



## 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 199 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 federally designated groups (FDGs)<sup>1</sup> – women and gender minorities, 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 inequities being 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 federally 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. In the autumn of 2021, gender minorities were added to the FDG of women, and count toward the same representation target.

In 2021, the Tri-Agency Institutional Programs Secretariat also updated their program requirements in response to the [2021 Canadian Human Rights Settlement Agreement](#). Updated Canadian Workforce Availability data will also continue to affect this program. UBC is working to ensure that its action plan continues to respond to these updates and works to ensure greater equity in the program.

### PURPOSE

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".

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<sup>1</sup> Federally Designated Groups (FDGs) is the term used in the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement, and the groups included among the FDGs will and have changed over time, as set out in that Addendum.



UBC is working collaboratively with the Faculty Association to define the potential of “diverse forms of scholarship” as part of tenure, promotion and merit processes. This collaboration is critical to recruiting Indigenous and community-engaged scholars, for example, whose work with communities involves a different timeframe, outputs, and impact.

UBC’s representation in its tenure-track research stream faculty in the 2020/21 Academic Year through self-identification was: 37% women, 2% Indigenous people, 20% racialized people, 4% people with disabilities/impairments, 7% people with 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 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 includes:

- 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
- 2020 UBC Chairholder Experiences Survey
- [2020 Employment Equity Report](#)
- [2021 CRC Equitable Assessments of Research Productivity Final Report and Recommendations](#)
- [2021 Focus on Equity in Canada Research Chair Experiences](#)
- [2021 Employment Equity Census Campaign, and Employment Equity Reports](#) (forthcoming)
- [2021 Workplace Experiences Study](#)

This research and consultation work creates the foundation for a substantive and progressive response to the requirements of the CRC EDI Action Plan, and UBC’s updated goals and objectives are informed by the learning from them and from implementing the previous iterations of this action plan.



## GOALS

1. **RECRUITMENT:** UBC's Canada Research Chairs (CRCs) are recruited through an open and transparent process, making use of evidence-based strategies to ensure that merit and excellence are identified among historically and currently under-represented groups of researchers, and that UBC is attracting excellent applicants who are representative of the diversity of researchers available within and outside of UBC.

### Objectives:

**#1 Implementing Best Practices:** By 2023, faculties and departments recruiting a CRC develop a comprehensive hiring plan, incorporating evidence-based strategy to attract, recruit, and appoint CRCs from the FDGs currently under-represented at that tier.

**#2 Preferential Recruitment:** By 2024, develop effective strategies to support more focused recruitment of disabled scholars/scholars with disabilities and Indigenous scholars to ensure UBC's CRCs are representative of the diversity of exceptional researchers available.

**#3 Data-Informed:** By 2023, ensure reliable and timely data with respect to CRCs and this plan is available to inform strategies and understand progress.

2. **RETENTION & SUCCESS:** UBC's Canada Research Chairs are representative of the diversity of talented researchers available within and outside of UBC, producing and disseminating new knowledge, building a more inclusive research culture, and able to collaborate and innovate with their peers while feeling supported and included in a diverse culture of research excellence.

### Objectives:

**#4 Supporting excellence in inclusive environments:** By 2024, ensure CRCs are fully aware of the support available, and have the accessible and inclusive work environments necessary to succeed in their terms and career paths.

**#5 CRC award at UBC enhances success and retention:** By 2024, build supports within the CRC program at UBC that foster a sense that the CRC award has been a major factor in continuing success and career trajectory for each CRC in the program.

## TARGETS

UBC has a current allocation of 199 chairs, spanning 12 faculties at UBCV and 7 faculties at UBCO, consisting of 85 CIHR chairs, 73 NSERC chairs, and 41 SSHRC chairs. Not all allocated chairs are active in a given year and may affect reported percentages. UBC is currently meeting its equity targets for women and gender minorities, visible minorities/racialized faculty, and Indigenous faculty but is under-represented in chairs held by persons with disabilities.



## UBC CRCs by Federally Designated Group

March 29, 2022

Federally Designated Groups	Tier	December 2022 Equity Targets	Active Chairs	Cumulative Active Chairs	Current Percentage of CRC chairs (164 active chairs)	2022 Equity target for CRC chairs	2029 Equity Target for CRC chairs
Women and gender minorities	1	25	23	72	43.9 %	33%	50.9 %
	2	25	49				
Members of visible minority	1	12	21	51	31.1%	16%	22%
	2	12	30				
Persons with disability	1	3	*	5	3%	4.5%	7.5%
	2	4	*				
Indigenous peoples	1	1	*	6	3.7%	1.5%	4.9%
	2	1	*				

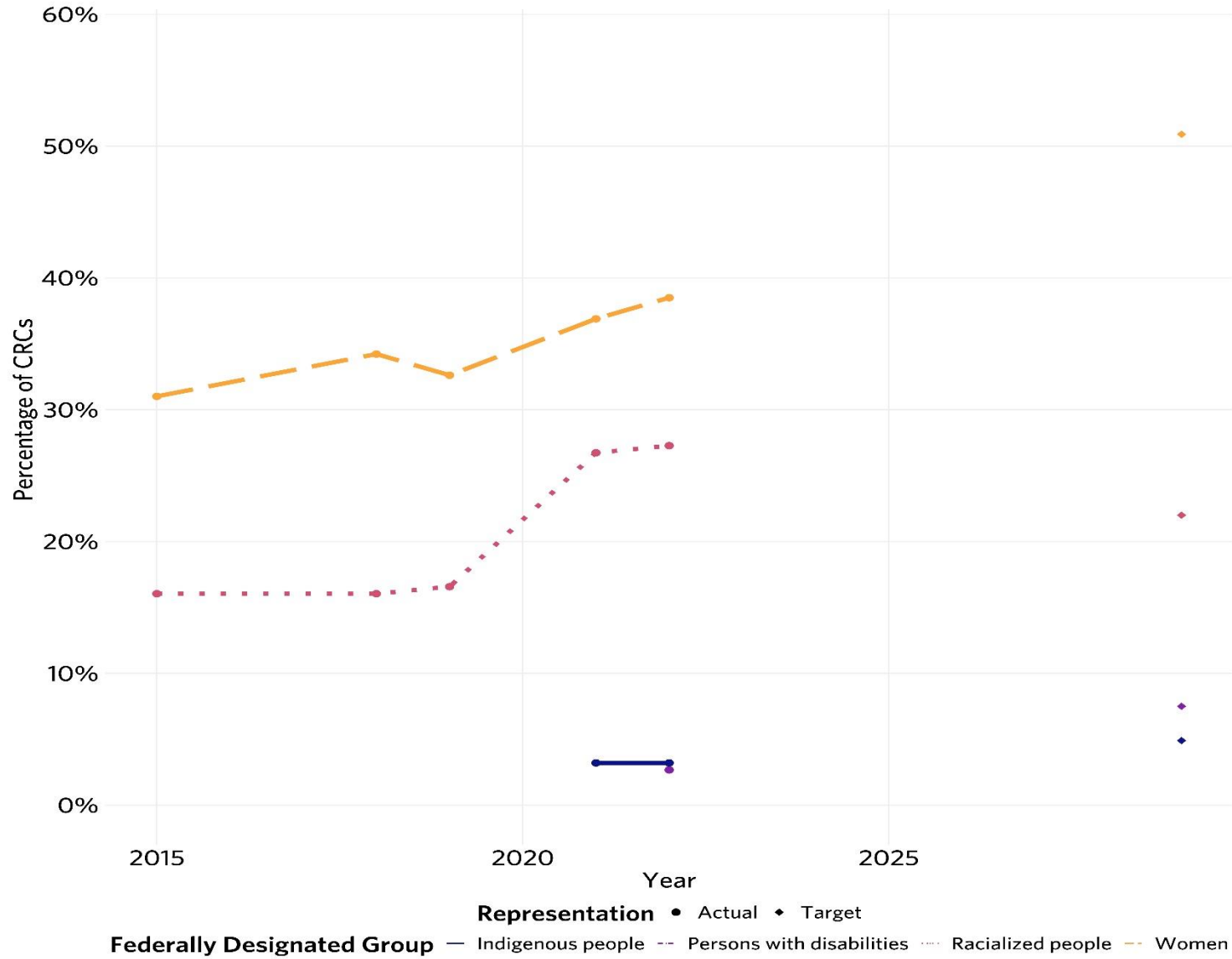
\* If the number of chairholders who self-identify is less than 5, this information is not provided to protect the privacy of the chairs.

- Items highlighted in red are below the 2022 equity targets the national CRC program also provides updates twice yearly with respect to UBC's representation across FDGs.

UBC has made positive strides towards meeting the 2029 CRC equity targets to match the greater workforce according to census data. Data for equity targets is shown once there are 5 or more chairholders. Indigenous people and people with disabilities can now be represented in figures when both tiers are aggregated.



