CANADA RESEARCH CHAIRS PROGRAM: EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

BACKGROUND

In May 2017, the Canada Research Chairs Program (CRCP) 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. All institutions with five or more chairs were required to develop an Equity, Diversity and Inclusion Action Plan (EDIAP). 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 an allocation of over 200 Canada Research Chairs, UBC has developed this EDIAP to ensure greater transparency in the allocation, selection, and renewal processes for chairholders from members of the four designed groups (FDGs) – women, Indigenous peoples, persons with disabilities, and visible minorities/members of groups that are racially categorized. This EDIAP includes impactful equity, diversity, and inclusion objectives to address any inequalities that are currently experienced by individuals.

On July 31, 2019, the Tri-agency Institutional Programs Secretariat released an Addendum to the 2006 Canadian Human Rights Settlement Agreement. This Addendum outlines a number of measures that will be implemented in the Canada Research Chairs Program over the coming years. In addition, Employment and Social Development Canada published Canadian Workforce Availability data for the last three census years on June 27, 2019, including national data for the four designated groups (FDGs) referred to in the 2019 Addendum: women, visible minorities (members of groups that are racially categorized), persons with disabilities, and Indigenous peoples.

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, with respondents self-identifying as follows: 1.5% as Aboriginal peoples, 19% as visible minorities, 4% as persons with disabilities, and 7% as having a minority sexual orientation and/or gender identity. With the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement, UBC will be working to continue to recruit, retain, and foster success for Chairholders from the four designated groups (FDGs)

UBC's EDIAP works to support representation from FDGs among Canada Research Chairholders, and explores how institutional supports and workplace experiences influence their levels of engagement and inclusion into a strong and diverse research culture. Our plan rests on a strategic process of assessment, which began with:

- 2016 Employment Equity Census with an increased response rate, and Employment Equity Report
- 2017 Workplace Experiences Study
- 2018 institution-level Employment Systems Review
- 2018 UBC Gender Pay Gap Report
- 2018 and 2019 Comparative Reviews of Institutional Supports Surveys and Chairholder Experiences Surveys
- 2019 institution-level Inclusion Action Plan
- 2019 Employment Equity Plan that responds to the Employment Systems Review.

This research and consultation work creates the foundation for a substantive response to the requirements of the CRC EDI Action Plan.

OBJECTIVES

1. RECRUITMENT: 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 at both Tier 1 and Tier 2, with CRCs awarded to excellent researchers among 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 intersections 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.

TARGETS

UBC has a current allocation of 205 chairs, spanning 12 faculties at UBCV and 7 faculties at UBCO, consisting of 91 CIHR chairs, 72 NSERC chairs, and 42 SSHRC chairs. UBC is currently meeting its equity targets for women, visible minorities/racialized faculty, and Indigenous faculty but is under-represented in chairs held by persons with disabilities.

UBC CRCs by Equity Group*

October 31, 2018

Federally Designated Equity Groups at UBC	Tier 1 & Tier 2 Combined		CRC National Targets	UBC Targets 2018	Tier 1 %	Tier 2 %
	N	%				
Respondents	133	82%				
Women	64	40%	31%	no gaps	26%	48%
Aboriginal Peoples	*	*	1%	*	*	*
Visible minorities	30	19%	15%	no gaps	18%	20%
Persons with disabilities	*	*	4%	6 chairs	*	*

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

Year-over-year downloads happen regularly on October 31st, and this table will be updated in the December Progress Report with 2019 data, disaggregated by Tier 1 and Tier 2.

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 Indigenous Affairs. 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 2019, the Provost appointed a Senior Advisor on Racialized Faculty and in 2020, the role of Senior Advisor to the Provost on Women was expanded to include Gender Diverse Faculty.

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 based out of the Equity & Inclusion Office, 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](#) (WES) 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 aid 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 (WES) 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 is part of the complement of staff in the Equity & Inclusion Office. That role ensures that UBC offers a space for confidential conversations that can illuminate options ranging from informal resolution of concerns 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. In addition, an institutional-level Inclusion Action Plan is in development.

This EDIAP is based on those previous efforts, UBC's recent environmental scan, employment systems review, and comparative review (further information on their results is reported below), and updated requirements from the CRC Secretariat in Ottawa. The following policies and practices relevant to CRCs are being implemented as part of this plan.

