordinate the completion and submission of the self-identification form with each of the new and renewing Chairholders. The form is to be submitted directly to CRC National office by the individual Chairholder. A copy is not released to the Provost Office.

Retention & Inclusivity

1. Training on equity, diversity, and inclusion will be provided to all individuals involved in the Chair recruitment process. This includes faculty and staff.
2. Chairholders will be surveyed on an annual basis in November (either through the Workplace Experiences Survey or through a CRC specific inclusion survey).
3. Exit interviews will be conducted with all chairholders when they leave UBC. This process will be in place for June 30th, 2019.
4. The following policies and processes are in place to enable the retention of individuals at UBC: salary, housing, spousal appointments
 - a. The University may allocate funds for the purpose of dealing with retention in accordance with Article 15 of Part 1 of the Faculty Collective Agreement.
 - b. As of the 2018/19 fiscal year, retention processes have been streamlined. Deans are informed of their retention-fund envelope, and inform the Office of the Provost of which CRCs receive retention funding and in what amounts.
5. Concerns regarding equity or human rights are managed by the [Equity & Inclusion Office](#) (EIO). Human rights complaints under Policy 3 are investigated by the Director of Investigations.
6. Annually, the EIO provides a report to the Executive and the Board of Governors on issues of harassment and discrimination on all of the protected grounds.



TRANSPARENCY AND ACCOUNTABILITY

UBC publishes on publicly accessible websites regular reports on self-identified representation for the designated equity groups of persons with disabilities, racialized peoples, Indigenous peoples, women, and people with minority sexual orientations and/or minority gender identities, including:

- [Employment Equity](#)
- [Focus on People](#) Benchmark Reports

Reports on the Workplace Experiences Survey, past climate surveys, and faculty external reviews, policy development and review, Equity & Inclusion Office Annual Reports, etc., are also available on publicly accessible websites.

REPORTING

In accordance with the requirements of the CRC Program, UBC will report on progress towards achievement of the objectives in the EDIAP by December 15 of every year, both to the CRC Secretariat using the progress report format provided, and publicly on [UBC's public accountability and transparency web pages](#).

CANADA RESEARCH CHAIR EQUITY, DIVERSITY, AND INCLUSION ACTION PLAN WORKING GROUP

The CRC EDIAP Working Group consists of the following individuals:

1. Associate Provost, Academic Affairs, Dr. Eric Eich
2. Senior Advisor to the President on Indigenous Affairs, Dr. Sheryl Lightfoot
3. Senior Advisor to the Provost on Women Faculty, Dr. Jennifer Love
4. Senior Advisor to the Provost on Racialized Faculty, Dr. Minelle Mahtani
5. Associate Vice President, Equity & Inclusion, Dr. Sara-Jane-Finlay
6. Canada Research Chairholders from UBCO and UBCV
7. CRC Program Secretariat, Linda Leathley
8. Engagement Strategist, Equity & Inclusion, Louise Griep

For further information about this EDIAP, please contact Linda Leathley, the CRC Secretariat, at ubc.crc@ubc.ca.