**Figure 1: Percentage of people in each federally designated group and 2029 targets**





The data shown for the graph above is derived from responses to the UBC Employment Equity Census data prior to 2019, and then with data provided by the CRCP. CRCs with disabilities prior to 2021 and Indigenous CRCs prior to 2020 were not represented at sufficient levels to be shown. In 2021 both Indigenous CRCs and CRCs with disabilities were present at similar percentages and their data points overlap in this visualization.

### **UBC'S EFFORTS TOWARD EQUITY, DIVERSITY & INCLUSION**

This EDIAP is part of UBC's current and historical institutional efforts to increase equity, diversity, and inclusion across its campus community, for students, staff, and faculty. Since Justice Rosalie Abella's Royal Commission on Equality in Employment in 1984 led to the 1986 *Employment Equity Act*, UBC has historically implemented several strategies and processes to foster greater equity – beginning with a 1991 Employment Systems Review and Employment Equity Plan, and continues the legacy of that work today with its participation in the [Dimensions Pilot](#), and implementation of various strategic and mid-level institutional plans and the recommendations of taskforces, etc., as follows.

In 2009, UBC expanded its equity-deserving groups<sup>2</sup> to include LGBTQ2S+ people through its [Valuing Difference](#) mid-level Strategic Plan. That same year UBC's first [Aboriginal Strategic Plan](#) was created, through the leadership of the Senior Advisor to the President on Aboriginal 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.

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<sup>2</sup> Designated equity groups have been defined by UBC as those groups of people who have been historically, persistently, or systemically marginalized. As with the Federally Designated Groups, the terminology and categories can change over time.



The Vice-Presidential Strategic Implementation Committee on Equity and Diversity (VPSICED), formed in 2016, providing 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 sought 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 was implemented through an embedded model.

In addition, a Human Rights team is part of the complement of staff in the Equity & Inclusion Office at UBC-Vancouver and UBC-Okanagan. That team 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 Dialogue & Conflict Engagement Specialist works with the Human Rights team, 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 were incorporated into the development of [UBC's 2019 Employment Equity Plan](#).

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.



In 2020, UBC's [Indigenous Strategic Plan](#), including “a series of eight goals and 43 actions the university will collectively take in order to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples’ human rights, was adopted, with the leadership of the Senior Advisor to the President on Indigenous Affairs. The plan is the university’s response to the United Nations Declaration on the Rights of Indigenous Peoples and the National Inquiry into Missing and Murdered Indigenous Women and Girls’ Calls for Justice. It is also UBC Vancouver’s response to the Truth and Reconciliation Commission’s Calls to Action”, and builds upon UBC Okanagan’s Declaration of Truth and Reconciliation Commitments<sup>3</sup>.

UBC’s [Inclusion Action Plan](#) (IAP) was also adopted that year to operationalize the inclusion theme in UBC’s new strategic plan, [Shaping UBC’s Next Century](#). The IAP includes five goals and 36 actions to be implemented at the university to meet its “commitment to creating a welcoming community where those who are historically, persistently, or systemically marginalized are treated equitably, feel respected, and belong. Inclusion is built by individual and institutional responsibility through continuous engagement with diversity to inspire people, ideas, and actions for a better world”<sup>4</sup>.

In 2020, UBC also began its work as one of 17 Canadian post-secondary institutions participating in a pilot project of the federal Dimensions program, which seeks to identify and eliminate systemic obstacles and inequities for marginalized and under-represented people in research<sup>5</sup>. A Dimensions action plan that focuses on research and complements the other plans at UBC working toward justice, equity, decolonization, diversity, and inclusion is in development. In addition, the [Anti-Racist and Inclusive Excellence Task Force](#), and the [Trans, Two-Spirit, and Gender Diversity Task Force](#) have recently provided recommendations to senior leadership. Each of the plans in place is being implemented at various levels within the university, focusing on alignment and long-term change and positive impact.

This 2022 update to the EDIAP is based on those historical and current institutional efforts, previous scans and reviews of the CRC program, UBC’s recent research into [Equity in UBC’s CRC Experiences, and Equitable Research Productivity Assessments](#), 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 is transitioning its operations and learning to a newly established UBC Centre for Workplace Accommodations;
- Direct assistance from disability accommodation experts for administrators with questions about accommodations during CRC interviewing processes;

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<sup>3</sup> Indigenous Strategic Plan: <https://indigenous.ubc.ca/indigenous-engagement/indigenous-strategic-plan/>

<sup>4</sup> Inclusion Action Plan: <https://equity.ubc.ca/about/inclusion-action-plan/>

<sup>5</sup> <https://research.ubc.ca/vpri-competitions-initiatives/dimensions>





- More comprehensive guidance on UBC’s 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.;
- Where members of FDGs perceive barriers within a discipline, Associate Deans of Equity from those Faculties will work to address these.

In concert with the implementation efforts for these institutional plans described above, 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.

### **EMPLOYMENT SYSTEMS REVIEW**

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 were incorporated into the development of UBC’s 2019 Employment Equity Plan, and into the 2018 CRC EDIAP and UBC’s Inclusion Action Plan.

In 2020/2021, with funding from the CRCP, UBC produced the [CRC Equitable Assessments of Research Productivity Final Report](#), with a focus on disabled researchers/researchers with disabilities. The findings and recommendations of this report examine different stages of the employment systems in academia and at UBC, deepened the understanding and analysis of the 2018 Employment Systems Review, and inform this updated CRC EDIAP.

### **COMPARATIVE REVIEW & ENVIRONMENTAL SCAN**

As part of the development of UBC’s CRC EDIAP in 2018, an environmental scan and a comparative review of supports provided to Chairs were undertaken to better understand where inequities may exist. Since then, regular annual surveys and/or focus groups have explored barriers and potential strategies to address them, and inform the updating of actions in this plan.

In 2020, learning from the analysis of the 2018 and 2019 survey data informed revisions to the survey of CRCs across UBC to assess supports provided and potential inequities. That survey now covers questions with respect to workplace experiences and institutional support.



## 2020 Annual CRC Experiences Survey Results

The response to the survey was excellent with 132 of 150 CRC holders (88%) completing the questionnaire – an 8% increase over 2019’s results.

- Representation of equity groups amongst survey respondents compared to 2019:
  - o **Increased** for women in tier 1, Indigenous peoples in tier 2, and disabled people in tier 2
  - o **Decreased** for women in tier 2 and racialized people in tier 1
- As of August 16, 2021, and based on the 2019 targets, UBC’s representation of CRCs self-identifying as disabled is below requirements. Looking forward to 2022 targets, as projected, UBC will continue to be below CRCP targets for chairholders with disabilities in tiers 1 and 2.
- Chairholders from equity groups are not evenly distributed amongst the faculties. There are concentrations in some faculties and gaps in others.
- With one exception, CRCs from the equity groups were **more likely than their comparator group** to report having access to teaching and research supports in a way that is comparable to their departmental/school colleagues. The exception was disabled chairholders, where only one half agreed/strongly agreed that they had such access.
- About three quarters of respondents reported that their department/school had created an environment that is respectful of diversity related to gender identity and expression (79%) and sexual orientation (75%). About two-thirds indicated that the same existed for racial and cultural diversity (67%) and Indigeneity and Indigenous worldviews (64%). Just over half (56%) reported that their environment is respectful of a diversity of abilities.
- 74% of respondents reported that their department/school ensures access to EDI training and workshops, 69% to implicit bias training, and 47% to conflict training and support. The availability of these varied from Faculty to Faculty.

Responses to workplace experience questions have remained relatively constant over the past three years. There has been a slight increase in the proportion of respondents feeling accepted in their workplace (+4%) and reporting that UBC has effective policies and practices for addressing inappropriate behaviours (+6%). There continues to be a large and consistent gap where the proportion of women chairholders responding favourably to workplace experience questions is less than the proportion of men. A similar gap exists between disabled and non-disabled chairholders, with disabled chairholders reporting less favourable experiences.

In 2021, focus groups were conducted with Tier 1 and Tier 2 CRCs to investigate their perceptions of their work experience and institutional supports more deeply, and develop recommendations. This research was summarized in UBC’s Focus on Equity in Canada Research Chair Experiences Report.