- A pilot centralized CRC Workplace Accessibility Fund to assist Faculties and departments to hire and accommodate new chairholders with disabilities;
- Priority placements for chairholders with disabilities for housing and childcare programs at UBC;
- Assistance from the Equity & Inclusion Office for administrators with questions about accommodations during interviewing;
- More comprehensive guidance on UBCs CRC public accountability website to answer questions and clarify requirements so that restricted and preferential hiring and nomination processes are clear and transparent;
- Updated in-person and on-line equitable recruitment training for selection committees, including discussion of unconscious biases (e.g., an interrupted work record is not a barrier to a chair position);
- Centralized applicant equity surveying to enable search committees to understand and use applicant pool data;
- New equity, diversity, and inclusion training programs with respect to developing inclusive workplaces;
- Institutional support, through the Equity & Inclusion Office, for Affinity/Resource Groups representing different FDGs to explore supportive networking, etc.;
- A research study to explore "cultural taxation" and workload impact on members of FDGs;
- Where members of FDGs perceive barriers within a discipline, Associate Deans of Equity from those Faculties will work to address these.

The 2018 Gender Pay Gap Report to the BC Human Rights Tribunal reviewed the recommendations and impact of the 2012 Gender Pay Equity Recommendation Committee to determine if the two per cent pay equity adjustment that was made in 2013 for female faculty, including Canada Research Chairs, had ameliorated an identified pay gap. The main finding of the analysis was that no statistically significant gender pay gap can be found among this group. UBC is continuing to review for gaps in other areas. UBC is currently transitioning to new data management systems, and in the process of building in functionality of intersectional data analysis and reporting for the institution.

Recently, UBC has appointed a new Senior Advisor to the President on Indigenous Affairs, who will finalize the next Indigenous Strategic Plan. UBC 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. In addition, UBC is currently in the final stages of 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: RECRUITMENT: 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	**Indicators**	**Responsibility**	**Due Date**
1. Revise recruitment practices to ensure latest evidence of best practices is implemented in all CRC search processes, and that new institutional requirements from the CRC Secretariat are being met or exceeded. This effort will be informed by the recently completed Employment Systems Review (approved February 2019). 2. Implement centralized applicant equity surveying to enable search committees to understand the applicant pool data and hire preferentially.	- Updated Faculty Relations/Recruitment guides. - All search and selection processes are 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
3. Seek special program approval from the BC Human Rights Tribunal to allow searches for CRC chairholders to be restricted to the four federally designated groups. 4. Develop and implement strategies to overcome barriers identified in the ESR that have adverse effects on diverse candidates: • Continue to implement the CRC program's Tier 2 justification process to assess eligibility for any candidates with career breaks.	- Meet or exceed targets (pg. 3 of this plan) for CRC representation, with particular attention to meeting targets for persons with disabilities (see below). - Evidence that CRC selection committees understand, and are including, diversity competencies/inclusion skills as part of their search criteria (e.g. establish criteria and pertinent interview questions that evaluate inclusion competencies of candidates). - Successful nomination of internal candidates.	CRCPO, EIO, HR	By 2020

• Create Chair positions that relate to de-colonizing the discipline, or Indigenizing the curriculum
• Specifically, to address the underrepresentation of persons with disabilities, actions include:
  i. Implement an internal cluster nomination process to nominate six Tier 2 Chairs with disabilities.
  ii. Provide assistance from the EIO for administrators with questions about accommodations during interviewing.
  iii. Launch a pilot centralized CRC Workplace Accessibility Fund to assist Faculties and departments to hire and accommodate new chairholders with disabilities
  iv. Facilitate priority placements for chairholders with disabilities for housing and childcare programs at UBC.			

5. Develop and disseminate key messaging on why people are being asked to self-identify with a framing conversation and questions to CRCs from the deans and department heads, the Senior Advisors to the Provost on Women and Gender-Diverse Faculty, and on Racialized Faculty, and the Senior Advisor to the President on Indigenous Affairs. 6. Encourage CRC holders to self-identify when the active Employment Equity census period occurs, and request self-identification during any new hire onboarding process. 7. Ensure that all requests for self-identification are clear and open about how privacy and	- Response rates to UBC EES increase to 80% among CRCs.	EIO, Senior Advisors, CRCPO	By 2020