## CRC Experiences Survey Comparison to Workplace Experiences Survey

In 2021, because UBC’s institutional Workplace Experiences Survey (WES) was conducted, the data from that survey for tenure-stream (research and teaching) faculty is presented to explore experiences across equity deserving groups at UBC. Due to small sample sizes, we are limited to



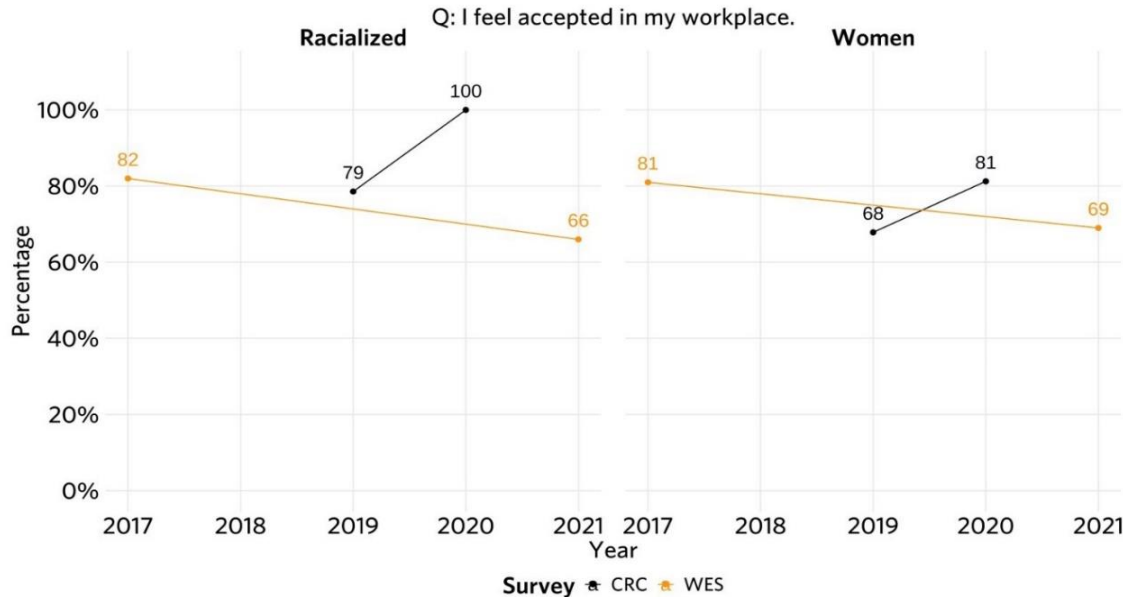
providing CRC specific figures for racialized people and women and rely on our larger Workplace Experience Survey results above to communicate the experiences of Indigenous CRCs and CRCs with disabilities. The CRC experiences reported here were gathered in between the two WES Surveys and during an especially turbulent time due to COVID-19.

The following figures compare the percentage of favourable scores of the wider tenure-track faculty to the CRCs. It is important to keep in mind that the introduction of the Likert scale in WES 2021 creates the neutral scoring option which was not available in 2017. This has generally reduced the percentage of positive scoring and may obfuscate changes or consistency over time. The CRC Experiences Survey, however, uses the same 5-point Likert scale.

In general, the sentiments of the wider tenure-stream faculty members who self-identify as belonging to FDGs at UBC in the WES mirror that of the CRC responses.

### “I feel accepted in my workplace”

Overall, both women and racialized CRCs feel more accepted in their workplace than tenure-track faculty from the same FDG who responded to the WES in 2021. Both CRC groups see an increase in positive scoring over the 2019 survey results.

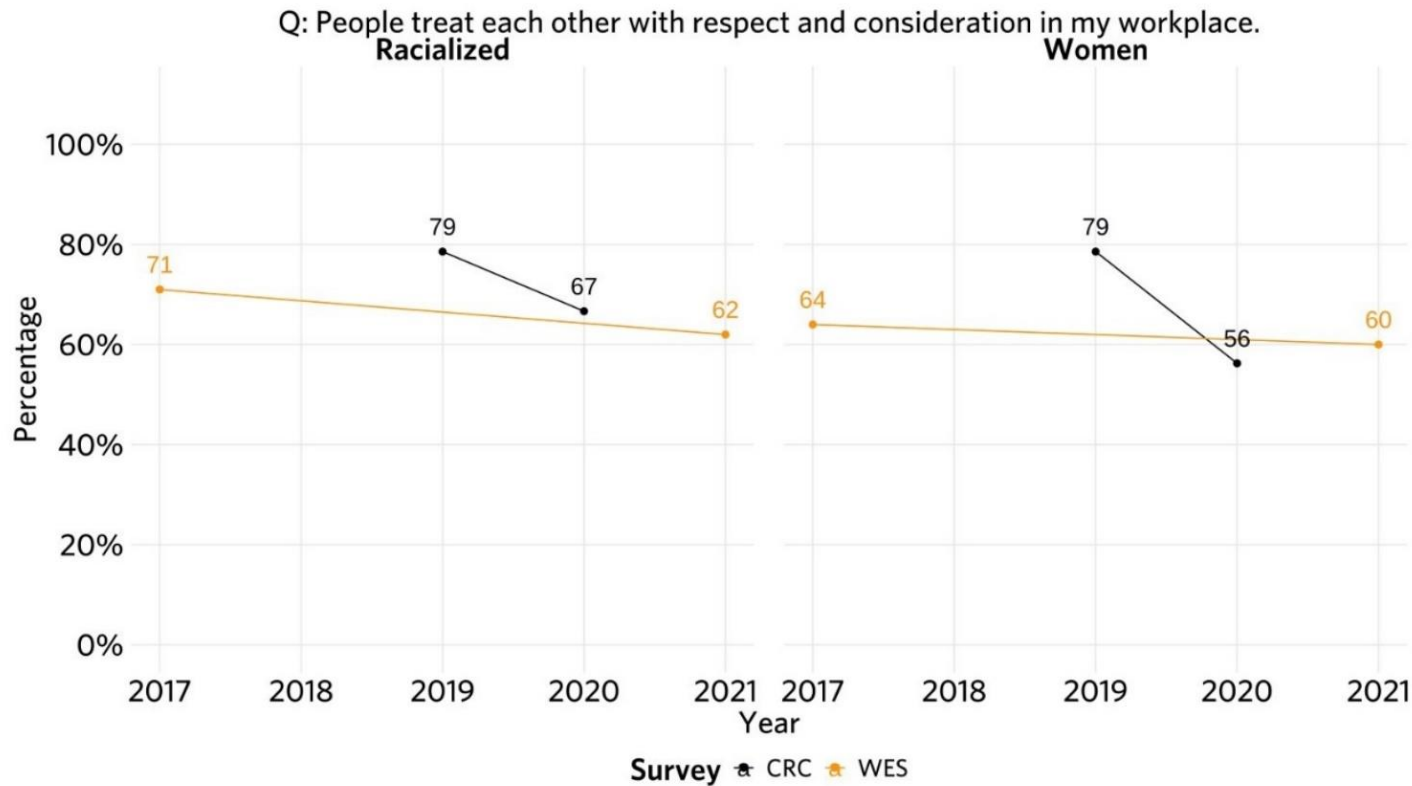


**Figure 2:** Percentage of tenure-track Faculty responding favourably to the question, “I feel accepted in my workplace” within the CRC program compared to the wider UBC community of tenure-track faculty



### “People treat each other with respect and consideration in my workplace”

There is a decrease in CRCs feeling that people treat each other with respect and consideration in their workplace. The decrease moves the favourability score to levels similar to those of tenure-track faculty from these FDGs.

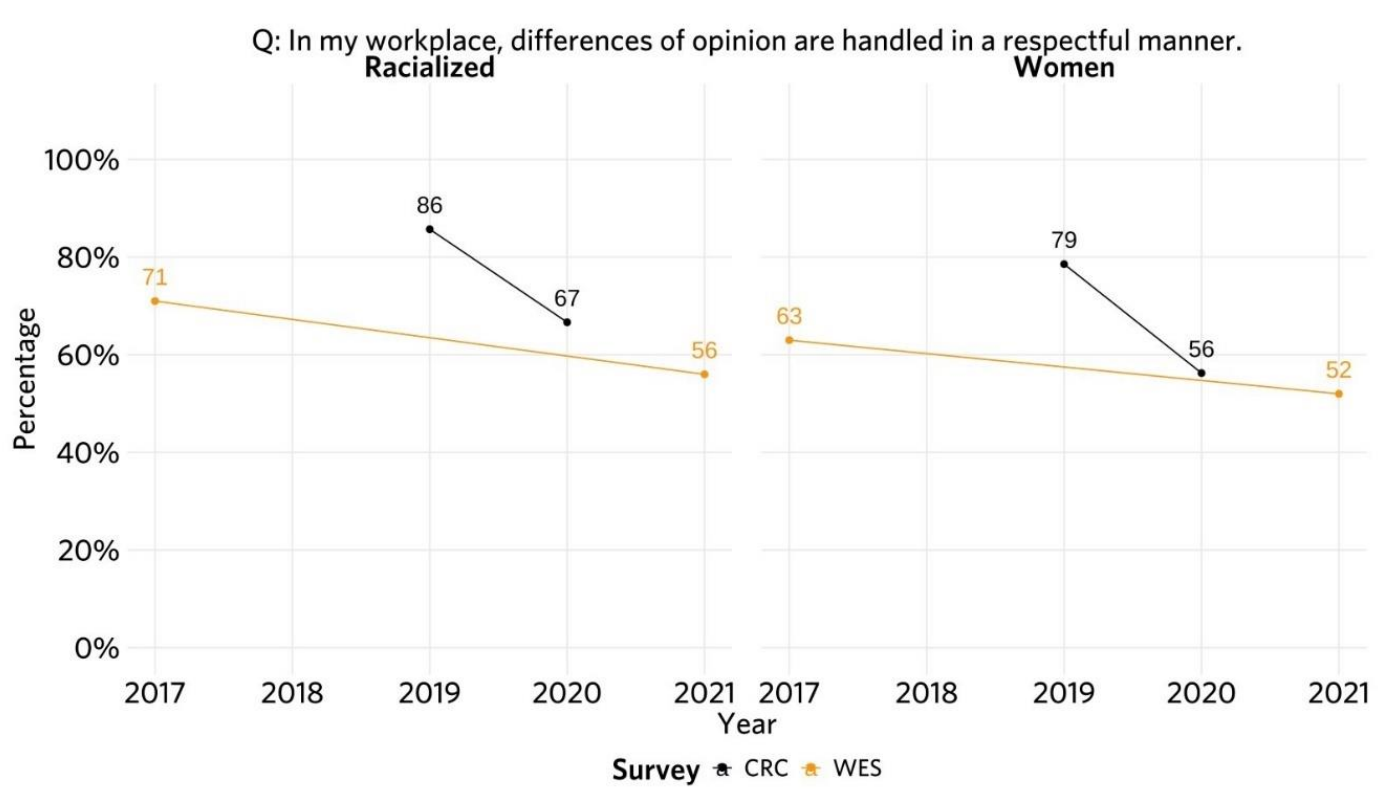


**Figure 3:** Percentage of tenure-track Faculty responding favourably to the question, “People treat each other with respect and consideration in my workplace” within the CRC program compared to the wider UBC community of tenure-track faculty



**"In my workplace, differences of opinion are handled in a respectful manner."**

Both CRCs and tenure-track faculty overall are less likely to report feeling differences of opinion are handled in a respectful manner. Scores have trended toward feeling more neutral about this question.

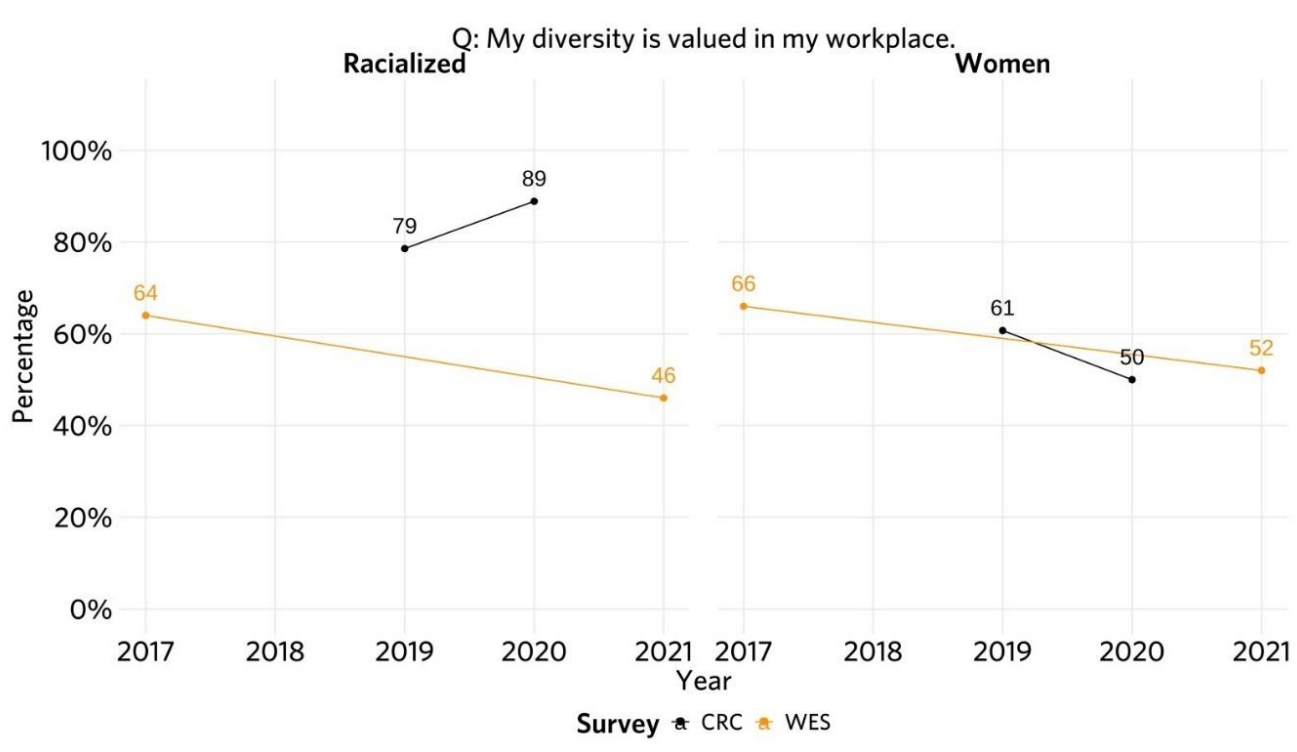


**Figure 4:** Percentage of tenure-track Faculty responding favourably to the question, "In my workplace, differences of opinion are handled in a respectful manner" within the CRC program compared to the wider UBC community of tenure-track faculty



### “My diversity is valued in my workplace”

Racialized people seem to have very different experiences when in the CRC program. Racialized people in the CRC program in general feel that their diversity is valued in their workplace, in stark contrast to racialized tenure-track faculty overall at UBC. Women in the CRC program however, have similar scores as other tenure-track women faculty.

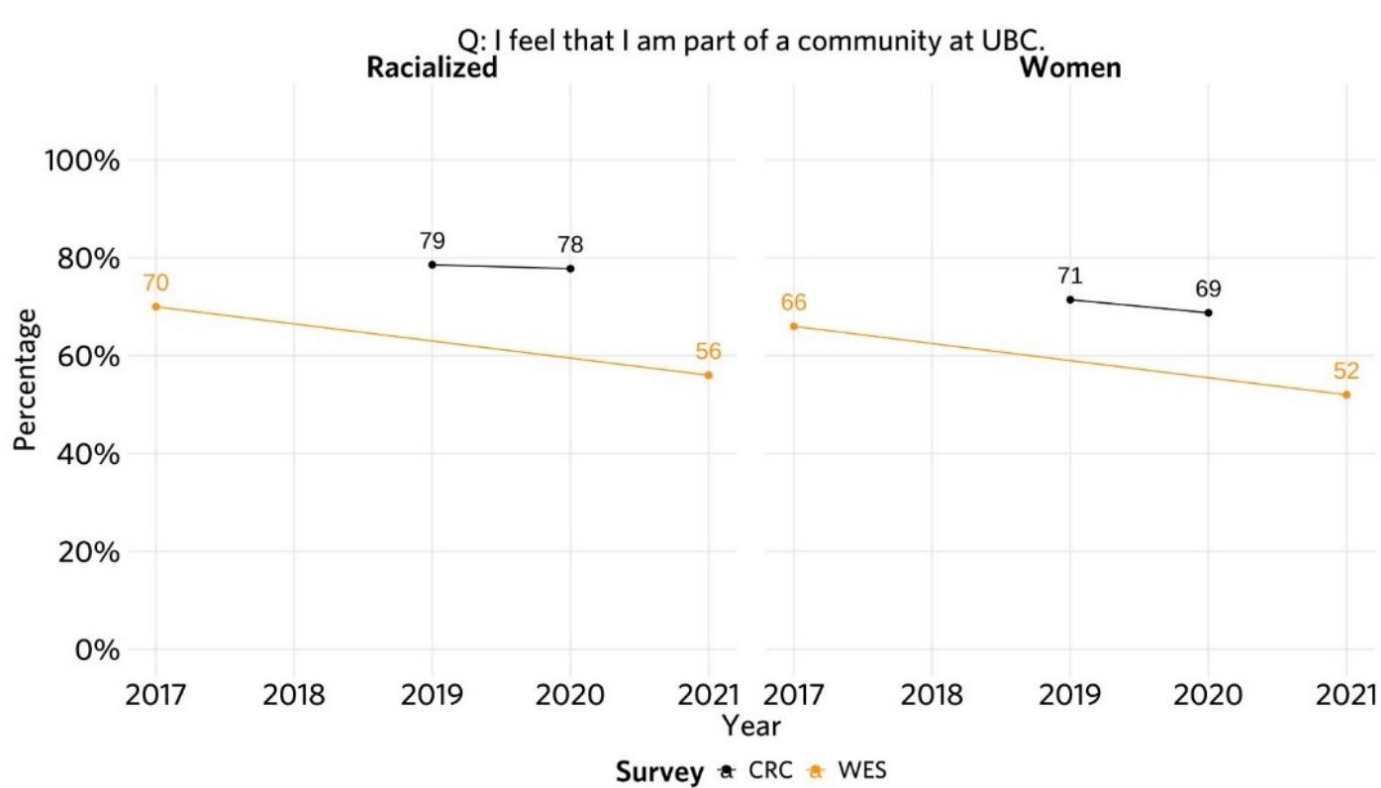


**Figure 5:** Percentage of tenure-track Faculty responding favourably to the question, “My diversity is valued in my workplace” within the CRC program compared to the wider UBC community of tenure-track faculty



### "I feel that I am part of a community at UBC."

Similar to the responses in other questions, there is a decrease from the 2017 to 2021 WES results among tenure-track faculty reporting they feel part of a community at UBC. A higher percentage of both women and racialized people in the CRC program report feeling part of a community at UBC.