confidentiality are safeguarded within UBC's systems, and how data is used to support equity.			
8. Disaggregate demographic representation between Tier 1 and Tier 2 to better understand proportional representation, intersectionality, and any existing disparities among the two tiers.	- Updated proportional representation is available to search committees at the end of each nomination cycle.	Office of the Provost/EIO	By 2020
9. Provide more comprehensive guidance on the CRC public accountability website to answer questions and clarify requirements so that restricted and preferential hiring and nomination processes to increase equity in the CRC program are clear and transparent. 10. Develop guidelines (i.e. CRC Appointments File Guide and accompanying implementation plan for recruitment and retention of CRCs with disabilities and/or other cluster hires) that will clearly set out how UBC will support new chairholders to succeed at UBC.	- Updated advertising guidelines developed and disseminated via the CRC program website. - Comprehensive communication and education plan is developed for Deans, Associate Deans of Equity, and recruitment and selection committees. - Change in number and percentage of applicants for any chair recruitment who self-identify as one or more of the FDGs. - Change in number and percentage of applicants who request accommodations during the search process based on transparent offers of same to all applicants.	HR, EIO, Centre for Accessibility, CRCPO	By 2019
11. Update in-person and online equitable recruitment training (covering biases, inclusive accommodations, developing appropriate criteria and pertinent interview questions to evaluate equity, diversity and inclusion competencies, and hiring best practices) to all individuals involved in the Chair recruitment process. Faculty and staff will be required to complete this training every two years.	- Number and percentage of Faculty and staff involved in selection committees and processes who complete this training every two years.	EIO/ Associate Deans of Equity / Faculty Equity Leads	By 2020

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	**Indicators**	**Responsibility**	**Due Date**
12. Consult with a variety of stakeholder groups on campus to identify internal and external networks where job advertisements can be shared, including consulting with the Senior Advisor to the Provost on Racialized Faculty, the Senior Advisor to the Provost on Women and Gender-Diverse Faculty, the Senior Advisor to the President on Indigenous Peoples, VPSICED (Vice President Strategic Implementation Committee for Equity and Leadership). Form an action working group to develop: • a database of equity-group-specific media and discipline-specific societies/publications that are more likely to reach academics from FDGs, e.g. Women in Science & Engineering, and the Aboriginal Professional Association of Canada, etc.; • networking strategies such as targeting the equity committees of major academic societies for disseminating job postings; • non-traditional recruitment methods – deeply relational virtual spaces for gathering researchers together such as meethere.org.	- Consultation is carried out with stakeholder groups. - Updated advertising resource available on the CRC website, and updated Appointments Guide and reporting guidelines for the Selection Committee - Number and percentage of nominations of members of designated equity groups. - Number and percentage of designated equity groups among chairholders at UBC.	CRCPO, EIO, Planning and Institutional Research (PAIR), Senior Advisors	By 2020
13. Undertake an Employment Systems Review to identify systemic inequities and policy and practices that can be changed to mitigate these.	- Completed report is publicly available as of February 2019, approved by UBC Board of Governors (BoG).	AVP, EIO	2019

14. Conduct an annual comparative review by surveying each department with one or more chairholders for reports of their institutional supports provided, and surveying all Chairholders for their experiences including support, and including collection and analysis of disaggregated and intersectional data, to improve understanding of the current state and any existing disparities in the range of institutional supports provided to each chairholder.
15. Create a rigorous process or criteria for identifying inequities in chairholder institutional supports
16. Report disparities to the Provost and Deans to discuss and resolve, with the assistance of Associate Deans of Equity in each Faculty collaborating across disciplines to implement resolutions.
17. For three areas of concern raised by the Comparative Reviews:
    • Conduct annual focus groups with different equity groups around their sense of inclusion in the workplace and what might be done to improve that.
    • While the data regarding protected time for research is based on impressions and methodologically unreliable, perceptions have an impact on workplace experiences and engagement. The AVP, Equity & Inclusion and AVP, Academic, will be sharing results with meetings of Heads and Directors within different Faculties, also at monthly meetings of the Associate Deans of Equity, and monthly meetings of the Associate Deans of Research
    • For CRCs with Disabilities – concerns raised will be shared with the Accommodations Working Group for strategies to respond.
	- By December of each year, the completed review provides a snapshot of how institutional supports are currently provided to CRCs across UBC.
	- New processes to prevent future inequities are in place.
		Office of the Provost &VP, Academic; CRCPO; EIO; PAIR	2019, and annually thereafter