**Figure 6:** Percentage of tenure-track Faculty responding favourably to the question, "I feel that I am part of a community at UBC" within the CRC program compared to the wider UBC community of tenure-track faculty



## UBC Applicant Pool and Nomination distributions

The applicant pool describes people who have completed the equity survey when they applied to CRC positions. Because the survey is publicly accessible and not tied to an actual position posting in the central Human Resources system, applicant pool data can be very untidy. The data has been cleaned to try and represent only true applicants, although some noise may exist. The nomination pool describes people who were selected to be nominated to CRC positions and nominees are tied to the year their search was posted, even if the nomination goes forward in a subsequent year.

Candidates are represented more than once if they self-identified as more than one FDG in their pool. Both applicant and nomination pools can be assessed for the percentage of each FDG (or intersection thereof) to study bias. Assuming that all applicants are well qualified we should expect the percentage of people of an FDG to be similar between the applicant and nomination pools.

There is a lower percentage of Indigenous people and people with disabilities in the applicant pools for CRCs. This is especially pronounced in Tier 1 positions as these are often internal searches, and the number of Indigenous professors and professors with disabilities at UBC limits the potential candidates. For Tier 2, the percentage of Indigenous scholars in the nomination pool is much higher than in the applicant pool. In contrast, the percentage of racialized applicants in the applicant pool is far above the percentage of racialized candidates being nominated at Tier 2, though it is more closely aligned in Tier 1.

On average, approximately 75% of applicants self-identifying as women also self-identify with another FDG. However, in 2019 and 2020, approximately 30% of those women self-identifying in more than one FDG were nominated, even though a much higher proportion of women who didn't self-identify in more than one FDG was being nominated. In 2021, approximately 60% of nominations were women self-identifying in more than one FDG, and the percentages of intersectional women in the applicant pool and nomination pool were more closely aligned. In 2020 and 2021, there were approximately 49% of racialized applicants who self-identified in more than one FDG, and nominations were roughly proportional at approximately 48%. Due to limitations in sample sizes, applicant pool data only permits a general analysis of intersectional identities among women and/or racialized applicants.



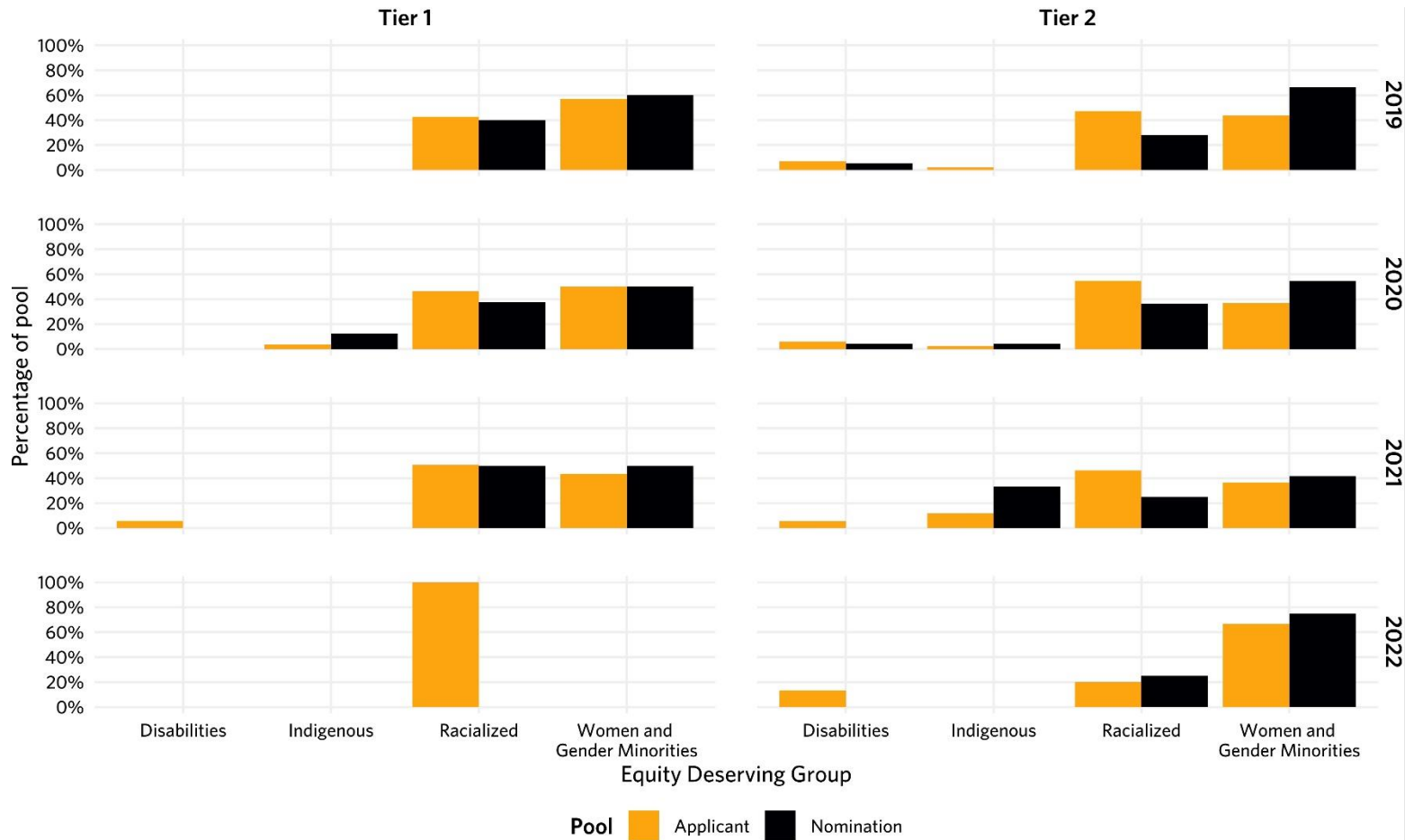


Figure 7: Percentage of FDGs in Tier 1 and 2 applicant and nomination pools

As a result of these research efforts, 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. These are annual reviews, 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, as well as with Faculty Equity Leads. Chairholders are also invited to speak directly to the Associate Vice-President, Equity & Inclusion, if they have concerns about talking to someone within their faculty about barriers they are experiencing, and this offer has been accepted by one chairholder. There has also been a significant increase in Chairholder engagement through the CRC Working Group and sub-committees to work on ensuring greater equity in experiences across UBC.

### COLLECTION OF EQUITY & DIVERSITY DATA

Deans/Departments are responsible for interviewing and hiring faculty recruitments. The Provost's Office 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 are required to complete UBC's [CRC Applicant Equity Survey](#), which mirrors the CRCP's CRC Self-Identification form. Survey responses are used by UBC to ensure that there is diversity in the candidate pool, and determine who is eligible, under the [British Columbia Office of the Human Rights Commissioner's Special Program](#), for each search.

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 is only used to determine whether they qualify for participation in this hiring process. Data are collected by the Equity & Inclusion Office and only the names of those who self-identify as a member of an FDG are 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, who consent to sharing, are provided separately to the search committee to support preferential hiring. Responses are stored in a secure database.

In addition, all new and renewing Chairholders are required to complete the CRCP's [CRC Self-Identification Form](#) as part of their personal profile. The purpose of the self-identification form is to collect information so the agencies can monitor the equity performance of the program and design new measures that achieve greater equity, diversity and inclusion. CRCP also uses the data to help institutions monitor and meet their equity and diversity targets. All applicants must complete the CRC program's self-identification form when applying for funding; however, renewals 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 not have consequences on the renewal application. As UBC is under restrictions, new nominees are required to self-identify in one or more of the FDGs in order for their application to go forward for external review. The form is submitted directly to CRC National office as part of the individual's profile through the Convergence platform. Copies of individual self-identification forms are not released to UBC's Office of the Provost which receives aggregated data only.



There is also an annual 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, in accordance with Employment Equity Regulations, this information is suppressed.

In 2020, a new Employment Equity Survey was published with terminology based on research and campus-wide consultations to better reflect current usage and community members' understandings of themselves. In 2021, an Employment Equity Census Campaign was held through the new Workday platform to increase UBC's understanding of representation of faculty and staff across its campuses.

## RETENTION & INCLUSION

1. [Hiring Equity](#), UBC's online equitable recruitment training, covers key considerations and good practices at every stage of a selection process and gives search committees shared language and encouragement to openly discuss issues of equity as they conduct the search. It is available to all individuals involved in the Chair recruitment process. Faculty and staff serving on search committees will be required to complete this training every two years.
2. To support Chairholders nominated through cluster and restricted hiring processes, affinity groups have been formed and receive institutional support as necessary.
3. The following policies and processes are in place to enable the retention of individuals at UBC regarding salary, housing, and 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 are 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 are 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 EIO 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.

### OBJECTIVES, ACTIONS, AND MEASUREMENT STRATEGIES

This EDIAP ensures that UBC’s actions in support of the CRC program will both align and support actions in other areas and plans 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 actions in the plan are detailed in the chart below.

<b>Goal #1, RECRUITMENT:</b> UBC's Canada Research Chairs (CRCs) are recruited through an open and transparent process, making use of evidence-based strategies to ensure that merit and excellence are identified among historically and currently under-represented groups of researchers, and that UBC is attracting excellent applicants who are representative of the diversity of researchers available within and outside of UBC.				
Objective 1: Implementing Best Practices	Indicators	Responsibility	Due Date	Status
Faculties and departments recruiting a CRC develop a comprehensive hiring plan, incorporating evidence-based strategies to attract, recruit, and appoint CRCs from the federally designated groups currently under-represented at that tier.	<ul style="list-style-type: none"> <li>- % of CRC appointments including this comprehensive hiring plan as part of their documentation</li> <li>- More equitable representation of the federally designated groups in each tier at UBC</li> </ul>	Deans and Heads, CRC Program Office (CRCPO); Equity & Inclusion Office (EIO); Human Resources (HR)	<b>2023</b>	Being reviewed and updated



Actions	Indicators	Responsibility	Due Date	Status
A. 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.	<ul style="list-style-type: none"> <li>- Updated Faculty Relations/ Recruitment Guides.</li> <li>- All search and selection processes are evaluated against best practices prior to nomination.</li> </ul>	CRCPO, EIO, HR	2022/23	Implemented and ongoing
B. 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	2024	Implemented and ongoing
C. Develop and disseminate 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.	Updated advertising resource available on the CRC website, in updated Appointments Guide and reporting guidelines for the Selection Committee	EIO	2021	Implemented and ongoing
D. Increase accountability across UBC leadership for the equitable recruitment and support of CRCs, with a particular focus on meeting UBC targets for CRCs.	<ul style="list-style-type: none"> <li>- New mechanisms to redistribute chairs if recruitment doesn't meet parameters.</li> <li>- Meetings/discussions with Deans and Associate Deans to clarify recruitment parameters for their open chairs.</li> <li>- Meetings/discussions with heads and directors</li> <li>- Faculties and Departments engage with the CRC recruitment process as an opportunity to build</li> </ul>	AVPs, Academic & Equity & Inclusion, Deans & Associate Deans, CRCPO	2023	Implemented and ongoing



	voting members' capacity for more equitable and representative faculty recruitment			
E. Selection committees and internal review panels continue to implement the CRC program's Tier 2 justification process to assess eligibility for any candidates with career breaks.	Evidence that CRC selection committees have equitably assessed career breaks	CRCPO	2020	Implemented and ongoing
F. Develop an internal UBC CRC nominations 'road map' resource: how the CRC nominations process works, what is expected of whom at what point in the process, and where to go for support at those different points	<p>"Road map" included in recruitment guide and nominations lunch &amp; learns</p> <p>Number and percentage of new CRCs who reference this road map</p>	CRCPO	2023	Planning
<b>Objective #2: Preferential Strategies</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
Develop effective strategies to support more focused recruitment of disabled scholars/scholars with disabilities and Indigenous scholars to ensure UBC's CRCs are representative of the diversity of exceptional researchers available.	- Increase in the percentage of Indigenous and/or disabled Tier 1 and Tier 2 CRCs	CRCPO, EIO, HR, Centre for Workplace Accessibility	<b>2024</b>	Planning
<b>Actions</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
A. Implement centralized applicant equity surveying to enable search committees to understand the applicant pool data and hire preferentially.	<ul style="list-style-type: none"> <li>- Each search committee has timely reports of eligible candidates for consideration</li> <li>- Annual applicant pool data reports compare applicants to contracts offered/accepted, and to nominations.</li> </ul>	EIO, CRCPO	2024	Implemented and ongoing
B. Continue to implement and report on special program approval from the BC Human Rights Tribunal to allow searches for CRC chairholders to be restricted to the federally designated groups.	Meet or exceed targets (pg. 3 of this plan) for CRC representation, with particular attention to meeting targets for persons with disabilities (see below)	CRCPO, EIO, HR	2020	Implemented and ongoing – 2021 Mid-Term Report submitted



C. Create Chair positions that relate to decolonizing the discipline, or Indigenizing the curriculum	Evidence that CRC selection committees understand, and are including, decolonization competencies and inclusion skills as part of their search criteria (e.g. establish criteria and pertinent interview questions that evaluate inclusion competencies of candidates).	CRCPO, EIO	2023	Implemented and ongoing
D. Transition the pilot centralized CRC Centralized Accommodations Fund, designed to assist Faculties and departments to hire and accommodate new chairholders with disabilities, including with expert assistance for candidates/ administrators with questions during the recruitment process, to the new UBC Centre for Workplace Accessibility.	Perceptions of department administrators and candidates of the experience of accessing accommodations -# of CRCs requiring accommodations who have those in place prior to the start of their position. -Extent to which processes and learning support the new Centre and ensure a smooth transition.	CRCPO, EIO, HR (UBCV & UBCO), Centre for Workplace Accessibility	2024	Piloted. In 2022 UBC's Centre for Workplace Accessibility launched for all faculty and staff. CRC Pilot is transitioning.
E. 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.	<ul style="list-style-type: none"> <li>- Updated advertising guidelines developed and disseminated via the CRC program website.</li> <li>- Comprehensive communication and education plan is developed for Deans, Associate Deans of Equity, and recruitment and selection committees.</li> <li>- Change in number and percentage of applicants for any chair recruitment who self-identify as one or more of the FDGs.</li> </ul>	CRCPO	2020	Implemented and continuing to update as required
F. Provide clear information about access and accommodations in advertisements. Having details about possible accommodations that can be made can be helpful for individuals to assess whether they can apply.	<ul style="list-style-type: none"> <li>- # of advertisements naming a designated HR Specialist for applicants to contact</li> <li>- # of contacts within the departments who are informed and knowledgeable about accommodations for accessibility.</li> </ul>	CRCPO, EIO, HR	2022	Partially implemented
G. Revise guidelines (i.e. CRC Appointments File Guide and accompanying	Guidelines produced and published	CRCPO, EIO	2023 update	Implemented and ongoing



<p>implementation plan for recruitment and retention of CRCs with disabilities and/or other cluster hires) that will clearly set out how UBC will assess research productivity and support new chairholders to succeed at UBC</p>	<p># of CRC searches conducted in accordance with the guidelines</p>			
<p>H. Develop an understanding of the barriers and inequities that prevent equitable assessments of research productivity among disabled scholars, (e.g., Establish weighting of the selection/evaluation criteria, including the alternative metrics, prior to receiving applications; Incorporate more and different excellence indicators in evaluations, including: experiential knowledge, dissemination of knowledge and other forms of publication, research sustainability and mentorship, collaboration and cross-disciplinary research, and building and maintaining relationships within communities).</p>	<p>Recommendations for increasing the capacity to recruit and retain exceptional researchers with disabilities.</p>	<p>EIO, CRCPO</p>	<p>2021</p>	<p>Implemented</p>
<p><b>Objective #3: Data-Informed</b></p>	<p><b>Indicators</b></p>	<p><b>Responsibility</b></p>	<p><b>Due Date</b></p>	<p><b>Status</b></p>
<p>Ensure reliable and timely data with respect to CRCs and this plan is available to inform strategies and understand progress.</p>	<ul style="list-style-type: none"> <li>- Data is collected regularly and reports are updated to reflect trends in representation, experiences, and retention</li> <li>- Strategies developed that reflect information from the data</li> <li>- Disaggregated intersectional data reporting on salaries, promotion, and tenure among faculty at UBC is developed within the context (and</li> </ul>	<p>EIO, CRCPO, HR</p>	<p><b>2019</b></p>	<p>Implemented and ongoing</p>





timelines) of the new Integrated Renewal Project for all data systems at UBC				
Actions	Indicators	Responsibility	Due Date	Status
A. Develop and disseminate key messaging on why people are being asked to self-identify in surveys and censuses 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	Response rates to UBC EES and CRC Experiences Surveys increase to 80% among CRCs.	EIO, Senior Advisors, CRCPO	By 2020	Implemented and ongoing
B. Ensure that all requests for self-identification are clear and open about how privacy and confidentiality are safeguarded within UBC's systems, and how data is used to support equity.	All surveys and published reports are following privacy and confidentiality safeguards.	EIO	By 2020	Implemented and ongoing
C. Disaggregate demographic representation between Tier 1 and Tier 2 to better understand proportional representation, intersectionality, and any existing disparities among the two tiers	Number of conversations with Deans, Heads/Directors that clearly outline under-representation and inform Chair allocations	CRCPO, EIO	By 2020	Implemented and ongoing
D. 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.	Progress reports are developed and published annually, and work on the CRC program informs and builds on inclusion actions throughout UBC.	CRCPO, EIO	By 2020	Implemented and ongoing