18. Provide new nominees information about the range of institutional supports for comparable chairs as part of the hiring process, and based on the annual comparative review.	- 2018 information will be available as of January 2019, and will be updated annually. - New chairholders receive information regarding institutional supports to comparable chairs.	Office of the Provost &VP, Academic; CRCPO	2019
19. Develop and offer training on performance assessments, promotions, and renewals processes that mitigates bias and incorporates research based promising practices. 20. Develop and offer training on creating an inclusive workplace: include specific modules for particular barriers identified for each of the FDGs and for intersectional identities.	- Change in proportion of Deans and/or Department heads, and members of the UBC Renewal Adjudication Committee who undergo promotions, renewals, and performance assessments training. - Number and percentage of departments/units requesting and receiving targeted inclusive workplace training specific to their new Chair position (conducted with attention to maintaining confidentiality and in consultation with new Chairholder).	CRCPO, EIO, Faculty Equity Leads	December 2019 December 2020
21. Conduct research study on uneven workload among those with intersectional identities, including cultural taxation and unrecognized emotional labour; develop strategies to mitigate workload imbalances, particularly with respect to individuals whose intersecting identities may make them disproportionately likely to incur a heavier workload.	- A report is developed and shared with Deans, Associate Deans of Equity, Department Heads, the Associate Vice Provost, and Provost number and percentage of faculties / departments developing and adopting strategies to address disparities in workload, particularly among those with intersectional identities.		To be determined
22. Support actions 2.G and 2.I of the Inclusion Action Plan to develop an institutional workplace accommodations policy and to enhance the accessibility of physical and virtual spaces at UBC, respectively.	- Policy is developed and centralized workplace accommodations funding is administered in support of making workplaces more accessible - Workplace Health Services at UBC is developing supportive relationships with chairholders with disabilities through	HR, Finance & Operations, EIO	2022

	effective accommodations, and inclusive workplaces training for faculty and staff - Changes to physical and virtual spaces are implemented in service of advancing inclusion at UBC		
23. Support the UBC Resource Group for People with Disabilities to create change at UBC.	- Feedback and advocacy from the Resource Group supports greater inclusion for chairholders with disabilities in the workplace.		2021
24. Update eligibility criteria for advancement to include demonstrated capacity to create equitable, diverse and inclusive research teams at UBC. Promote this for consideration to the Deans for deserving chairholders who are currently holding a Tier 2.	- Change in number and percentage of Tier 2 researchers nominated for advancement within designated equity groups. - Change in number and percentage of designated equity group members applying for advancement who are successful compared to percentage of those not belonging to a designated equity group applying for advancement who are successful.	CRCPO, EIO	2022
25. Provide reports to the Executive and the Board of Governors on issues of bullying, harassment, discrimination, and sexual misconduct on all of the protected grounds.	- Transparent reports regarding equity and inclusion issues are developed and published annually.	HR, EIO	December 2019, and annually thereafter
26. Ensure transparent and accountable EDIAP progress reports are provided to the CRC Secretariat, and published on the UBC public accountability website, annually. Disaggregated and intersectional data will be reported within these progress reports wherever possible in view of sample sizes. 27. Ensure that the CRC EDIAP progress on actions is included in annual reporting on the Inclusion Action Plan.	- Progress reports are developed and published annually, and work on the CRC program informs and builds on inclusion actions throughout UBC.	CRCPO, EIO	December 2018, and annually thereafter

28. Facilitate the members of the CRC EDIAP Working Group to provide input and leadership to various supportive initiatives enhancing the recruitment, retention, and success of chairholders at UBC, with accountability to the Associate Provost, and the Associate VP, Equity & Inclusion.	- Disaggregated intersectional data reporting on salaries, promotion, and tenure among faculty at UBC is developed within the context (and timelines) of the new Integrated Renewal Project for all data systems at UBC; - Mentoring programs that incorporate identity and acknowledge lived experiences while navigating workplaces, research, promotions, and tenure - Fostering cross-department participation in training regarding inclusive workplaces	CRCPO, EIO	2021

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	**Indicators**	**Responsibility**	**Due Date**
29. Survey all chairholders on an annual basis in November (either through the Workplace Experiences Survey or through a CRC specific inclusion survey) to improve 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. 30. Establish, through the EIO, Resource / Affinity Groups for individuals identifying as members of federally designated groups to facilitate supportive networking, etc.	- Change in perceptions (as reported via survey responses) of support and inclusion over time, particularly among those belonging to designated equity groups.	CRCPO, EIO	Annually monitored for all chairholders with analysis of the survey in the context of the Annual Comparative Review
31. Allocate retention awards to support a diverse culture of research excellence.	- Number and percentage of researchers from designated equity groups who are receiving retention awards.	CRCPO	2022
32. Conduct exit interviews with all chairholders leaving UBC as of June 2019 to ensure any equity issues surfaced can be addressed.	- Number and percentage of individuals exiting the program who consent to completing or conducting an in-person exit interview - Number and percentage of equity issues mentioned in exit interviews, either systemic or inter-personal - Summary report is provided to the Provost for communication as appropriate to Deans / Department heads on an annual basis	EIO	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), (d) UBC's CRC public accountability web page.