<b>Goal #2, RETENTION &amp; SUCCESS:</b> UBC's Canada Research Chairs are representative of the diversity of talented researchers available within and outside of UBC, producing and disseminating new knowledge, building a more inclusive research culture, and able to collaborate and innovate with their peers while feeling supported and included in a diverse culture of research excellence.				
<b>Objective #4: Supporting excellence in inclusive environments</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
Ensure CRCs are fully aware of the support available, and have the accessible and inclusive work environments necessary to succeed in their terms and career paths.	- Number and kinds of concerns raised in UBC's experiences research that are addressed in communications to CRCs	CRCPO, EIO, HR, Centre for Workplace Accessibility	2024	Planning
<b>Actions</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
A. Develop a communications mechanism that is regular, informative, and engaging for CRCs to ensure more access to relevant information re: mentoring programs, events, funding, profiles, etc.	- Communications mechanism established - # of communications/ year - # of CRCs signing on/responding to communications	CRCPO, EIO, CRC Working Group	<b>2023</b>	Planning
B. Provide new nominees within information about the range of institutional supports for comparable chairs as part of the hiring process, including protected time for research, access to grad students, CFI and other grant-writing supports, etc.	- # of incoming CRCs who are informed about: 1) the possibility of a Faculty Association support for negotiations assistance; 2) publicly available faculty salary information - % of CRCs who feel that their research support is comparable and fair within the context of their discipline & department	CRCPO, Deans, Heads	2020	Implemented and ongoing
C. Create a 'start-up package menu' with options and flexibility to define what areas of monetary and non-monetary support would be most valued in their work, to a maximum cost/CRC in each discipline	# of faculties developing this 'menu' to support transparency in negotiations	CRCPO, Deans	2023	Planning
D. Designated grant support for CRCs – within SPARC and within research area.	# of CRCs who access SPARC or Faculty Grant Facilitators, Research Development Offices	CRCPO, Deans, VPRI	2024	Planning
E. Develop and offer information sessions on - nomination applications - performance assessments	- # and type (stage targeted) of sessions offered per year - # of CRCs who attend	CRCPO, EIO	2023	Idea generation



<ul style="list-style-type: none"> <li>- promotions and tenure</li> <li>- renewals processes</li> </ul> <p>to ensure CRCs are preparing for these steps effectively.</p>					
F. Connect incoming chairholders with mentoring relationships as soon as possible, with clear expectations and structures.	- # of CRCs informed about the mentoring program as part of their orientation, and connected to a cohort peer mentoring group	EIO, CRCPO, CRC Working Group	2023	Piloting	
G. Ensure chairholders are aware of opportunities to hire and mentor graduate students from federally designated groups	<ul style="list-style-type: none"> <li>- # of CRCs aware of VPRI training program for this</li> <li>- # &amp; ways this training program is promoted</li> <li>- Graduate students from FDGs are hired and mentored</li> </ul>	EIO, CRCPO, CRC Working Group, Vice-President, Research & Innovation	2024	Planning	
H. Explore ways to stimulate increased diversity in formulating research collaborations/teams and including CRCs in early stages as team members.	- Degree to which CRCs report their diversity is <i>valued</i> in the workplace becomes comparable to the levels CRCs report feeling <i>accepted</i> in the workplace.	CRCPO, EIO	2024	Idea generation	
I. Support, through continued awareness raising and advocacy, 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 (e.g., engage in the Campus Vision 2050 Planning processes and the Housing Action Plan to ensure that physical accessibility is front and centre in the future of the UBC campuses.	<ul style="list-style-type: none"> <li>- Policy is developed and centralized workplace accommodations funding is administered in support of making workplaces more accessible</li> <li>- Workplace Health Services at UBC is developing supportive relationships with chairholders with disabilities through effective accommodations, and inclusive workplaces training for faculty and staff</li> <li>- Changes to physical and virtual spaces are implemented in service of advancing inclusion at UBC</li> </ul>	CRCPO, EIO	2024	Idea generation	
J. Support the development of an Accessibility Task Force for UBC to consider the implementation of recommendations in the Equitable Research Productivity Assessments Report	Recommendations and advocacy inform UBC's efforts to make its work environments and campuses more accessible	CRCPO, EIO	2023	Planning	



K. Support Resource/Affinity Groups for researchers and other faculty and staff, and ensure CRCs are aware of these groups	- # and ways of communicating these opportunities to CRCs	EIO, CRCPO	2020	Implemented and ongoing
L. Provide reports to the Executive and the Board of Governors on issues of bullying, harassment, discrimination, and sexual misconduct, lack of accessibility on all of the protected grounds.	Transparent reports regarding equity and inclusion issues are developed and published annually.	EIO, HR	Dec. 2019 and annually thereafter	Implemented and ongoing
M. 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.	- 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	2019	Implemented and ongoing
<b>Objective #5: CRC Award at UBC enhances retention and success among CRCs</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
Build supports within the CRC program at UBC that foster a sense that the CRC award has been a major factor in continuing success and career trajectory for each CRC in the program.	- # of CRCs who report this in experiences research/year	CRCPO, EIO, HR, Centre for Workplace Accessibility	<b>2024</b>	Planning
<b>Actions</b>	<b>Indicators</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Status</b>
A. Celebrate and amplify the research excellence of UBC's CRCs internally at all levels of UBC, and externally as possible.	# and ways this happens from: -department/school -UBC overall -CRCs themselves	CRCPO, EIO	2022	Piloting
B. Survey all chairholders on an annual basis in November (either through the Workplace Experiences Survey or through a CRC specific inclusion survey) to improve	- Change in perceptions (as reported via survey responses) of support and inclusion over time, particularly among those belonging to designated equity groups.	EIO	2019	Implemented and ongoing



<p>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.</p>	<p>- # and ways this Action Plan shifts to respond to concerns of CRCs within or having finished their terms at UBC.</p>			
<p>C. Establish networking/ mentoring/ professional development opportunities to complement other offerings on campus to connect CRCs across UBC</p>	<p>- #s of CRCs participating - # of participating CRCs reporting mentorship relationship(s) a success</p>	<p>EIO, CRCPO</p>	<p>2022</p>	<p>Piloting</p>
<p>D. Allocate CRC awards as retention tool to support a diverse culture of research excellence.</p>	<p>Number and percentage of researchers from designated equity groups who are receiving retention awards.</p>	<p>CRCPO</p>	<p>2024/5</p>	<p>Planning</p>
<p>E. Conduct exit interviews with all chairholders leaving UBC as of June 2019 to ensure any equity issues surfaced can be addressed.</p>	<p>- Number and percentage of individuals exiting the program who consent to completing or conducting an in-person exit interview - Number and percentage of individuals exiting the program who consent to participating in CRC experiences focus groups or anonymized surveys - Number and percentage of equity issues mentioned in exit interviews or other feedback mechanisms, either systemic or inter-personal - Summary report is provided to the Provost for communication as appropriate to Deans / Department heads on an annual basis</p>	<p>EIO</p>	<p>2019</p>	<p>Implemented and ongoing</p>



## 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. Vice-Provost, Associate Vice-President Academic Affairs, Moura Quayle (Co-Chair)
2. Interim Associate Vice-President, Equity & Inclusion, Dr. Margaret Moss (Co-Chair)
3. 21 Canada Research Chairholders from UBCO and UBCV
4. Two Research Grant Facilitators
5. Director, Institutional Initiatives, Equity & Inclusion Office, Elsie Achugbue
6. CRC Program Secretariat, UBCV Provost's Office, Linda Leathley
7. Strategist, Institutional Initiatives, Equity & Inclusion, Louise Griep
8. Data Analyst, Equity & Inclusion, Sahir Moosvi

This group meets every two months, with smaller working groups/sub-committees meeting more often to advise on particular implementation strategies.

## CANADA RESEARCH CHAIRS PRINCIPLES AND ALLOCATION GUIDELINES

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.

## GUIDING PRINCIPLES

Canada Research Chairs are allocated to the institution based on its performance in garnering research funding from the three federal granting agencies – the Canadian Institute of Health Research (CIHR), Natural Sciences and Engineering Research (NSERC), and Social Sciences and Humanities Research Council (SSHRC), relative to other institutions. The CRC program (CRCP) has a fixed number of chairs and every three years undergoes a chair reallocation exercise. To minimize disruptions in the program in the first five years of the ten-year period (2020-2029) for meeting population-based equity targets, the next reallocation following 2021, will be done five years later, in 2025, with the results to be released in early 2026.