To increase equitable representation amongst Canada Research Chairs at UBC, in accordance with CRCP guidelines, a CRC Appointment File Guide has been created to support Faculties in their searches. In addition, 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 (internally and externally). 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 by completing a Chair retention application outlining the proposed usage of the Chair, ensuring maximizing synergy between the Chair, the Faculty, and the Faculty's overarching strategic research framework. Deans should address how the recruitment will address the under representation of the four designated groups. The request must include justification for internal versus external 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 recruitment, 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 hires. However, the Provost recognizes there are many excellent emerging scholars within UBC's existing complement of faculty and may grant the faculty permission for an internal search upon reviewing the justification submitted by the Dean. Tier 1 Chairs will mostly support retention of worthy mid-career and senior faculty members, and advance deserving Tier 2 CRCs into Tier 1 but will also support the recruitment of strategic hires.

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 may be used to convert a CRC from one agency to another one, to combine two Tier 2 Chairs into one Tier 1 Chair, or split one Tier 1 Chair into two Tier 2 Chairs. Flex moves are used on an as-needed basis and only when chairs within UBC vacant allocation are not available. Flex moves are usually requested to facilitate the strategic recruitment or retention of candidates within the Faculties.

Canada Research Chairs Renewal Process
At least twice a year, the Office of the Provost notifies the Deans of which Chairholders within their Faculty are eligible for renewal in either the upcoming or the following rounds. 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 Office of the Provost 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. Chairholders 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 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 about 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.

Advancement
Chairholders can only be advanced within their current Tier 2 term. Following a review of the candidate's productivity by the Dean and Department Head, 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. The advancement process follows the criteria for a new nomination including an open and transparent recruitment process. The advancement nomination should be submitted by the nominee early enough to ensure that the funding decision on the advancement is made prior to the end of their Tier 2 term.   Unsuccessful advancements

will not result in the loss of their Tier 2 Chair by the candidate. If unsuccessful, the Dean and Department Head will re-evaluate the candidate's productivity and will meet with the nominee to discuss the possible resubmission of the application.

Process and Criteria for Phasing Out Chairs due to Re-Allocation Process
Should the reallocation exercise result in the loss of a Chair, the Office of the Provost 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 Office of the Provost 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. Flex moves may be used to affiliate the return of chairs on a timely basis.

Support Provided to Chairholders
Each Faculty and Department currently decides on the level of support they will provide to Chairholders.   UBC expects all Chairholders to have adequate time protected for research. However, the University recognizes that not all Faculties/Departments currently have the resources required to provide the expected level of support. While the program does not stipulate that a certain percentage of dedicate time be provided, faculties should ensure that chairholders are able to devote a minimum of 50% or more of their work time to research. The additional research time may consist of course release or reduction in administrative duties or a combination of the two. All Chairs are offered the same training and professional development activities as other faculty members, through the Centre for Teaching, Learning & Technology (UBCV) or the Centre for Teaching & Learning (UBCO), as well as promotion and tenure workshops and occasional conferences through the Faculty Association. 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 or Director prior to the submission of the nomination to the CRC program; however, based on the environmental scan and comparative review of supports, information regarding the baseline supports offered to a comparable chair position in that discipline will be provided to each nominee during these negotiations.

Typical institutional support consists of but is not limited to:
- protected time for research
- start-up grants (for new faculty; amount is determined by Faculty)
- research stipends for Chair renewals (amount determined by Faculty and is dependent on Tier 1 or Tier 2)
- application to CFI JELF program (for new nominees the base amount is $125,000 plus matching, for chair renewals, CFI support is at the discretion of the faculty Dean)
- lab space and equipment (may not be required by all chairholders).

Comparative Review & Environmental Scan

As part of the development of UBC's CRC EDIAP, an environmental scan and a comparative review of supports provided to Chairs were undertaken to better understand where inequities may exist. This was achieved by conducting two linked surveys – one which went to the 164 currently active CRCs asking about their perceptions of their work experience and their institutional supports ("CRC experience survey" – see appendix). There were 105 valid responses, a 64% response rate. The second survey was sent to the respective Deans' offices gathering additional information on institutional supports ("Institutional support survey" – see appendix). There were 100 valid responses to this survey, representing a 62% response rate.

Six dimensions of the CRC experience were analyzed to determine whether there were differences in the experiences of and support for CRC's from equity seeking groups. The six dimensions analyzed were:
- work spaces (office and lab space, if relevant)
- protected research time
- research equipment
- access to research students
- mentorship

Survey participants were also asked about other supports, including other institutional research funding support, travel, administrative support, etc. Particular questions about possible "barriers to advancement", included workload; responsibilities at home outside of work; lack of opportunities for skill development; lack of qualifications, unit head support, or mentoring[1]; and age, sex, disability, gender identity, sexual orientation, ethnic or cultural origin, or religious affiliation. Participants were also given the option to answer "no barriers to achieving my career aspirations at UBC".

In addition, Chairs were asked about their level of agreement with the following statements:
- I feel accepted in my workplace
- My diversity is valued in my workplace
- I understand how I can contribute to a respectful workplace
- People treat each other with respect and consideration in my workplace
- In my workplace, differences of opinion are handled respectfully
- UBC has effective policies and practices for addressing inappropriate behaviour
- I feel that I am part of a community at UBC

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[1] Across all Chairs, very few reported being assigned mentors. Since a follow-up question to ask if Chairs desired a formal mentor was not asked, it is difficult to interpret the data. However, nine chairs (9% of CRC survey respondents) selected 'Lack of a mentor to support my career objectives' as a barrier to achieving their career aspirations at UBC.

Finally, Chairs were asked how their workplaces could be improved.

There were six equity seeking groups considered in this analysis based on data available from the Employment Equity Survey as of April 2019: women, visible minorities, Aboriginal peoples, people with disabilities, people with minority gender identities, and/or people with minority sexual orientations.

The second survey to gather additional information on institutional supports had a 62% response rate. This survey also asked about workspaces, protected time for research, research equipment, research students, mentoring, and other institutional support.

As these surveys had many questions in common, it was possible to compare the institutional support perceived by Chairs to reports of institutional support provided from the Dean's offices. Because the surveys were not sent out to the same recipients at the same time, there are responses to the CRC Experience Survey that do not have a corresponding Institutional Support to CRCs Survey. However, approximately 82% of the chairs in the sample have at least one survey completed.

Analysis
For comparative purposes, the Chairs were grouped into five disciplines (Applied Sciences, Health Sciences, Humanities, Sciences, and Social Sciences). Not all disciplines had representatives from all equity groups at Tier 1 and/or Tier 2, making analysis more challenging with small populations.

Applied Sciences
While the sample size of equity-seeking groups in Applied Sciences is too small to make conclusive claims of systemic barriers, women and visible minority CRCs were more likely to report lower workplace experience scores than their colleagues. Relative to other UBC Faculties, Applied Science reported fewer supports for chairs and lower average protected research time than other Faculties. However, CRCs reported fewer barriers and comparable experience scores to other disciplines.

Health Sciences
Women and sexual and gender minority CRCs report smaller office and lab spaces, are more likely to report gaps in institutional supports such as access to research students, and had lower work place experience scores. There was significant variability by campus and site. Additionally, "sex" and "gender identity" were both perceived as barriers to achieving career aspirations at UBC. Institutional support for protected time for research averaged 75%. CRCs self-identifying as visible minorities had higher workplace experience scores.

Humanities
Due to small sample size, it is impossible to say whether systemic barriers exist within the Humanities. Issues with protected time, workloads, and mentorship programs surfaced – although these seem to be consistent concerns across the disciplines.

Sciences

There is evidence to suggest that women CRCs experience systemic barriers within the Sciences: they are granted less protected time, are more likely to report missing essential supports, and are much more likely to report barriers to obtaining career objectives. Based on the data collected this trend does not exist for visible minority CRCs in this discipline, who across almost all questions reported outcomes comparable to or better than those who did not self-identify as visible minority. As with other disciplines, protected research time and mentorship programs were significant issues regardless of equity seeking status, however, within the Sciences there appeared to be gendered dimensions to these issues as well.