## Canada Research Chairs Redistribution

The Chair allocation procedure makes use of the concept of a Faculty Hiring Plan (FHP), which is a rolling three-year plan developed by each faculty in anticipated hires in both tenure-stream faculty streams; research and teaching, educational leadership, and lecturers. Deans should discuss their proposals of allocation of Chairs within the context of the FHP. Proposals for CRC embedded in FHPs, and for more timely or urgent use will be considered by the Provost as a priority.



In 2021, a review was done on the three-year average of research funding and compared to the current chair allocation to the faculties. It was found that some faculties are currently over-allocated in their chair allocation and some are under-allocated. It is the intent of the Provost to realign the distribution of chairs to the faculties in order to bring it in line with the faculties' performance in garnering research funding. Starting in 2024, the first cohort of chairs to be redistributed will be chairs scheduled to come off the program in 2024 and later. Faculties will be notified of which chairs will be redistributed. Before a chair will be allocated to the faculty, the faculty dean must provide a fulsome plan that includes a plan for supporting FDGs. It is hoped that the yearly redistribution of chairs will result in a more equitable distribution of chairs within the faculties at UBCV and UBCO.

#### Allocation by Research Funding

In allocating Canada Research Chairs across the UBCV faculties and UBCO, the Provost and AVP Academic made the following deliberations:

- We reviewed the chair allocation proportionally to the research funding received during the most recent CRC reallocation exercise released in 2021 for the three-year period 2017/18, 2018/19, 2019/2020, and compared it to the current chair allocation to each Faculty.
- We considered historical information from when the program was created in 2000 and how the original complement of chairs was allocated to the faculties. Chairs were used for external recruitment only in support of established themes and research clusters. The spirit of the cluster concept provided a framework that sustains and nurtures the intellectual concept of interdisciplinarity, sharing resources and fostering collaboration.
- We also considered biases that can potentially sway the chair allocations such as the size of faculty, research factors, inclusion bias, and short-term space considerations.
- We did some adjustments to guarantee a minimum number of chairs per “small” Faculty – ensuring each were allocated a minimum of three chairs, one being a Tier 1.

#### Allocation by Faculty headcount

- We also reviewed how chair allocation would look against a strictly proportional allocation by the professoriate tenure/track head count for comparison.
- We then adjusted chair allocation based on a minimum guarantee of three chairs for the “smaller” Faculties, one being a Tier 1.
- We proposed that the Provost's Office holds some chairs back in “reserve” and are allocated based on specific needs of the individual faculty such as a need to court prospective strategic recruits. At the end of the chairholders' term, the reserved chairs are returned to the Provost's Office for reallocation for other strategic purposes that arise.
- The central reserve chairs are intended to serve two potential purposes:
  - o Capitalize on successful recruitment efforts in smaller faculties;
  - o Encourage interdisciplinary collaboration i.e., a chair may be made available for a joint faculty hire.



From the above, there are four potential ways to allocate UBC's complement of Canada Research Chairs:

Proportional	Allocate chairs based on the existing faculty counts.
UBCO	Allocate chairs between campuses with some bias towards UBCO, as it is still in hyper-growth state as a campus.
Research	Allocate chairs based on a combination of research factors, e.g., by use of federal CRC allocation methodology, based on fraction of CIHR, NSERC, SSHRC funding.
Provincial Interest	Allocate chairs based on UBC's Strategic Research Plan, focusing on research clusters, Indigenous studies, cultures and ways of knowing; climate science and adaptation; digital futures; health sciences; forestry, natural resources and environment, and conservation.
Inclusion	Allocate chairs to promote and advance equity and inclusion, supporting increased representation among excellent researchers of women and gender minorities, and Indigenous, racialized, and disabled scholars

## CANADA RESEARCH CHAIRS MANAGEMENT AND ALLOCATION

### Recruitment

The Provost and the Vice-Provost and Associate Vice-President, Academic Affairs provides authorization to the faculties to recruit Canada Research Chairs (CRCs). All CRC positions are advertised publicly for a minimum of 30 days (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 for recruitment and nominating [Canada Research Chairs](#), a CRC Step-by-Step [Appointment File Guide](#) has been created to support Faculties in their searches. In addition, in 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.





In order to ensure the CRC job postings are reaching a diverse pool of qualified candidates, we have developed the [Diversifying Your Applicant Pool](#) resource and database. This database lists professional associations, publications, networks, and grassroots communities that specifically serve scholars from FDGs and are not the traditional sites of advertisement for new faculty recruitments.

#### Canada Research Chair Allocation to Faculties

The 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement saw the implementation of focused attention on equity representation among chairholders through equity targets for the federally designated groups (FDGs). It is expected that institutions will continue to manage their chair allocations, and submit nominations to the program that support EDI, as the program and participating institutions will have until 2029 to meet the proportional representation targets. It is also expected that the FDGs and proportional representation targets may change, based on periodically updated Canada Census providing comparative available workforce information. Starting in 2021, the targets were disaggregated by Tier.

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 and Associate Vice-President, Academic Affairs 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 FDGs. The request must include justification for an 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 program e.g., C150, CERC. Requests must also include a long-term financial plan for when the Chair comes off the program and no longer has the financial support offered by the CRCP award. The intent of the chair retention form is to increase the transparency and oversight of the CRC program by senior administration, which includes but is not limited to, advertising and recruiting chair nominees, and achieving the institutions equity targets.

The Vice-Provost and Associate Vice-President, Academic Affairs, will honour its commitment to every Faculty, but does 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 UBC's total allocation. The Vice-Provost and Associate Vice-President, Academic Affairs, 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 Vice-Provost and Associate Vice-President Academic Affairs, 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 and nomination of worthy mid-career and senior faculty members, and advance Tier 2 CRCs who have exceeded the expectations of their Tier 2 Chairs 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 usually requested to facilitate the strategic recruitment or retention of candidates within the faculties and are used on an as-needed basis, only when a vacancy is not available. Requests to alter the council or Tier should be submitted to the Vice-Provost and Associate Vice-President, Academic Affairs, for consideration.

### Canada Research Chairs Renewal Process

At least twice a year, the CRC Vice-Provost and Associate Vice-President, Academic Affairs, 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/Director 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 their first term, as assessed by 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's Office has received confirmation from the Dean of their support for the renewal candidate, 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 they will be invited to submit a renewal. Renewal invitations are processed through the Convergence platform.

It is mandatory for all new and renewal CRC applications to be reviewed by the UBC CRC Internal Adjudication Committee. The Committee is chaired by the Vice-Provost and Associate Vice-President, Academic Affairs, 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, Associate Vice-President, Academic Affairs, and Deans/Department Heads/Directors about whether to support the candidates for renewal. Supported candidates work with their Deans, Department Heads, Directors, 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 Vice-Provost and Associate Vice-President, Academic Affairs. 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 Provost's 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 Vice-Provost and Associate Vice-President, Academic Affairs. The VP and AVP, Academic Affairs, will meet with the dean of the affected faculty to discuss the return of the chair and possibility of a replacement Chair should one become available in the future. 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 facilitate 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 and the majority have created their own internal policy that speaks to the minimum level of support the faculty will provide. 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 and type of institutional support is negotiated between the nominee and the Dean/Department Head or Director prior to the submission of the nomination to the CRC program. In an effort to increase the amount of financial support offered to the chairholder in support of their research activities, in 2015 the University President proposed to the Committee of Deans the phasing out of the administrative overhead that was being charged to all Canada Research Chairs. The removal of administrative overhead resulted in many faculties increasing the amount of unrestricted research funding allocated to the chairs (\$15,000/year for Tier 2, \$40,000 for Tier 1). Based on the environmental scan and comparative review of supports, information regarding the baseline supports offered to a comparable chair position in each discipline is provided to each nominee during these negotiations.

Typical institutional support consists of but is not limited to:

- protected time for research, minimum 50%
- support for graduate students and post-docs



- start-up grants (for new faculty; amount is determined by Faculty and usually above that of a regular new faculty hire)
- research stipends for new and renewal candidates (amount determined by Faculty and is dependent on Tier 1 or Tier 2)
- application to CFI JELF program. This is available to all new faculty members within the first two years of their employment. For new CRC nomination, CFI funding should be submitted in partnership with their CRC application (for new nominees the base amount is \$125,000 plus matching). For nominees beyond the first two years of their employment, the faculty dean may make a case to the Institutional Programs Office for CFI funding to support the CRC nomination.
- lab space and equipment (may not be required by all chairholders).

### TRANSPARENCY AND ACCOUNTABILITY

On publicly accessible websites, UBC publishes regular reports of 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 annually on progress towards achievement of the objectives in the EDIAP both to the CRC Secretariat using the progress report format provided, and publicly on [UBC's public accountability and transparency web pages](#).