Social Sciences

Due to small sample size, it is hard to conclusively say whether systemic barriers exist within the Social Sciences. There is strong evidence to suggest that there are issues with protected research time and that this has a greater impact on equity seeking groups than on their counterparts. Follow up research should pay special attention to the allocation of teaching releases and the distribution of service assignments. Additionally, there is some evidence that suggests that equity seeking groups may be less likely to receive certain supports than their counterparts.

The results of the analysis provide evidence that across all disciplines women CRCs and people with minority gender identities and/or sexual orientations have lower scores on workplace experience and fewer institutional supports, and in some disciplines that trend also holds for visible minority CRCs. There are too few Indigenous CRCs or CRCs among people with disabilities to report any trends. However, in the suggestions for workplace improvement provided at the end of the experiences section frustration with power structures that prioritized certain experience and voices over others was evident. In addition, a number of CRCs, particularly international recruits, reported feeling isolated, uncertain of UBC systems, and without opportunities to build relationships with other researchers at UBC.

As a result of these surveys, UBC has adopted two strategies:

1. Each Faculty has an Associate Dean of Equity who will examine (in collaboration with other associate deans in that discipline) current institutional policies and practices to understand discrepancies in support and career barriers, in addition to providing education with respect to equity and inclusion, and supporting the implementation of this plan.

2. This is an annual review, and future reviews will help ensure that any discrepant levels of support are being addressed for existing and new chairholders at UBC. The request to participate in this review to deans, associate and assistant deans, and chairholders comes from the Provost, and the report on the annual review is discussed at a meeting among the Provost, Associate Provost, Associate Vice-President, Equity & Inclusion, and the deans. In addition, the information was shared with the Associate Deans, Equity, who were asked to invite all chairholders to make an appointment to discuss the results of the comparative review and, where relevant, to devise plans to address any

discrepancies. Chairholders were also invited to speak directly to the Associate Vice-President, Equity & Inclusion, if they had concerns about talking to someone within their faculty about barriers they were experiencing, and this offer was accepted by one chairholder.

As 2018 was the initial review, learning from its analysis will inform revisions to the 2019 survey to provide more precise and useful information for future comparative reviews. For example, in the 2018 survey, chairholders were asked about whether they had been provided with a mentor, however, they were not asked whether they wanted a mentor. In addition, some questions will be re-formulated to provide clarity and better distinguish between disciplinary norms and actual discrepancies in support.

Collection of Equity and Diversity Data – annual equity request to CRC
Deans/Departments are responsible for interviewing and hiring faculty recruitments. The Provost does not have access to the application information at time of hiring. However, in accordance with the new CRC Appointments File Guide and recruitment process, all CRC applicants will be required to complete UBC's CRC Applicant Equity Survey, which mirrors the CRCP's CRC Self-Identification form. Survey responses will be used by UBC to ensure that there is diversity in the candidate pool.

Applicants' personal information is collected under the authority of sections 26(a) and 26(c) of the BC *Freedom of Information and Protection of Privacy Act.* The information provided does not form part of the CRC applicant's personnel file (in the event they are successful) and will only be used to determine whether they qualify for participation in this hiring process. Data will be collected by the Equity & Inclusion Office and only the names of those who identify as women, visible minorities (member of groups that are racially categorized) and/or Indigenous peoples will be shared with the search committee as potential candidates. Currently, UBC has a gap in representation for people with disabilities. Until such time as this is remedied, the names of those self-identifying as having a disability will be provided separately to the search committee to support preferential hiring. Responses will be stored in a secure database.

In addition, all new and renewing Chairholders will be required to complete the CRCP's CRC self-identification form. This replaces the information that was previously contained within the CRC CV. On page 9 of the CRC CV forms, information regarding self-identification requirements and a link to the self-identification page has been added. All applicants including renewals, must complete and submit the CRC program's self-identification form when applying for funding; however, nominees may choose not to self-identify by selecting the options "I prefer not to answer" for some of the questions. Although self-identification is encouraged, choosing not to will have not consequences on the application. The form is submitted directly to CRC National office by the individual chairholder. A copy is not released to the Office of the Provost.

Finally, annually there will be a request to complete or make any necessary updates to the Employment Equity Survey. Self-identification data from this survey is stored in a secure database, held separately from employees' personnel files, and can only be accessed with the permission of the Associate Vice-President, Equity & Inclusion. Aggregate data regarding representation can be requested from the Planning & Institutional Research Office (PAIR), with permission. If aggregate numbers are fewer than four, this information is suppressed.

In 2020, a new Employment Equity Survey will be published with terminology based on research and campus-wide consultations to better reflect current usage and community members' understandings of themselves.

Retention & Inclusivity

1. Equitable recruitment training covering unconscious biases, inclusive accommodations, and developing appropriate criteria and pertinent interview questions to evaluate equity, diversity and inclusion competencies and hiring best practices will be provided to all individuals involved in the Chair recruitment process. Faculty and staff will be required to complete this training every two years.
2. To support Chairholders nominated through cluster hiring processes, affinity groups will be formed and receive institutional support as necessary.
3. 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.
4. Chairholders will be surveyed on an annual basis in November (either through the Workplace Experiences Survey or through a CRC specific inclusion survey). Concerns raised through these reviews representing broader issues are discussed and resolved at meetings of the Provost and Deans, with support from the Associate Deans of Equity.
5. In addition to the online exit interview survey from Human Resources, in-person exit interviews will be conducted with all chairholders when they leave UBC, offered by the Equity & Inclusion Office upon notification by the Office of the Provost that a CRC is leaving the university. If equity, diversity, and inclusion concerns are raised, they will be forwarded to the Director, Human Rights in the Equity & Inclusion Office to be addressed.
6. Equity, diversity, and inclusion concerns are dealt with as follows:
   a. Concerns regarding equity or human rights are managed by the [Equity & Inclusion Office](#) (EIO). The Human Rights Advisor seeks advice from the AVP, Equity & Inclusion and Director, Human Rights and where warranted escalates the concern to a complaint. Human rights complaints under Policy 3 are investigated by the Director of Investigations.
   b. Concerns regarding bullying and harassment are managed by the Human Resources Advisor. The Human Resources Advisor seeks advice from the Administrative Head of Unit, supported by Faculty Relations, and where warranted escalates the concern to a complaint. Bullying and harassment complaints under UBC's Respectful Environment Statement are also investigated by the Director of Investigations.
   c. In addition, Canada Research Chairs can address concerns in confidence to the Senior Advisors to ensure that appropriate avenues are followed and support is provided.

   University officials have a legal responsibility under [Policy 3](#): Discrimination and Harassment and WorkSafe BC to take prompt, effective action to address incidents of discrimination and harassment.

7. An audit trail of all discrimination and harassment concerns and reports is maintained by the Equity & Inclusion Office and by Human Resources. Annually, the EIO provides a report to the Executive and the Board of Governors on issues of discrimination on all of the protected grounds, as does Human Resources, and the Director of Investigations.

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 Reports
- Employment Systems Review
- Employment Equity Plan
- 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, which has been working to develop and refine this plan since 2016, is now supporting the implementation and evaluation of this plan, is ultimately responsible to the Provosts of UBC-Vancouver and UBC-Okanagan, and consists of the following individuals:
1. Associate Provost, Academic Affairs, Dr. Eric Eich. (Co-Chair)
2. Associate Vice-President, Equity & Inclusion, Dr. Sara-Jane Finlay (Co-Chair)
3. Senior Advisor to the President on Indigenous Affairs, and Canada Research Chair, Dr. Sheryl Lightfoot
4. Senior Advisor to the Provost on Women & Gender-Diverse Faculty, Dr. Naznin Virji-Babul
5. Senior Advisor to the Provost on Racialized Faculty, Dr. Minelle Mahtani
6. Canada Research Chairholders from UBCO and UBCV

7. CRC Program Secretariat, Linda Leathley
8. Engagement Strategist, Equity & Inclusion, Louise Griep
9. Inclusion Action Plan Strategist, Equity & Inclusion Okanagan, Perpetuah Muthui
10. Manager of Institutional Planning & Evaluation, Equity & Inclusion, Elsie Achugbue
11. Research & Evaluation Associate, Equity & Inclusion, Tora Oliphant

APPENDICES

A. 2016 Employment Equity Report
B. 2017 Workplace Experiences Survey (WES)
C. 2018 UBC's report to the BC Human Rights Tribunal on the Gender Pay Gap in Professorial Salaries
D. 2019 Employment Systems Review
E. CRC Applicant Equity Survey
F. 2018 UBC Institutional Support to CRCs Survey Form
G. 2018 UBC's Canada Research Chairholder Experience Survey Form
H. CRC appointments File Guide
I. FAQ for Restricted & Preferential Hiring Program
J. FAQs for Accommodation during Hiring Process
K. CRC Retention Request Form